REPUBLIC OF KENYA

MINISTRY OF PUBLIC SERVICE AND HUMAN CAPITAL DEVELOPMENT

STATE DEPARTMENT FOR PUBLIC SERVICE

REPORT ON THE BASELINE SURVEY ON PUBLIC SERVICE DELIVERY INNOVATION

JANUARY 2025

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

ICKM - Information, Communication and Knowledge Management

IPIs - Intellectual Property Institutions

IPRs - Intellectual Property Rights

KeNIA - Kenya National Innovation Agency

KSG - Kenya School of Government

MDAs - Ministries, Departments and Agencies

MER - Monitoring, Evaluation and Reporting

NACOSTI - National Commission for Science, Technology and Innovation

DEFINITION OF TERMS

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

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

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

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

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

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

EXECUTIVE SUMMARY

The State Department for Public service in the Ministry of Public Service and Human Capital Development, developed the Public Service Delivery Innovation Strategy 2017 to provide a systemic approach to implementation and management of innovation in all public service institutions and agencies at both National and County levels of government. The State Department embarked on a baseline survey with the objective of collecting, collating and analyzing stakeholders' views on the effect of public service delivery innovations in the public service to provide a framework for systematic innovation and facilitate public servants to tap new ideas and adopt best practice. Responses were received from the lower, middle and top level management of Ministries / State Departments, Autonomous /Semi- Autonomous Government Agencies, Training Institutions and Constitutional Offices and Commissions. The survey identified insufficient awareness, inadequate legislation and lack of a knowledge sharing platform for public servants to tap new ideas and adopt best practice, inadequate capacity of public organizations to implement public service delivery innovation, lack of well-structured framework for recognition and reward on innovations and inadequate monitoring and evaluation framework on innovation in the public service as gaps in the implementation of the public service delivery innovation.

The challenges experienced in the implementation of the Public service Delivery Innovation were; resource constraints, capacity gaps and low levels of awareness. The survey recommended the development of a robust capacity building and training programme to sensitize, develop and review of legislations, policies and strategies to streamline innovation in the public service. This will inform the development of a digital hub center to serve as a knowledge sharing platform for public servants to tap new ideas and adopt best practice. This will strengthen the capacity to implement public service delivery innovation such; infrastructural development and facilities that will act as enablers. Further, develop an elaborate framework for recognition and reward and adopt a monitoring and evaluation framework on innovations in the service

SECTION ONE: INTRODUCTION

1.1 Overview

This section presents the background on Public service delivery innovation, rationale and objectives of the Baseline Survey.

1.2 Background

Governments globally have embarked on efforts to transform the Public Service, to make it more responsive and effective in achieving social and economic progress. The Constitution of Kenya, 2010 under Articles 10 and 232 emphasize service delivery that is responsive to the needs of the citizenry. These calls for innovative and transformative approaches in public service delivery. Innovation in public service delivery in Kenya is expressed in the Kenya Vision 2030 that underscores science, technology and innovation as a means to foster global competitiveness for wealth creation, national prosperity and a high quality of life for its people.

The Government has made deliberate efforts since 2006 to create awareness and mainstream innovation in the Public Service and has factored it in Performance Contracts of Ministries, Departments and Agencies. The Government also established institutions dedicated to management of innovation, notably; the National Commission for Science, Technology and Innovation (NACOSTI) and Kenya National Innovation Agency (KeNIA).

The State Department for Public service in the Ministry of Public Service and Human Capital Development, developed the Public Service Delivery Innovation Strategy to provide a systemic approach to implementation and management of innovation in all public service institutions and agencies at both National and County levels of government.

1.3 Rationale of the Baseline Survey

The data obtained will provide a framework for systematic innovation and facilitate Public servants to tap new ideas and adopt best practice. The survey will guide documentation and evaluation of innovative methods, sharing relevant knowledge, replication and protection of

intellectual property rights (IPRs) of innovating institutions and individuals. These will enable enhance Strategies that will entrench an innovation culture and harness existing potential for service delivery innovation. These will have the effect of creating an enabling environment for achievement of quality, responsive, cost effective and timely services to citizens.

1.4 Objective of the Survey

The main objective of the baseline survey was to collect and analyze stakeholders' views on the effect of public service delivery innovations in the public service to provide a framework for systematic innovation and facilitate public servants to tap new ideas and adopt best practice.

1.4.1 Specific objectives

The respondents' views are to provide a framework for systematic innovation through:

i.   Review of the public service delivery innovation strategy 2017

ii.   Development of a public service delivery innovation policy

iii. Providing knowledge platform for public servants to tap new ideas and adopt best practice

1.5 Organization of the Baseline Survey Report

The Baseline Survey Report is organized into five sections. Section one provides a background on public service delivery innovation, rationale and the objectives of the baseline survey as well as its organization. Section Two highlights the methodology of the baseline survey including survey design, scope of the survey and data collection tools.

Section Three presents the survey results and analysis of findings on public service delivery innovation. Section Four outlines the discussions of qualitative and quantitative findings. Finally, Section Five presents conclusions, lessons learned and recommendations.

1.6 Scope of the survey

The Scope applied to all institutions that deliver public services. The survey was conducted between November 2024 to January 2025 (3 months).

SECTION TWO: METHODOLOGY

2.1 Overview

This section outlines the survey design and methodology adopted in the Baseline Survey, the scope of the survey, and data collection tools.

2.2 Survey Design and Methodology

2.2.1 Research Design

The Survey used both quantitative and qualitative research design to assess the effect of public service delivery innovations in the public service.

2.2.2 Target Population

The survey targeted public servants across Ministries, Departments, Agencies, constitutional commissions and Training institutions targeting top, middle and lower cadres.

2.2.3 Data Collection, Analysis and Presentation

Data was collected through online and desk research, analyzed quantitatively and qualitatively and presented through charts, tables and graphs.

SECTION THREE: SURVEY FINDINGS

3.1 Overview

This section provides a summary of survey findings.

3.2 Respondent Characteristics

The respondents were drawn from public servants across Ministries, Departments, Agencies, constitutional commissions and Training institutions categorized into top, middle and lower cadres.

Deployment	Respondents %
Ministries / State Departments	75.58
Autonomous /Semi- Autonomous Government Agencies	22.06
Training Institutions	2.13
Constitutional Offices & Commissions	0.42
Total	

Table 1: Distribution of respondents based on Deployment
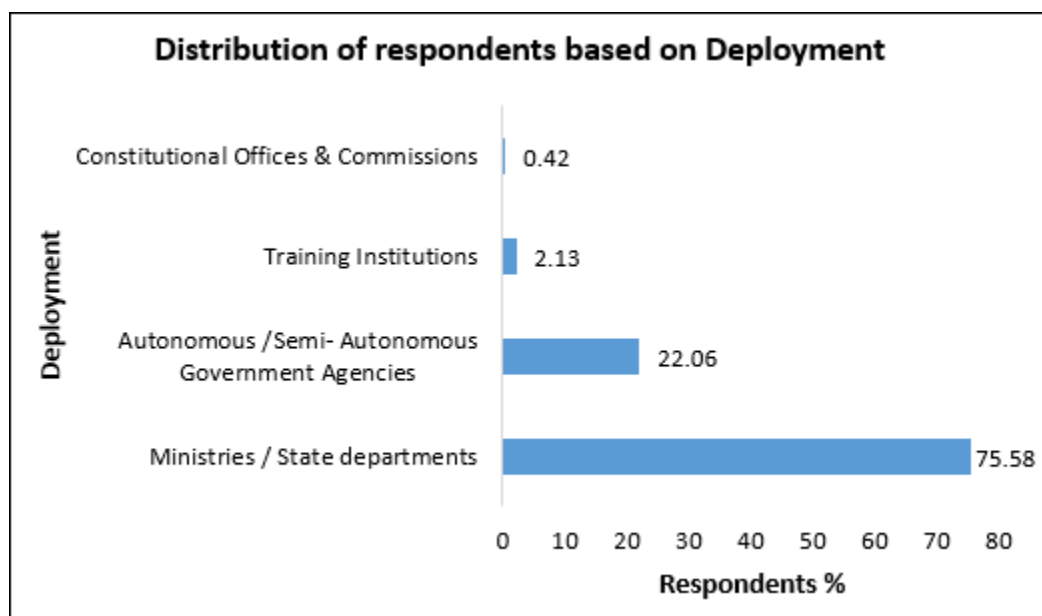
Figure 1: Distribution of respondents based on deployment

3.2.1 Distribution of respondents based on Designation

Respondent's Level	Respondents %
Lower Level	9.16
Middle Level Management	64.07
Top Level Management	26.77
Total	

Table 2: Distribution of respondents based on Designation
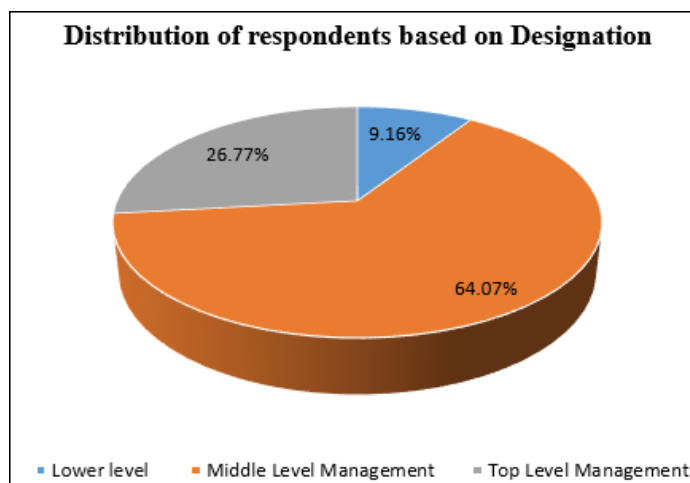
Figure 1: Distribution of respondents based on Designation

3.3 Awareness of the Public Service Delivery Innovation Strategy 2017
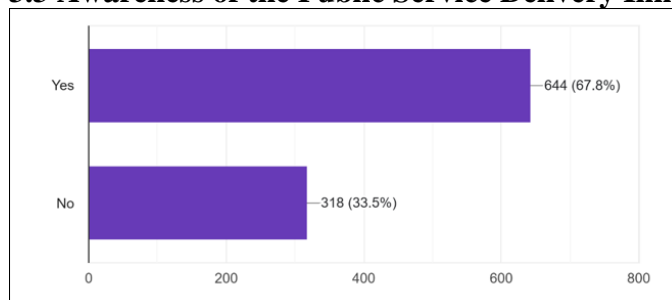
Figure 1: Awareness of the Public service Delivery Innovation Strategy 2017

A total of 950 responses were received, 67.8% were aware while 33.5% were not aware.

