REPUBLIC OF KENYA

MINISTRY OF PUBLIC SERVICE, PERFORMANCE AND DELIVERY MANAGEMENT

PUBLIC SERVICE TRANSFORMATION STRATEGY, 2024-2029

MARCH 2024

Table of Contents

FOREWORD

Transformation of the Public Service must be seen as the Transformation of the Kenyan society. The Transformation agenda was entrenched in the Constitution by the citizens and they entrusted all government agencies with the task of its implementation. It is therefore a commitment for all those of us in the Public Service to secure significant results in the transformation initiative.

This Public Service Transformation Strategy is the implementation tool of the Public Sector Transformation Strategy 2024. The Strategy advances a shift from traditional, bureaucratic models to a dynamic and citizen-centric approaches. It involves a departure from manual, paper-based processes towards streamlined, digital solutions, enabling greater efficiency and accessibility. Transformation embraces collaboration and breaks down silos within government departments, fostering a more agile and responsive governance.

In the transformation, transparency and accountability replace opaque practices, ensuring open communication with the public. Rather than offering one-size-fits-all solutions, the transformed public service aims for personalized, inclusive, and sustainable service delivery. By adopting data-driven decision-making and cultivating a culture of innovation, governments aspire to proactively address citizens evolving needs, marking a fundamental transition towards a more effective, adaptable, and forward-thinking public sector.

This transformative Strategy seeks to create the mechanism to implement the Governments Bottom up Economic Transformation Agenda (BETA) the needs of governments over the next 5 to 10 years will be different than that of today, but the public sector needs to do better in training and developing its workforce. It also is too resistant to bringing in outside talent, especially at senior levels. That said, the unique combination of public-spirited younger generations and a wave of retirements could provide governments at all levels with an opportunity to restructure their workforce to meet modern-day needs.

This is a game changer that we expect will change the way we have been delivering services through a careful blend of carefully throughout strategy backed by an execution roadmap. I urge all stakeholders in the Public Service to join in this Journey of Transforming Kenya.

Hon. Moses Kuria, HSC
Cabinet Secretary Ministry of Public Service, Performance and Delivery Management

ACKNOWLEDGEMENT

This Public Service Transformation Strategy entails building fit for purpose, high-performing institutions, transformative leaders, productive human capital, citizen-centric service delivery, internal effectiveness as well as accountability; and adoption of lean management practices and techniques, which focus on effective use of resources to increase capacity and productivity.

The development of this Strategy has been a concerted effort and brought together key persons and institutions. We take this opportunity to thank the Chief of Staff and head of the public service Mr. Felix K. Koskei, EGH for being at the front of the transformation Agenda. We deeply acknowledge the Cabinet Secretary for the Ministry of Public Service, Performance and Delivery Management Hon. Moses Kuria for initiating and supporting its development.

We further take this opportunity to appreciate the role played by the Technical Working Group comprising different key agencies of Government that provided the necessary coordination and logistics. The development of the Strategy also included critical input from key stakeholders such as the County Governments, whose opinions, insights and views formed the platform for the Strategy. We acknowledge and appreciate all the participants who made the exercise a success. They include; Ministries, Departments, Agencies, and Counties (MDACs), Development Partners and Non-state actors, among others.

Special thanks to the World Bank's Kenya Accountable Devolution Program - KADP (funded by Danish International Development Agency [DANIDA], and the Foreign, Commonwealth and Development Office - FCDO-UK for their unreserved technical and financial support in the planning, preparation, and finalization of the Strategy.

While leveraging on existing cordial working relationships, and as demonstrated through successful consultative processes during formulation of the Strategy, we look forward to a deeper collaboration with all stakeholders during implementation.

Finally, we thank the Ministerial staff for their immense contribution to the development of the Strategy.

Mr. Amos N. Gathecha, EBS, NDC (K)
Principal Secretary,
State Department for Public Service