3.3.1 Studied and Used the Strategy to guide in the Implementation and Management of Service Delivery Innovation
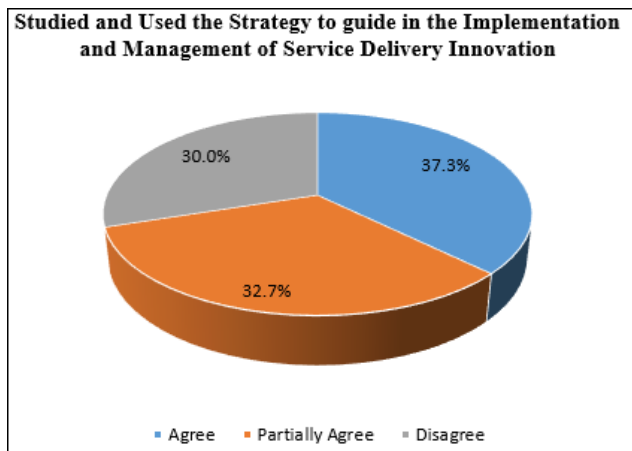
Figure 2: Studied and Used the Strategy to guide in the Implementation and Management of Service Delivery Innovation

A total of 957 responses were received, 37.3% agreed, 32.7% partially agreed while 20.7% disagreed on the same. 10% of the respondents gave mixed responses.

3.4 Usefulness of the strategy
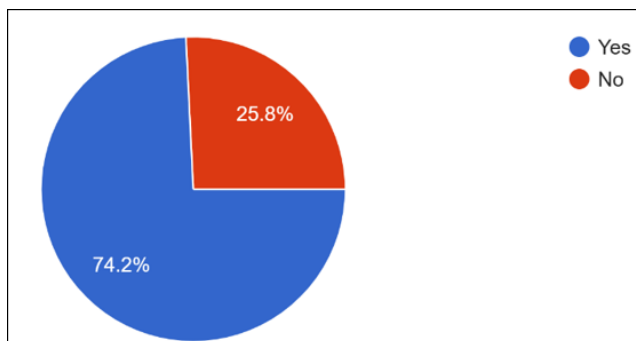
Figure 3: Usefulness of the strategy

A total of 908 responses were received, 74.2 % in agreement while 25.8% did not agree.

3.4.1 Reasons for not using Public service Delivery Innovation Strategy 2017

Reasons for not using Public service Delivery Innovation Strategy 2017	Responses rate
Lack of awareness	50.5%
Inaccessibility of the strategy	27.4%
Lack of training and capacity building	15.4%
New staff in the service	3.8%
Inadequate resources	1.9%
Lack of transparency	0.9%
Total	**100%**

Table 3: Reasons for not using Public service Delivery Innovation Strategy 2017
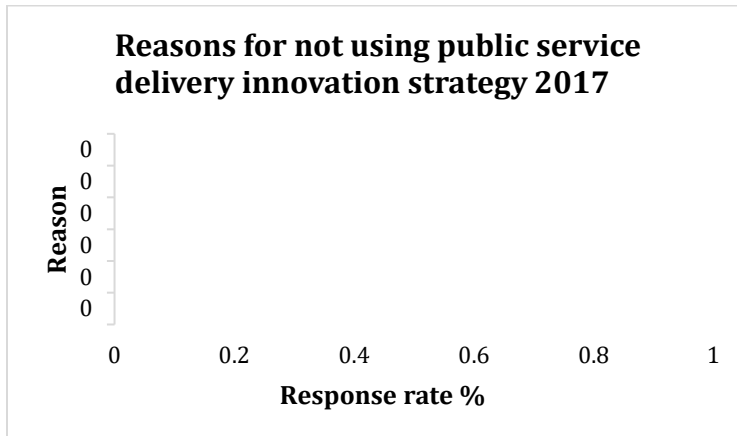
Figure 4: Reasons for not using Public service Delivery Innovation Strategy 2017

3.5 Organization has a for culture for innovation in service delivery
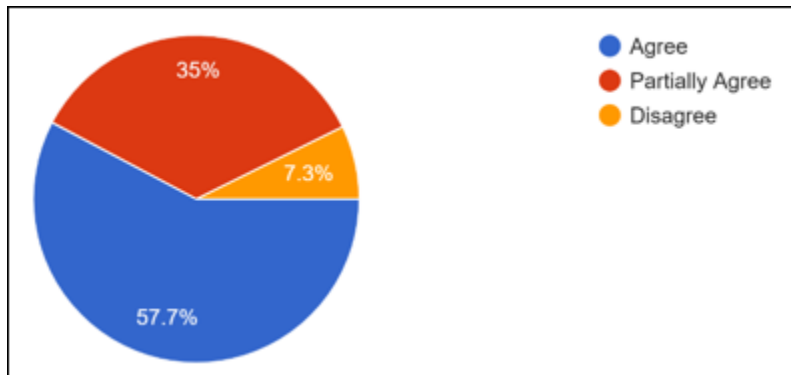
Figure 5: Organization for culture for innovation in service delivery

A total of 963 responses were received, 57.7% were in agreement, 35% partially agreed, while 7.3% did not agree.

3.6 Culture for innovation in service delivery

A total of 963 responses were received, 57.7% in agreement, 35% partially agreed, while 25.8% did not agree.

3.7 Organization makes easy for people to put new ideas up the line
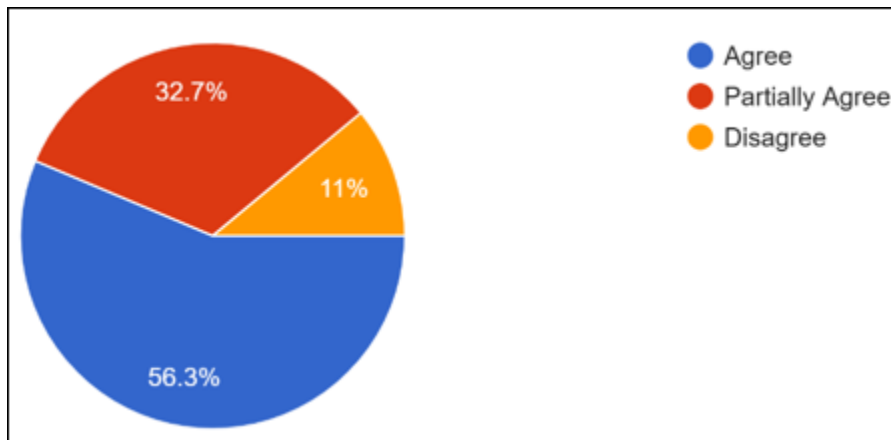
Figure 6: Organization makes easy for people to put new ideas up the line

A total of 964 responses were received, 56.3% in agreement, 32.7% partially agreed, while 11% did not agree.

3.8 Job allows me to come up with new ideas
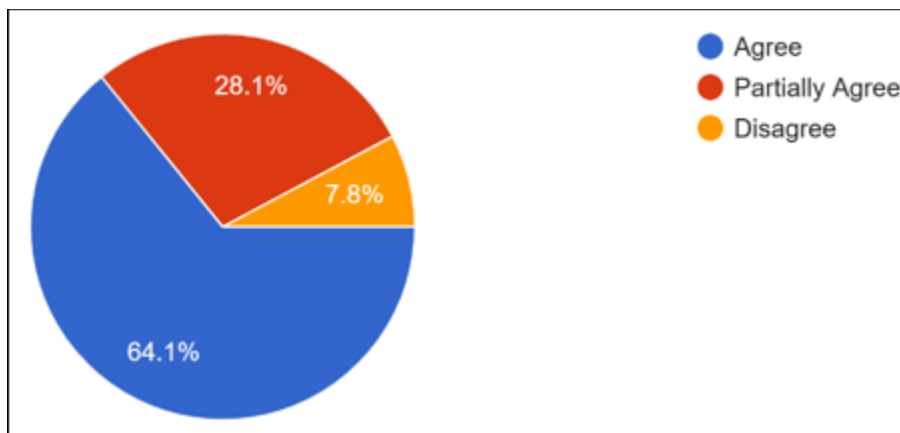
Figure 7: Job allows me to come up with new ideas

A total of 965 responses were received, 64 % in agreement, 28% partially agreed, while 7.8 % did not agree.

3.9 Encourage to look for and listen to ideas outside my team (including outside the organization)
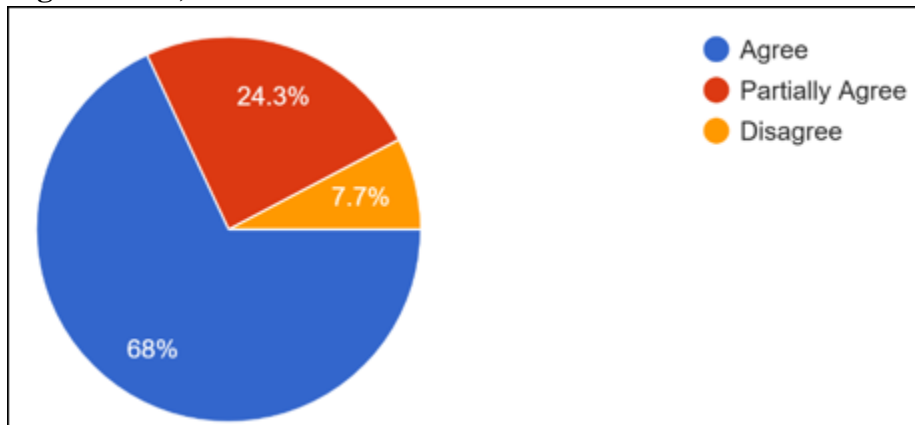
Figure 8: Encourage to look for and listen to ideas outside my team

A total of 960 responses was received with 68% in agreement, 24.3% partially agreed, while 7.7% did not agree.

3.10 Knowledge on how innovation fits within organization's strategy and vision
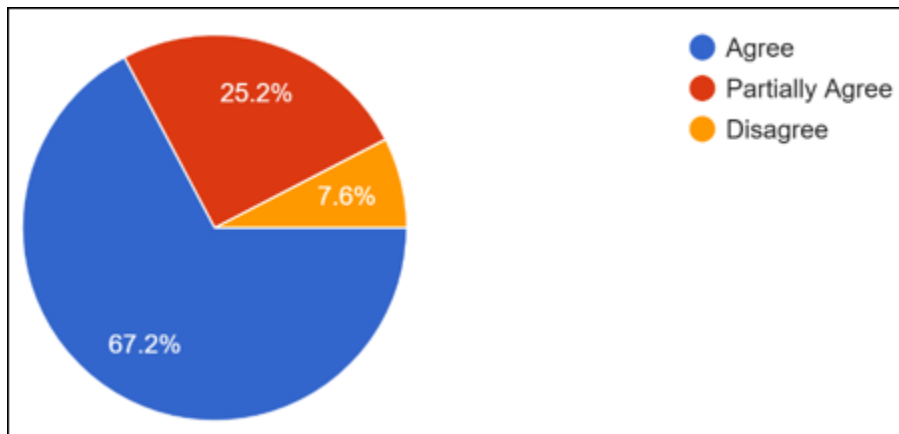
Figure 9: Knowledge on how innovation fits within organization's strategy and vision

A total of elicited 964 responses was received with 67.2% in agreement, 25.2% partially agreed, while 7.6% did not agree.

3.11 Knows who can help me develop and take it forward
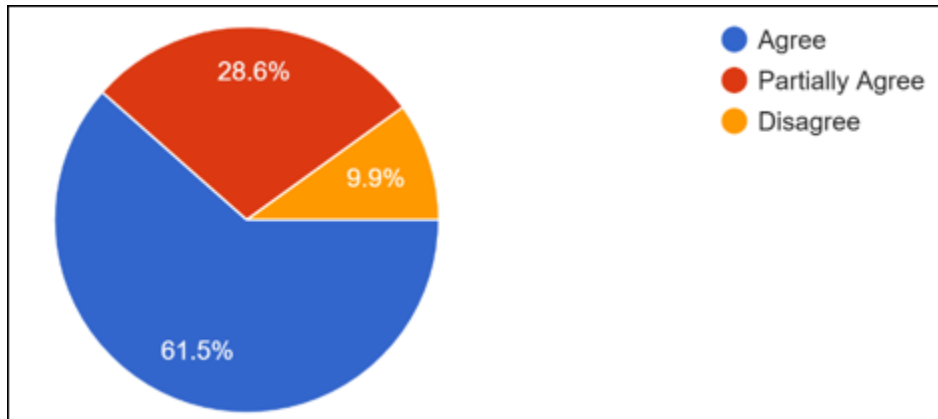
Figure 10: Knows who can help me develop and take it forward

A total of 958 responses was received with 61.5% in agreement, 28.6% partially agreed, while 9.9% did not agree.

3.12 Organization's communication on why some ideas are implemented and others are not
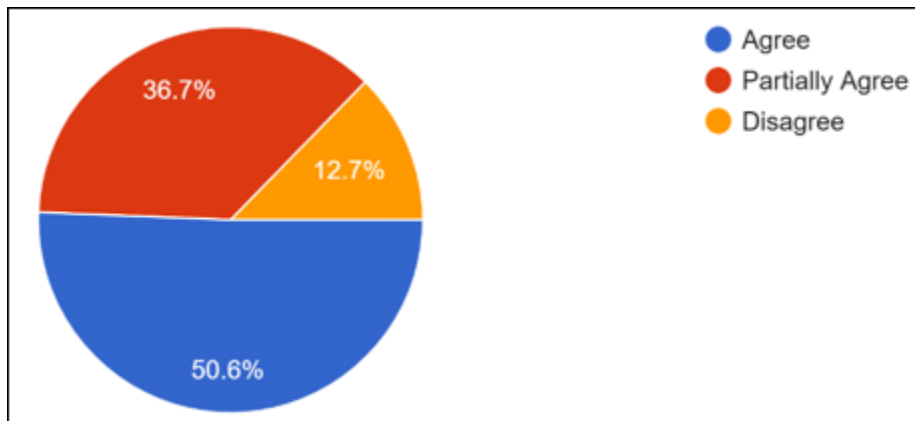
Figure 11: Organization's communication on why some ideas are implemented and others are not

A total of 964 responses was received with 50.6% in agreement, 36.7% partially agreed, while 12.7% did not agree.

3.13 Timely feedback on ideas
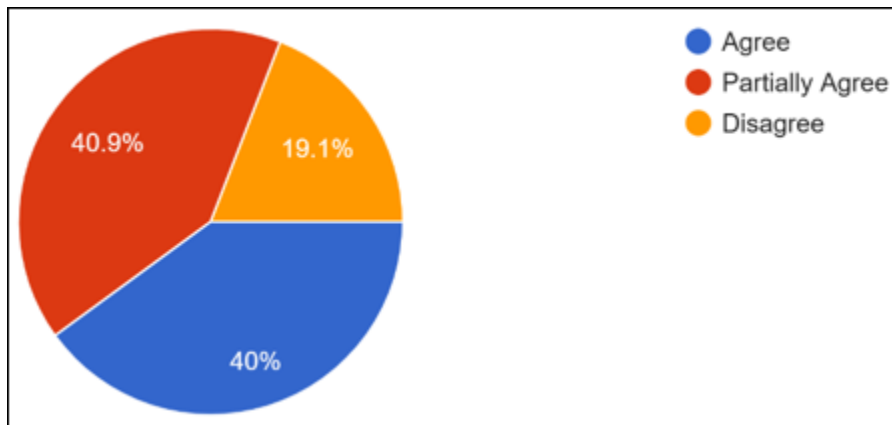
Figure 12: Timely feedback on ideas

A total of 963 responses was received with 40% in agreement, 40.9% partially agreed, while 19.1% did not agree.

3.14 Consideration of stakeholders and citizens views in choosing ideas for further investigation.
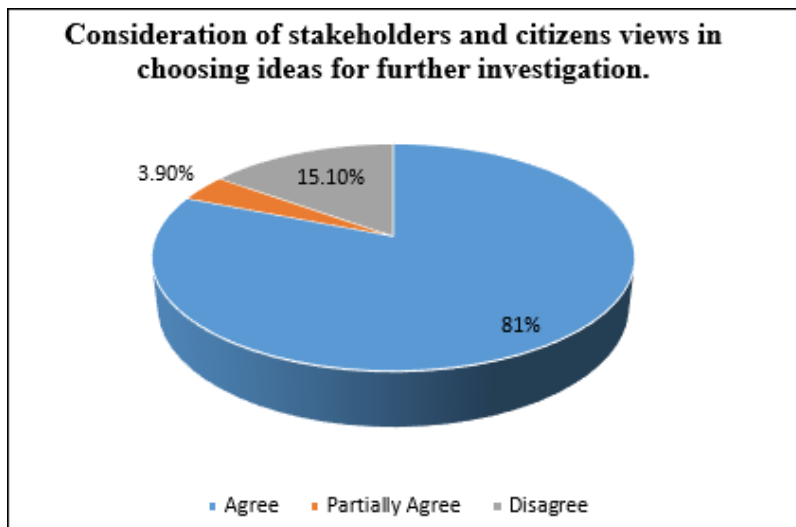
Figure 13: Consideration of stakeholders and citizens views in choosing ideas for further investigation.

A total of 962 responses was received with 81% in agreement, 15.1% did not agreed and 3.9% was unspecified under others

3.15 Processes for getting new ideas approved are supported
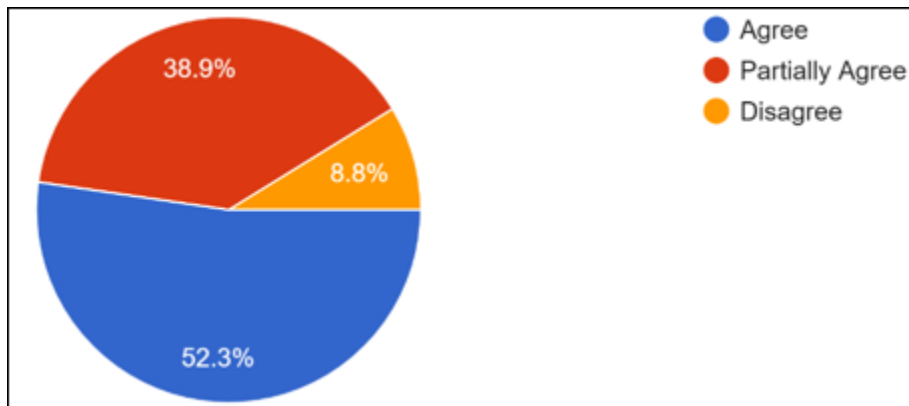
Figure 14: Processes for getting new ideas approved are supported

A total of 958 responses was received with 52% in agreement, 38.9% partially agreed, while 8.8% did not agree.