ABBREVIATIONS &ACRONYMS

AIA	-	Appropriation In Aid
BETA	-	Bottom-up Economic Transformation Agenda
CIDP	-	County Integrated Development Plans
CIMES	-	County Integrated Monitoring and Evaluation System
CoCG	-	Council of County Governors
CoG	-	Council of Governors
CPMF	-	County Performance Management Framework
EACC	-	Ethics and Anti-Corruption Commission
FCDO	-	Foreign, Commonwealth and Development Office
GDP	-	Gross Domestic Product
HRM	-	Human Resource Management
ICT	-	Information Communication Technology
JSC	-	Judicial Service Commission
KIPMP	-	Kenya Integrated Performance Management
KIPPRA	-	Kenya Institute for Public Policy Research and Analysis
KPIs	-	Key Performance Indicators
KRAs	-	Key Result Areas
KSG	-	Kenya School of Government
M&E	-	Monitoring and Evaluation
M, E, R&L	-	Monitoring Evaluation Reporting and Learning
MDA's	-	Ministries, Departments and Agencies
MDAC	-	Ministries, Departments, Agencies, and Counties
MSME	-	Micro, Small and Medium Enterprise
MTER	-	Mid Term Evaluation and Review
MTP	-	Medium Term Plan
NIMES	-	National Integrated Monitoring and Evaluation System
NPMF	-	National Performance Management Framework
PC	-	Performance Contracting
PFMS	-	Public Financial Management Strategy
PPBB	-	Performance and Program-Based Budgeting
PSC	-	Public Service Commission
RBM	-	Result Based Management
RRI	-	Rapid Results Initiatives
SAP	-	Structural Adjustment Programmes
SCAC	-	State Corporations Advisory Committee
SPAS	-	Staff Performance Appraisal System
SRC	-	Salaries Remuneration Commission

DEFINITION OF TERMS

Key Result Areas: The foundation for the Public Service Transformation plan is based on seven key result areas, which is to be aligned with National and County governments' and the vision and direction.

Public Service Organization: Institutions and organizations falling under the executive in the National and County government including State Agencies and independent commissions.

Public Services: This means services provided by Government to its citizens, directly, either through the Public Service or by financing private provisions of service.

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

Quick Wins: Strategies 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.

Result Based Management: An approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency. The principle of the result-based management is outputs, which graduates to outcomes and outcomes graduates to impact.

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, outcomes and impact. 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.

EXECUTIVE SUMMARY

The Strategy of the Public Service Transformation has been developed in cognizance of the Constitution of Kenya 2010, Kenya's Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA) and other important policies, laws and regulations. The Strategy seeks to transform the Public Service so that in turn it creates a transformation of the Kenyan people and their aspirations. The Strategy embraces collaboration and breaks down silos within government departments, fostering a more agile and responsive governance.

The **Vision** of the Strategy is *"A public service that is responsive, transparent, and innovative"* and the Mission is *"To streamline processes, leverage emerging technologies, and invest in our workforce to deliver services that are responsive, efficient, and tailored to the diverse needs of the people".* The Core Values will be: *Integrity, Collaboration and Partnership, Innovation, Efficiency, Transparency, Customer Experience and Results.*

Chapter One gives a background and provides the rationale for Transformation of the Public Service at the two levels of Government and the three arms of Government. It provides the context of Public Service Transformation.

Chapter Two provides a Situational Analysis of the efforts made in Transformation of the Public Service, the achievements made so far, the challenges faced and the lessons learnt. It also goes on to map out the stakeholders.

Chapter Three presents the strategic framework of the Public Service Transformation initiative and enumerates the various strategic elements that include the Vision, the Mission, Core Values, the Key Result Areas, the Strategic Objectives and the Strategies.

These Key Result Areas are:

1) Fit-for-Purpose Institutions with a high-performance culture, and delivering efficiently and collaboratively
2) Service delivery through citizen-centricity and open government partnership
3) Transformative Leadership and Governance, and Accountability for Results
4) Delivering with Agility through Innovation and Technology

The following strategic objectives are the building blocks of the above Key Result Areas:

1) To develop and implement fit-for-purpose public institutions, with efficient and sustainable structures and processes for quality services to the citizenry.
2) To improve the delivery of Government programs through whole of Government approaches.
3) To create a globally competitive, innovative and adaptive human resource base.
4) Promote strategies for ensuring value for money in the delivery of government programs.
5) To engender a high performance culture and citizen-centered service delivery.
6) To create a whole-of-government paradigm to show significant growth in services and a revolutionized citizen experience.
7) To implement an open government partnership to foster collaboration between government agencies, civil society organizations, private sector and citizens.
8) To inculcate a transformative, high performance and value-driven leadership culture in public service.
9) To leverage digital technologies for efficient and transparent governance, and informed decision-making.

Chapter Four sets out arrangements for planning and coordination. The roles of actors responsible for driving and implementing the Transformation process is outlined. Possible risks are analyzed and precautionary mitigation measures are recommended.

Chapter Five outlines the Implementation, Monitoring, Evaluation and Reporting.

A strategy matrix has been developed to match the identified Key Result Areas with Strategic Objectives and appropriate Strategies that will enable the achievements of the Key Result Areas.

CHAPTER ONE

INTRODUCTION, BACKGROUND AND RATIONALE

This Chapter gives a background and provides the rationale for Transformation of the Public Service at the two levels of Government and the three arms of Government. It provides the context of Public Service Transformation.