3.16 Not averse to risk when considering new ideas
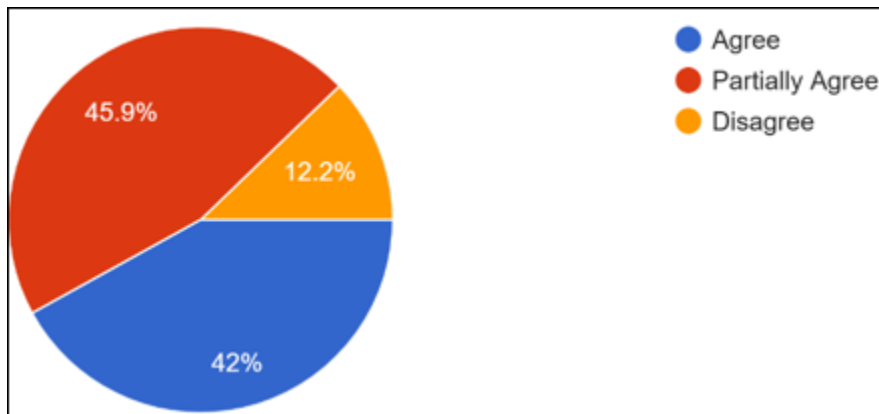
Figure 15: Not averse to risk when considering new ideas

A total of 953 responses was received with 42% in agreement, 45.9% partially agreed, while 12.2% did not agree.

3.17 Organization preparedness to pilot and try new ideas
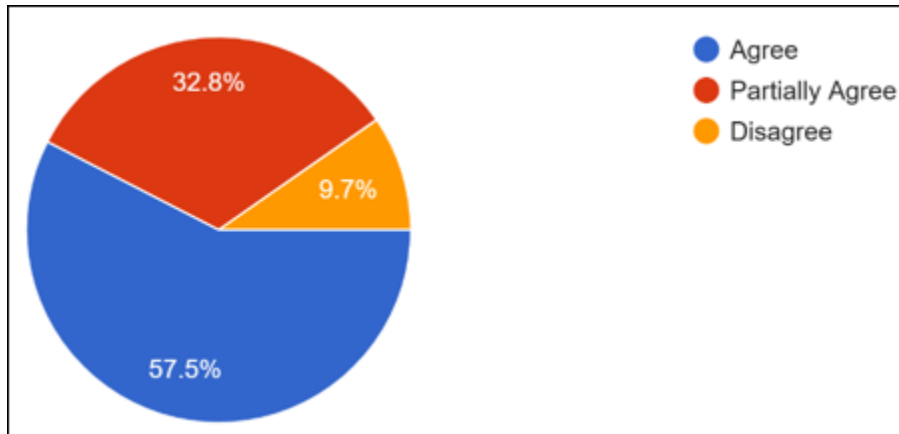
Figure 16: Organization preparedness to pilot and try new ideas

A total of 963 responses was received with 57.5% in agreement, 32.8% partially agreed, while 9.7% did not agree.

3.18 Support to manage new projects or ideas
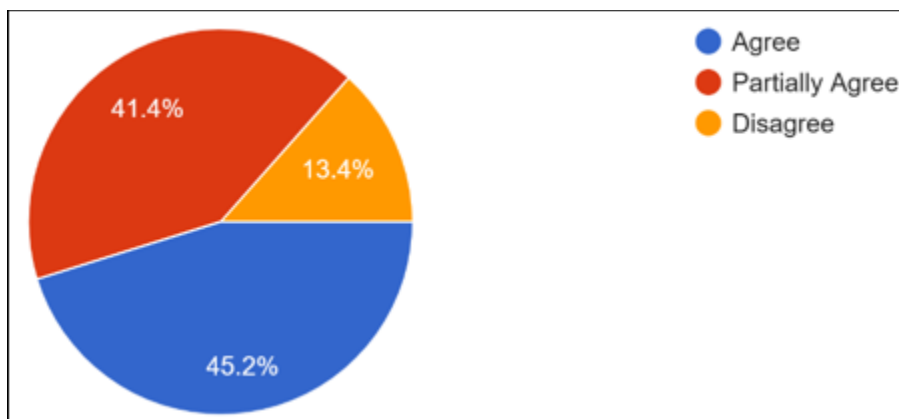
Figure 17: Support to manage new projects or ideas

A total of 956 responses was received with 45% in agreement, 41.4% partially agree while 13.4% did not agree.

3.19 Organization is good at managing risky innovative ideas
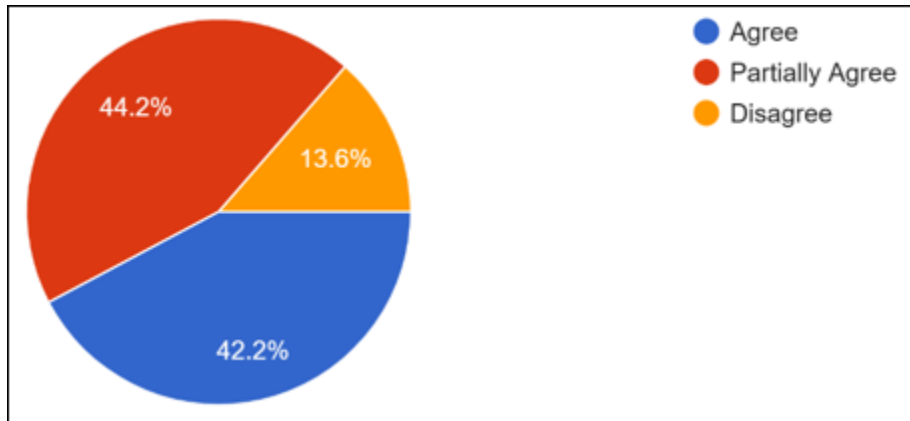
Figure 18: Organization is good at managing risky innovative ideas

A total of 959 responses was received with 42.2% in agreement 44.2% partially agreed, while 13.6% did not agree.

3.20 Organization has in place enabling systems and structures to facilitate generation of ideas
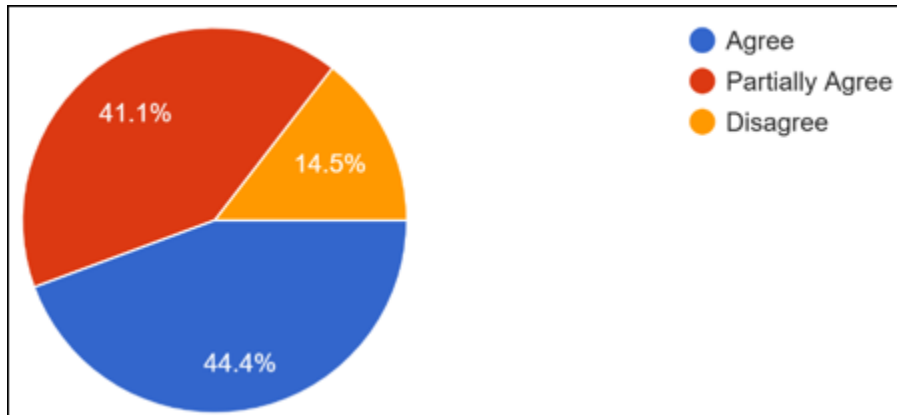
Figure 19: Organization has in place enabling systems and structures to facilitate generation of ideas

A total of 958 responses was received with 42.4% in agreement, 41.1% partially agreed, while 14.5% did not agree.

3.21 Organization has enabling systems of communication
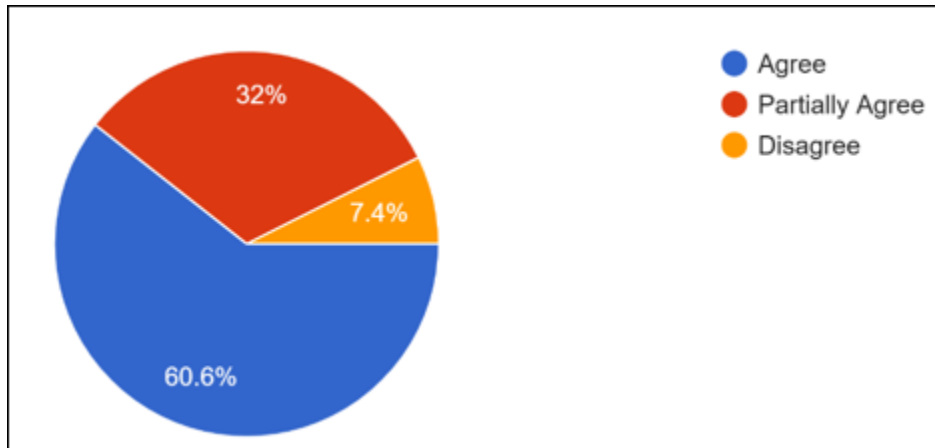
Figure 20: Organization has enabling systems of communication

A total of 961 responses was received with 60.6% in agreement, 32% partially agreed, while 14.5% did not agree.

3.22 Organization has defined processes of channeling ideas/projects/innovations
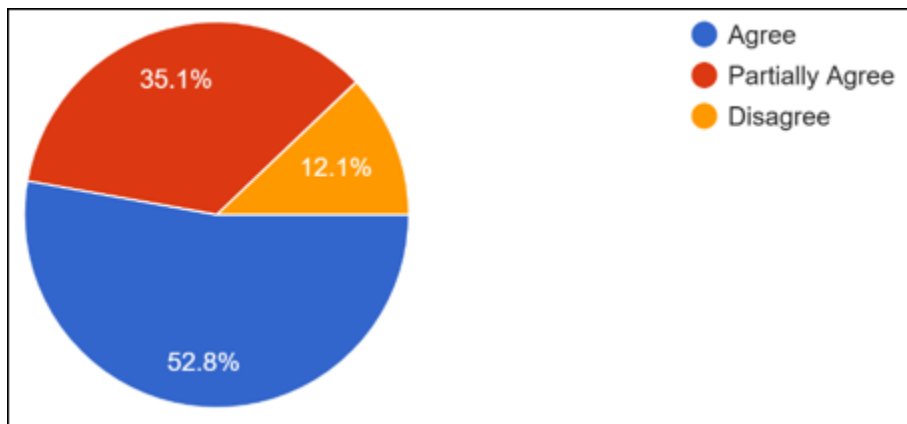
Figure 21: Organization has defined processes of channeling ideas/projects/innovations

A total of 962 responses was received with 52.8% in agreement, 35.1% partially agreed, while 12.1% did not agree.

3.23 Collaboration with others in implementing new ideas and projects.
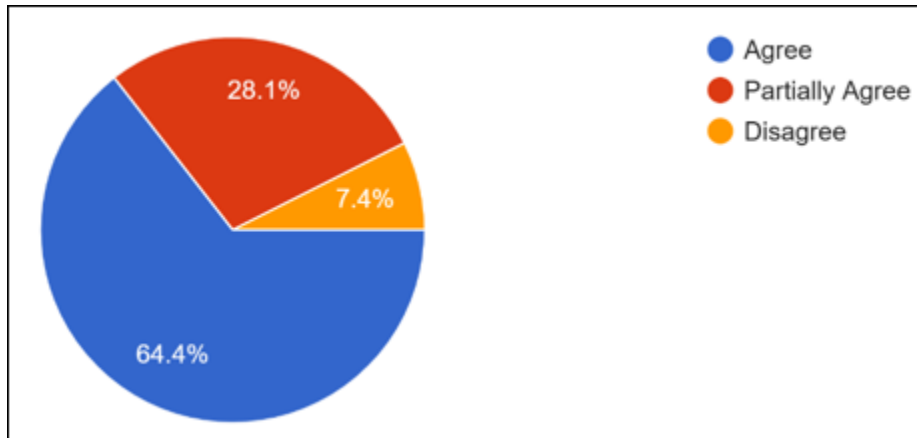
Figure 22: Collaboration with others in implementing new ideas and projects.

A total of 956 responses was received with 64.4% in agreement, 28.1% partially agreed, while 7.4% did not agree.

3.24 Communication of the potential risks and benefits of innovative projects
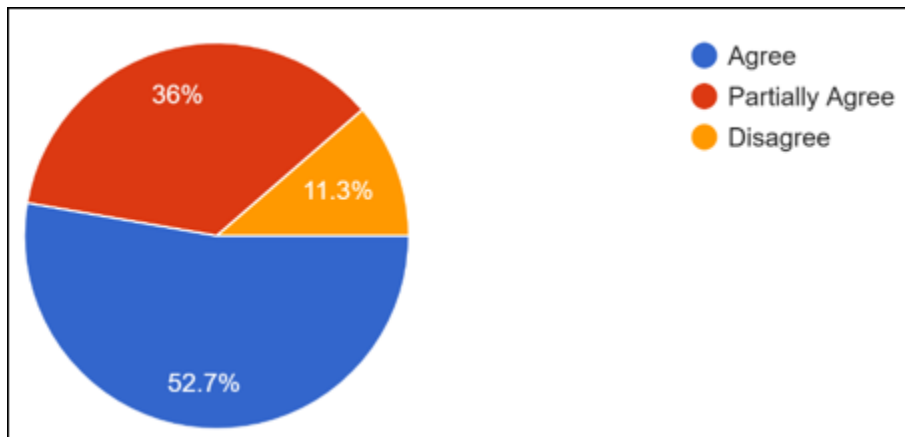
Figure 23: Communication of the potential risks and benefits of innovative projects

A total of 954 responses was received with 52.7% in agreement, 36% partially agreed, while 11.3% did not agree.

3.25 Organization embeds good ideas into its core business
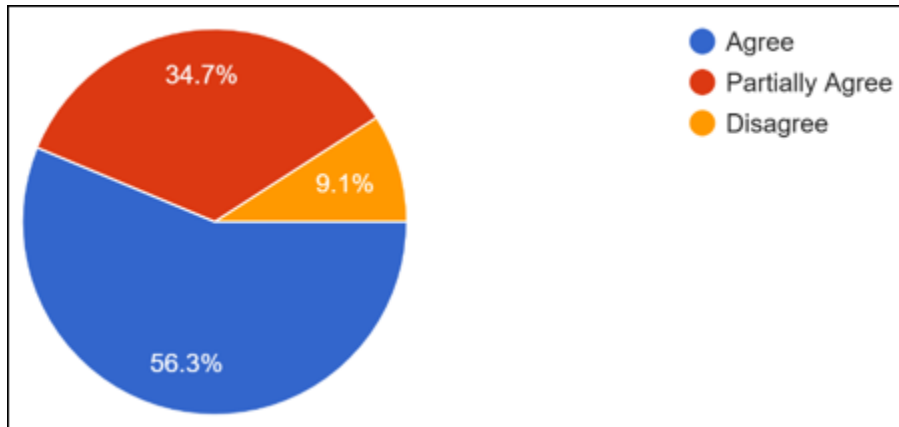
Figure 24: Organization embeds good ideas into its core business

A total of 958 responses was received with 56.3% in agreement, 34.7% partially agreed, while 9.1% did not agree.

3.26 Training on incorporation of innovations in the job
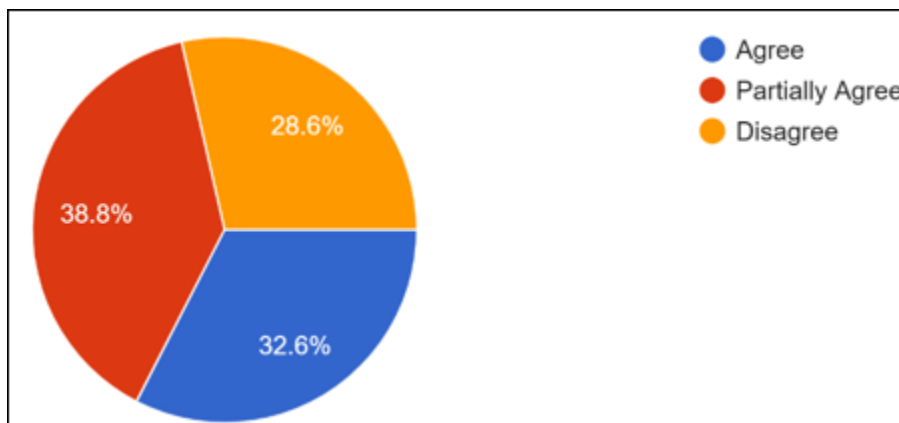
Figure 25: Training on incorporation of innovations in the job

A total of 958 responses was received with 32.6% in agreement, 38.8% partially agreed, while 28.6% did not agree.

3.27 Organization embrace people and factors that threaten innovative ideas and openly engages with them
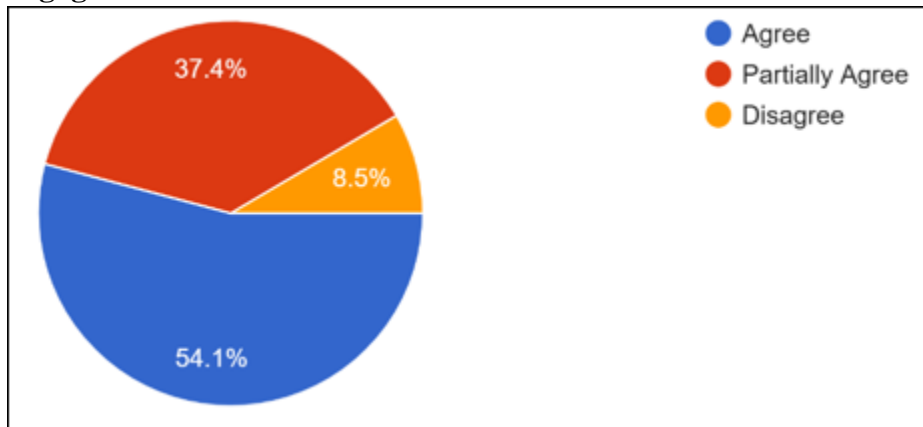
Figure 26: Organization embrace people and factors that threaten innovative ideas and openly engages with them

A total of 957 responses was received with 54.1% in agreement, 37.4% partially agreed, while 8.5% did not agree.

3.28 Existence of a culture for monitoring and evaluation of innovations
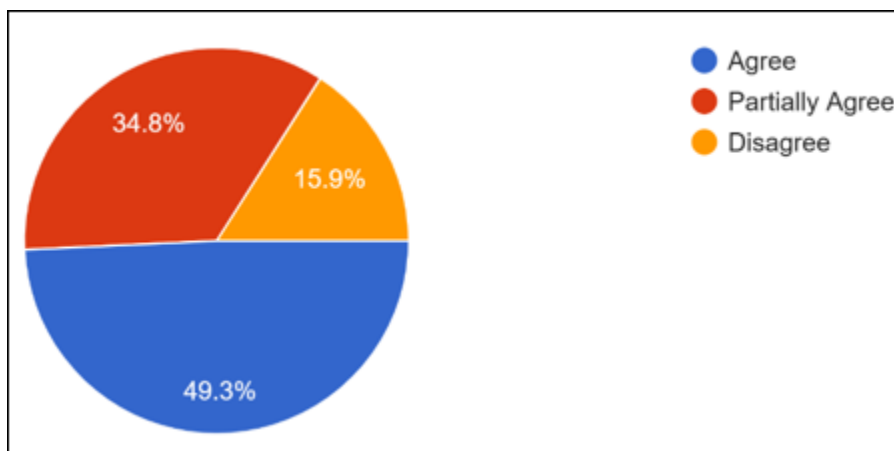
Figure 27: Existence of a culture for monitoring and evaluation of innovations

A total of 954 responses was received with 40.3% in agreement, 34.8% partially agreed, while 15.9% did not agree.

3.29 Celebration of successes in innovation and learning
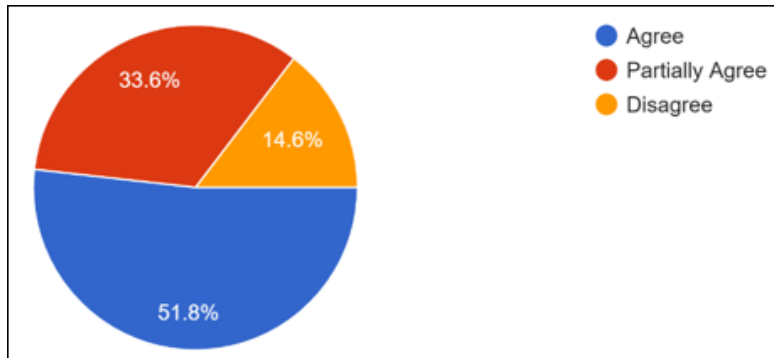
Figure 28: Celebration of successes in innovation and learning

A total of 958 responses was received with 51.8% in agreement, 33.6% partially agreed, while 14.6% did not agree.

3.30 Recognition of good ideas
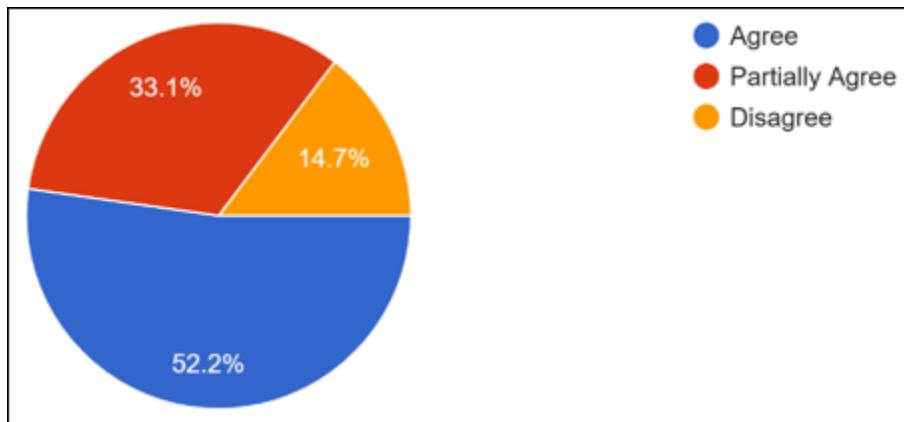
Figure 29: Recognition of good ideas

A total of 961 responses was received with 52.2% in agreement, 38.1% partially agreed, while 14.7% did not agree.

3.31 Sharing of ideas and encouragement of their reuse (replication)
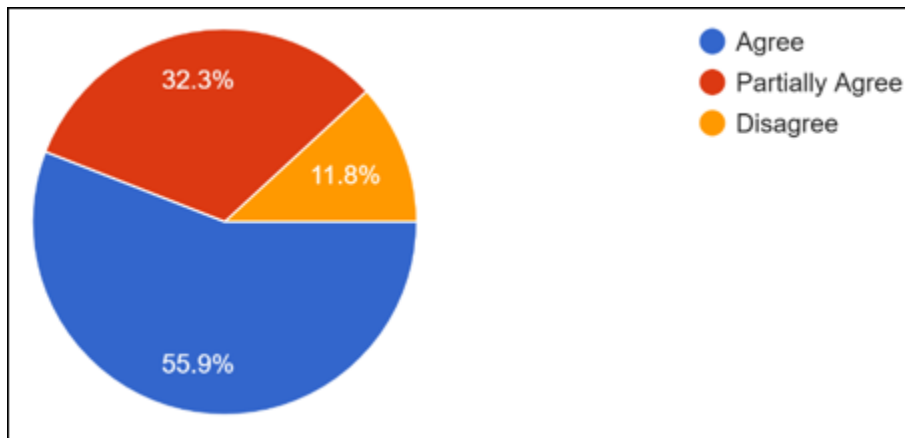
Figure 30: Sharing of ideas and encouragement of their reuse

A total of 957 responses was received with 55% in agreement, 32.2% partially agreed, while 11.8% did not agree.

3.32 Support in sharing lessons from unsuccessful innovations
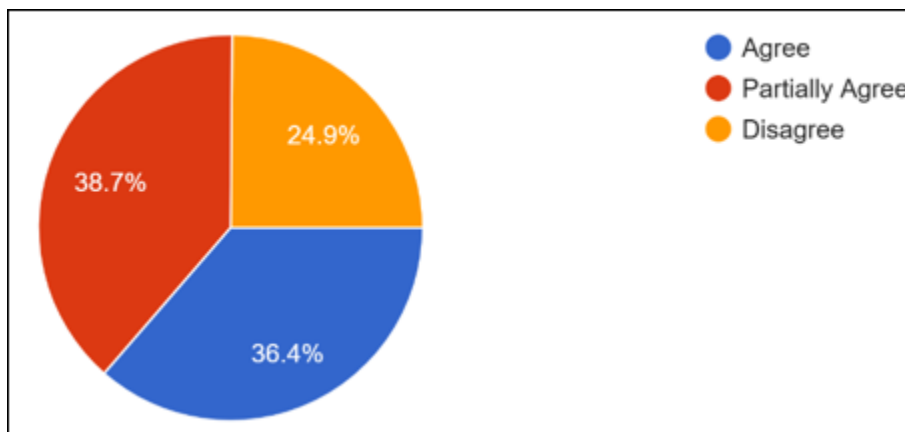
Figure 31: Support in sharing lessons from unsuccessful innovations

A total of 953 responses was received with 36.4% in agreement, 38.7% partially agreed, while 24.9% did not agree.

3.33 Adoption of Innovations from our organization by others
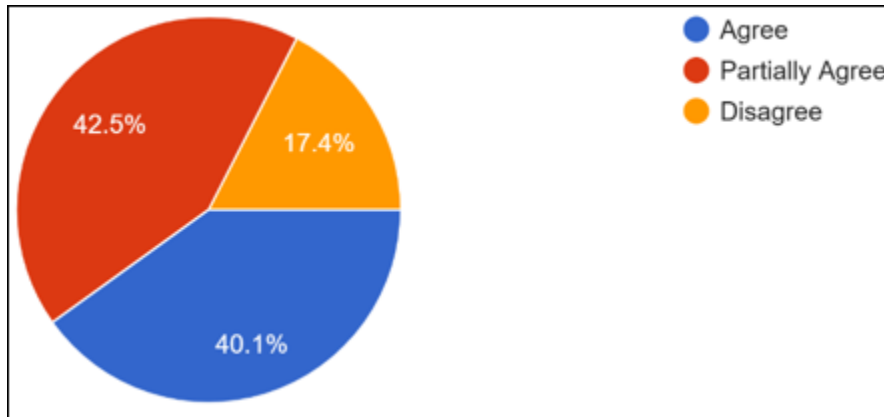
Figure 32: Adoption of Innovations from our organization by others

A total of 953 responses was received with 40.1% in agreement, 42.5% partially agreed, while 17.4% did not agree.

3.34 My organization encourages staff mobility to help spread knowledge
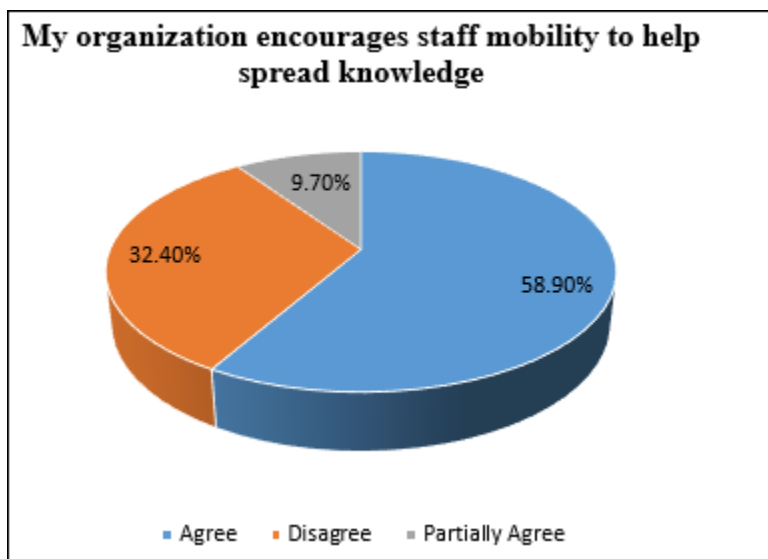
Figure 33: My organization encourages staff mobility to help spread knowledge

A total of 961 responses was received with 58.9% in agreement, 32.4% partially agreed, while 14.4% did not agree

SECTION FOUR: DISCUSSIONS OF THE FINDINGS

4.1 Overview

This section outlines the discussions of qualitative and quantitative findings. It also identifies the gaps by the respondents.

4.2 Quantitative discussions

The data obtained established that majority of respondents were from the technical cadre who drive innovation and provided responses that may add value to guide documentation and evaluation of innovative methods, sharing relevant knowledge, replication and protection of intellectual property rights (IPRs) of innovating institutions and individuals .The survey established that most public servants are aware of the public service delivery innovation strategy 2017 but much needs to be done to increase the level of awareness from 67.8% were aware to 100%. Majority of respondent (62.7%) require sensitization to embrace the adoption of the strategy to raise the awareness index from 74.2% to 100% to guide in the implementation and management of service delivery innovation. The survey was able to establish that there exist a gap in the adoption as 47.3% were not in agreement on culture for innovation.

The study was able to identity a gap in public institutions ability in making easy for public servants to put new ideas up the line, thus creating a need for introducing a framework for systematic innovation and facilitate public servants to tap new ideas and adopt best practice. The data also identified a gap of public institutions at 35.9% that do not allow staff to come up with new ideas. These create the need to sensitize public service organization to embrace innovation in the whole government Approach.

Public institutions encourage staff to look for and listen to ideas outside the organization. However efforts have to be put in place to reduce the gap of 32% that require sensitization and support to wholesomely embrace the practice. Knowledge on how innovation fits within organization's strategy and vision had a positive response that meant that most public organization had aligned, however a gap of 32.8% represents the nonaligned organization that require to conform to the practice. Data obtained on public servants who are aware of individuals or institution who can help develop and take it innovation forward had a gap of 38.5% as compared 61.5% who were in support.

Organization's communication on why some ideas are implemented and others are not elicited a balanced response on the negative and positive respectively. This implies that much needs to done in promoting the whole government approach as 49.9% argued that there exist a poor or no communication strategy in public service institution in promoting innovation. Timely feedback on ideas received negative response of 60% creating a gap that indicate the need for public service organization to re-engineer communication framework to develop a platform for knowledge sharing on matters related to innovation .The framework should create feedback mechanism to promote adoption of innovation in a timely, cost effective and efficient manner.

Consideration of stakeholders and citizens views in choosing ideas for further investigation elicited a positive response of 81%.These could imply that majority of public institutions embrace public participation and stake holder engagement on issues related to innovation as provided under the constitution of Kenya 2030. However much need to be done to bridge the gap of 20% of respondents who have challenges in adoption of stakeholder and citizen views. Processes for getting new ideas approved are supported had negative response of 47.7%. These indicated that programmes to sensitize the top management in public institutions, on the need to support innovators received 52.3% of positive response that may indicate that considerable effort are being taken in public service to address the issue.

Questionnaire of not averse to risk when considering new ideas had a gap of 58% , to imply that most respondents felt that innovators lack adequate legal protection on their copyrights to innovations, These may call for development of framework through policies, strategies and law to mitigate on risk. Organization preparedness to pilot and try new ideas had a balanced response. However most respondents at 42.5% gave negative affirmation as compared to 57. % who agreed. The gap identified from negative affirmation may indicate that public service organizations do lack the capacity or infrastructure to sustain the implementation of innovation. These may call for a robust framework through capacity building program in preparation of adoption. Respondents (54.8%) acknowledged that there is a gap among public organizations in providing the desired support to both innovators and projects established as a result of creative and innovative ideas. The response was also linked to the data obtained from respondents who felt that Organization is good at managing risky innovative ideas as it had a gap of 57.8% against positive affirmation of 42.2%.

These may be interpreted to mean that there is need to develop mechanism to manage risky innovative ideas. These could be achieved by regulating innovations in the public service through engagement of stakeholders. Data obtained on organization having enabling systems and structures to facilitate generation of ideas, Illustrate that there still exist a gap of 55.6% respondents in public service institutions who do not agree that conducive innovation environment exist, thus need to create atmosphere to improve on the existing 44.4% . It should also be noted that majority of respondents argued that public service institutions have enabling systems of communication at 60.6% while 39.9% perceived that there exist a gap. Efforts needs to be integrated at policy and technical levels to improve enabling systems of communication. The data collected had a correlation with the processes of channeling ideas/projects/innovations where 52.8% agreed and 47.2% was identified as dissenting response. That implied that, there exist a gap that needs to be addressed by organizations in the public service to strengthen the process of channeling innovation and instill confidence from innovators.

Collaboration with others in implementing new ideas and projects questionnaire had positive response of 64.4% indicating that the factor is well embraced within the public service. However, 35.5% of respondents depicts a gap that require interventions to increase the positive rating. Responses received confirm that respondents understood the role of partnership and collaborations as a fundamental concept for sustainability of innovation within the public service. Communication of the potential risks and benefits of innovative projects had balanced responses to imply that communication need to be improved in organizations to provide the desired effect on innovation programs. Embedding good ideas in core business had a balanced rating with a gap of 43.7%.These implies that public service organization have not fully inculcated innovation in their respective core business thus need for policy and sensitization interventions. Negative response of 67.4% from the data obtained on Training on innovations in the job indicated at a gap as respondents argued that the rate of innovation in the job is low or does not exist. Thus interpreting that the rate of incorporation is only at a paltry 32.6%.The data indicate that public service organization have not embraced training as a key component in enriching job values and competencies in employee development and performance. The data obtained was more elaborated under Organization that embrace people and factors that threaten innovative ideas and openly

engages with them which elicited 45.9% negative response, creating a gap that require development of a sustainable programme on culture change to increase the rating from 54.1%. Existence of a culture for monitoring and evaluation of innovations had a balanced response that indicate that culture need to be promoted in public institution through inculcating of vibrant policies ,strategies , framework for knowledge sharing and embracing of performance management for accountability and transparency. Balanced response on celebration of successes in innovation and learning with 49.2% negative response that indicate need to establish a structured way of celebration of success. The response also affirms that most public servants are not aware of how the government has been structured to celebrate innovators, thus efforts need to be put in place to strengthen the platform for celebrating innovation. The questionnaire on recognition of good ideas had a balanced response with the positive at 52.2% while 48.8% indicate that there exist a gap that needs to be addressed, either through policy, strategy and administration of the the process involved in recognition across public service organizations. These also affected the responses on Sharing of ideas and encouragement of their reuse (replication) across the public service.

The data obtained had similarities with recognition as the gap was 44.1% as compared to 55.9% of the respondent who acknowledged the existence of replication of best practices across the service. It is important to note that for whole government concept to succeed, establishment of a knowledge sharing platform need to be put in place to encourage incubation and constant flow of creative and innovative ideas that champion transformation in public service delivery as envisage under the constitution Kenya. Thus much efforts need to be inculcated by providing adequate support in sharing lessons from unsuccessful innovations under the platform. These is because data obtained had 63.7% gap as most of the respondents disagreed or were not aware of public organization providing the support. Although 36.4% had a positive response, public organization need to embark on support campaign to enable institutionalize the concept in public service. These will Support the Adoption of innovations from our organization by others as the data obtained had a gap of 59.9%, to imply that the rate of adoption is below expectation of a transformed government in service delivery. The questionnaire on mobility of innovation ideas had a gap of 41.1%.these implies that public service require both a platform and framework to promote the sharing and replication of innovative ideas across the service.

4.3 Qualitative discussions

The survey identified challenges experienced in the implementation of the Public service Delivery Innovation. The challenges included resource constraints, capacity gaps and lack of awareness. Under resource constraints, respondents identified inadequate funding, lack of personnel and limited infrastructure. Capacity gaps were also highlighted, with public service organizations pointing out a lack of technical expertise, insufficient training and development programs, resistance to change, and bureaucratic processes that hinder implementation of the strategy. Additionally, respondents mentioned lack of awareness on the strategy and limited stakeholder engagement as some of the factors hindering its implementation. Technological barriers, such as unreliable internet connectivity and outdated IT systems were mentioned as challenges affecting implementation. Respondents further cited the absence of effective monitoring and evaluation frameworks as well as lack of ownership of the strategy as challenges leading to the fragmented execution of the strategy. Outdated laws and policies on innovation was also identified as an obstacle.

On encouraging the use of public service delivery innovation strategy as a guide in the implementation and management of service delivery innovation, the respondents proposed the need to create awareness on the strategy, disseminate, train and provide necessary resources to help in implementation of the strategy. The Government should prioritize the allocation of dedicated budgets for innovation initiatives across all ministries and agencies. Develop and implement targeted training programs that equip public servants with essential skills and knowledge in key areas such as data analytics, digital technologies, project management, and leadership among others to enhance their capabilities.

Respondents proposed that public organization should foster a culture of continuous professional development through workshops, conferences as well as online courses to ensure that public servants remain up to date with emerging trends and best practices. Establish dedicated innovation hubs within public organization to facilitate collaboration, knowledge sharing and the development of innovative solutions, thereby strengthening overall institutional effectiveness and efficiency. Respondents argued the need to Institute strong leadership commitment and support for innovation at all levels, creating an environment that encourages continuous improvement and transformative thinking to empower frontline staff to identify challenges, propose creative solutions, and

implement them within their areas of responsibility to promote efficiency in service delivery. There was need to establish clear mechanisms for recognizing and rewarding innovative employees and teams through initiatives such as awards, promotions, and performance-based incentives. Respondents proposed the need to disseminate information about the Public Service Delivery Innovation Strategy to public organization across all levels including top, middle and lower cadres. Public service organization should develop and implement clear communication strategies to effectively convey the objectives, benefits, and expectations of the innovation strategy.

Create regular platforms for engagement and feedback from citizens, civil society organizations, and the private sector among others. Involve stakeholders in the design, development, and implementation of innovative solutions strategies and policies. Build strong partnerships with stakeholders in universities, research institutions and technology companies to leverage their expertise and resources. Simplify and streamline bureaucratic procedures to minimize delays and ensure effective service delivery. Decentralize decision-making by empowering staff to make informed decisions and implement solutions at their respective levels will further enhance responsiveness and adaptability. Additionally, leverage technology to automate processes thereby strengthening citizen engagement as well as promoting transparency and efficiency in public sector.

Develop and implement robust monitoring and evaluation frameworks to track progress, assess impact and identify areas for improvement. Regularly review the implementation strategy based on the findings of monitoring and evaluation activities. A significant number of respondents from government organizations proposed that they should conduct awareness, campaigns, sensitization and workshops to educate their employees and stakeholders about the importance of a service delivery culture. By increasing awareness, organizations can align their workforce with the vision and goals for better service delivery.

Respondents claim that they should compare their organization's performance with others in order to adopt best practices for service delivery. Learning from successful organizations will help them

in implementing strategies that enhance customer satisfaction. Bench-marking also encourages continuous improvement by measuring performance against established standards.

Respondents proposed that their organizations should invest in continuous training and development programs to equip employees with the necessary skills and knowledge for better service delivery. They indicated that training sessions should focus on customer service, problem-solving, and professional development while capacity building will ensure that employees remain competent and motivated to provide quality services.

Respondents proposed establishment of partnerships and teamwork within the organization and with external stakeholders to improve service delivery. Respondents proposed strengthening of internal and external communication channels to ensure transparency and quick resolution of issues so as to mainstream a culture of service delivery. Employees should be encouraged to share feedback and concerns regarding service delivery challenges.

Respondents claimed that there should be regular feedback collection from customers so as to understand their needs and expectations. They proposed that conducting surveys, suggestion boxes and direct engagements can help organizations fit their services to better meet customer demands. Addressing customer feedback builds trust and strengthens the service delivery culture. Respondents proposed creation of programs to involve employees in decision-making and motivate them. Engaged employees are more motivated, productive, and committed to providing better service delivery. Respondents raised issues of establishing clear ethical guidelines and encourage accountability to uphold integrity in service delivery. Respondents addressed the challenge of resistance to change which should be done through proper change management strategies including employee involvement and training. Government entities should clearly communicate the benefits of improving service delivery to encourage acceptance. Managing inertia effectively ensures smooth transitions to better service delivery.

Respondents from different organizations proposed implementation of systems to assess and improve the of service delivery thus helping identify gaps and areas that need improvement resulting to a better service delivery in every institution. Respondents further proposed that departments should conduct service delivery assessments, such as tacking progress in every six

months and identify areas for improvement. A customer service-oriented culture should be adopted by promoting shared values and behaviors that prioritize service delivery. Respondents argued that leaders should set an example by demonstrating commitment to service quality. Reinforcing a positive culture ensures that service delivery remains a core aspect of the organization's mission. Respondents proposed that there should be necessary resources including funding, tools and personnel to enhance service delivery. Without proper resources, efforts to enhance service delivery may be ineffective. Organizations should seek funding and partnerships where necessary to sustain a better service delivery. Recognizing and rewarding employees who excel in service delivery should be motivated to improve their performance. Respondents proposed rewards such as incentives, bonuses, promotions, and public recognition given to employees to boost their morale and encourage a culture of excellence. Respondents proposed the development of a service charter that clearly outlines the organization's commitments to service delivery and set clear expectations for both employees and customers. A well-documented service charter serves as a reference point for maintaining a better service standards.

Respondents proposed that organizations need to invest in modern technology solutions to streamline processes and improve service delivery. They cited digital tools, automation and self-service portals to enhance service delivery. A conducive and supportive working environment be created to enhance employee performance such as work-life balance and mental health support contribute to higher productivity.

4.4 Gaps identified from discussion of the Findings

1. Insufficient of awareness on the role of innovation in public service delivery
2. Inadequate legislation, policies and strategies to streamline innovation in the public service
3. Lack of a knowledge sharing platform for public servants to tap new ideas and adopt best practice
4. Inadequate capacity of public organizations to implement public service delivery innovation
5. Lack of well-structured framework for recognition and reward on innovations
6. Inadequate monitoring and evaluation framework on innovation in the public service

SECTION FIVE: CONCLUSIONS, RECOMMENDATIONS AND WAY FORWARD

5.1 Overview

This section presents conclusions, lessons learned and recommendations.

5.3 Conclusions

The main objective of the baseline survey was to collect, collate and analyze stakeholders' views on the effect of public service delivery innovations in the public service to provide a framework for systematic innovation and facilitate public servants to tap new ideas and adopt best practice.

The specific objectives were; to review the public service delivery innovation strategy, develop a public service delivery innovation policy and establish a knowledge sharing platform. The survey identified insufficient awareness, inadequate legislation and lack of a knowledge sharing platform for public servants to tap new ideas and adopt best practice. The study also established other factors such as inadequate capacity of public organizations to implement public service delivery innovation, lack of well-structured framework for recognition and reward on innovations and inadequate monitoring and evaluation framework on innovation in the public service.

5.4 Recommendations

1. Development of a robust capacity building and training programme to sensitize public organizations awareness on the role of innovation in public service delivery

2. Develop and review legislation, policies and strategies to streamline innovation in the public service

3. Develop Digital Hub center in public service to serve as a knowledge sharing platform for public servants to tap new ideas and adopt best practice

4. Strengthen the capacity of public organizations to implement public service delivery innovation such; infrastructural development and facilities that will act as enablers.

5. Develop an elaborate framework for recognition and reward on innovations in public service

6. Develop monitoring and evaluation framework on innovation in the public service

5.5 Way Forward

1. Review the Public Service Delivery Innovation Strategy 2017.

2. Develop a Public Service Delivery Innovation Policy.

3. Providing a knowledge platform for public servants to tap new ideas, share and adopt best practice.

4. Monitor and evaluate the implementation of the reviewed Public Service Delivery Innovation Strategy.

QUESTIONNAIRE

PUBLIC SERVICE DELIVERY INNOVATION POLICY AND STRATEGY SURVEY

1) What is the name of your Ministry/County/Agency/State Department?
State Department for Public Service

2) a. What is your designation title?
 b. Where are your currently deployed?
e.g Public service reforms directorate

c. Are you aware of the public service delivery innovation strategy 2017?
Yes
No

d. Have you studied and used it to guide you in the implementation and management of service delivery innovation in your organization?
Agree
Partially Agree
Disagree
Other:

 e. Did you find it useful?

Yes
No
 f. If NO, explain why and give proposals for improvement

3) a. What challenges have you faced in implementing the public service delivery innovation strategy 2017?

b. What solutions and policy recommendations do you propose?

4) a. would you say your organization has a culture for innovation in service delivery?
Agree
Partially Agree
Disagree

b. If NO, what do you propose your organization should do to build and mainstream a culture of service delivery?

5) Our organization makes it easy for people to put new ideas up the line
Agree
Partially Agree
Disagree

6) My job allows me to come up with new ideas?
Agree

Partially Agree
Disagree

7) I am encouraged to look for and listen to ideas outside my team (including outside the organization)?
Agree
Partially Agree
Disagree

8) I know how innovation fits within my organization's strategy and vision?
Agree
Partially Agree
Disagree

9) I know who can help me develop and take it forward
Agree
Partially Agree
Disagree

10) Our organization communicates clearly why some ideas are implemented and others are not
Agree
Partially Agree
Disagree

11) I receive timely feedback on my ideas
Agree
Partially Agree
Disagree

12) We consider the views of stakeholders and citizens in choosing ideas for further investigation
Agree
Disagree
Other:

13) Our processes for getting new ideas approved are supportive
Agree
Partially Agree
Disagree

14) We are not averse to risk when considering new ideas that we could invest in
Agree
Partially Agree
Disagree

15) My organization is prepared to pilot and trial new ideas
Agree
Partially Agree
Disagree

16) I get the support I need to manage new projects or ideas
Agree
Partially Agree
Disagree

17) My organization is good at managing risky innovative ideas
Agree
Partially Agree
Disagree

18) My organization has put in place enabling systems and structures to facilitate generation of ideas
Agree
Partially Agree
Disagree

19) My organization has enabling systems of communication
Agree
Partially Agree
Disagree

20) My organization has defined processes of channeling ideas/projects/innovations
Agree
Partially Agree
Disagree

21) We collaborate with others in implementing new ideas and projects.
Agree
Partially Agree
Disagree

22) We clearly communicate the potential risks and benefits of innovative projects
Agree
Partially Agree
Disagree

23) My organization regularly embeds good ideas into its core business
Agree
Partially Agree
Disagree

24) I receive the training needed to incorporate innovations into my job
Agree
Partially Agree
Disagree

25) My organization does not dismiss people and factors that threaten our innovative ideas, but openly engages with them
Agree
Partially Agree
Disagree

26) We have a culture of monitoring and evaluation of innovations
Agree
Partially Agree
Disagree

27) We celebrate our successes in innovation and learn from everything we do
Agree
Partially Agree

Disagree

28) We recognize people for their good ideas
Agree
Partially Agree
Disagree

29) We share our ideas and encourage their reuse (replication)
Agree
Partially Agree
Disagree

30) I am supported in sharing lessons from unsuccessful innovations
Agree
Partially Agree
Disagree

31) Innovations from our organization are often adopted by other organizations
Agree
Partially Agree
Disagree

32) My organization encourages staff mobility to help spread knowledge
Agree
Partially Agree
Disagree

Online link to the survey

https://docs.google.com/forms/d/1Kdrojq_JkrDhTLSIoTKQQ0xE6wfZ9N_IFZnXUPxZgs/viewform?pli=1&edit_requested=true&pli=1&edit_requested=true

REPUBLIC OF KENYA
MINISTRY OF PUBLIC SERVICE AND HUMAN CAPITAL DEVELOPMENT
Office of the Principal Secretary

Telegraphic address: "Personnel", Nairobi
Telephone: Nairobi 2227411
Telex: 23125
Fax: 2243620
When Replying please quote

P.O. BOX 30050–00100
NAIROBI
KENYA

Ref. No: MPS&HCD/PSR/11 (5)

4th December, 2024

The Attorney General
All Principal Secretaries
Clerk of the National Assembly
Clerk of the Senate
All State Corporations

**RE: BASELINE DATA FOR PUBLIC SERVICE DELIVERY INNOVATION POLICY AND STRATEGY**

The State Department for Public Service is in the process of developing a Public Service Delivery Innovation Policy and reviewing the 2017 Public Service Delivery and Innovation Strategy to guide management and implementation of service delivery innovations in the Public Service.

In order to gather baseline information and data to inform the process, the Ministry has developed a questionnaire to be filled online (a hard copy is attached for cross-reference).
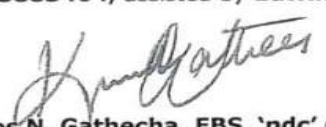
The purpose of this letter is to request your Ministry/Department/Agency to share the questionnaire with all your departments and divisions to fill the required details online by **Friday 13th December, 2024.**

The details of the link are as provided below: -

https://docs.google.com/forms/d/1Kdrojq_Jk-rDhTLSIoTKQQ0xE6wfZ9N_IFZnXUPxZgs/edit?edit_requested=true
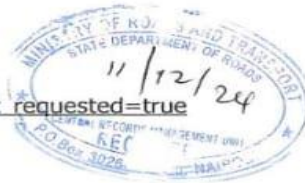
The contact officer for the exercise is **Dr. Daniel Otwoma, Mobile No. 0723883464,** assisted by **Edwin Rurika Kariuki, 0702528769.**

Amos N. Gathecha, EBS, 'ndc' (K)
PRINCIPAL SECRETARY

Copy to: Chief of Staff and Head of the Public Service

5