1.1 Introduction

Public Service Transformation allows an opportunity for the Public Service to shift to a responsive, service-oriented, cost-effective and accountable Public Service for enhanced service delivery that will transform the lives of the citizens. It refers to the process of improving the operations and efficiency of government agencies and institutions. The goal of this transformation is to enhance the delivery of public services, carried out through effective use of government resources.

Drivers of Public Service Transformation include evolving needs of the citizens, changing demographics, stakeholder elasticity, and technological advancements. To achieve this transformation, governments would need to adopt a range of strategies, including the use of digital technologies, the adoption of new management practices, and the development of partnerships with private sector organizations and development partners.

1.2 The Transformation Journey

Reforms to address Public Service performance improvement in Kenya were instituted since the 1960s through several initiatives, most of which were introduced after 2002. The earlier reforms included the phased Public Service reforms carried out during the Structural Adjustment Programmes (SAPs) period in the 1980s and 1990s.

From 2002 to 2007, Results-Based Management (RBM) was introduced as part of the Public Service Reforms. The RBM components included initiatives such as the Performance Contracting (PC) System, Staff Performance Appraisal System (SPAS), Performance and Program-Based Budgeting (PPBB), Strategic Planning as well as service delivery innovations.

During this period, as reported in the 2008 Economic Survey, the country recorded robust economic growth, with Gross Domestic Product (GDP) increasing by 7.1 percent in 2007 compared to 0.6 percent in 2002. It therefore became evident that

efficiency and productivity in the public service, backed by robust performance management approaches, had a significant positive impact not only on improved service delivery but also on the performance of the economy.

These reforms have however not fully achieved the anticipated benefits largely due to limited coordination in their introduction and implementation, and lack of an effective sustainability Strategy. Application of the performance management systems and practices across the public service, primarily PC, SPAS, and PPBB alongside others, have experienced a decline due to the challenging interaction between the political and administrative aspects, weak enforcement, insufficient incentives and sanctions, inadequate human and financial resources, lack of sufficient standards for service delivery and performance, absence of clear service delivery value chains, inadequate tracking of performance, and fragmentation in the application of tools and approaches. The transformation Strategy provides an opportunity for tackling these challenges across the two levels of Government.

This entails a shift from traditional, bureaucratic models to dynamic, citizen-centric approaches. It involves a departure from manual, paper-based processes towards streamlined, digital solutions, enabling greater efficiency and improved access to services. The transformation embraces collaboration and breaks down silos across the public sector.

Transparency and accountability replace opaque practices, ensuring open communication with the public. By adopting data-driven decision-making and cultivating a culture of innovation, governments aspire to proactively address citizens' evolving needs, marking a fundamental transition towards a more effective, adaptable, and forward-thinking public sector.

1.3 The Rationale for the Strategy

Previous reform initiatives such as the introduction of RBM have had remarkable impact on Public Service performance and working culture. This is in addition to the Civil Service Reform Programme of 1993, the defunct Local Government Reforms, the 'Dream Team' intervention, Public Expenditure Reforms, Parastatal Reforms, Judicial and Legal Sector Reforms, among others. Latest initiatives include re-engineering of government services on a pilot basis and launch of the Huduma Kenya Programme, which embraces the 'one-stop-shop' service delivery concept. Also in this category is the Kenya Integrated Performance Management Strategy (KIPMP), which is a framework for integrated performance management in the two levels of government and three arms of government. There has been substantial investment in capacity building in human capital towards transformation of the mind and culture change, which has borne substantial fruits in terms of service delivery.

The foregoing notwithstanding, the Public Service is yet to effectively meet citizens' expectations and national development ideals of the Vision 2030. It cannot be gain said therefore, that the country needs a Strategy to translate the objectives of the Public sector Transformation Policy into action.

It is also imperative that the reform initiatives already put in place to address past challenges be further broadened and deepened through formulation of appropriate Strategy.

1.3.1   The Bottom-up Economic Transformation Agenda (BETA)

The Government's BETA whose strategic pillars are on agricultural transformation and inclusive growth; micro and medium enterprise; housing and settlement; health care and digital superhighway and creative industry is geared towards rapid economic turnaround and inclusive growth. Special focus is on interventions that: reduce the cost of living; increase employment; incentivize investment and production; achieve more equitable distribution of income; enhance social security, expand tax base for more revenue; and increase foreign exchange earnings. The Agenda aims to increase investments in at least five sectors envisaged to have the largest impact and linkages to the economy as well as on household welfare. The effective delivery of BETA calls for institutional strengthening and the enhancement of Strategy-development capacity, strengthening financial management for development, human resource development in the public sector and the development of administrative capacities to handle emerging challenges.

1.4 Objectives of the Public Service Transformation Strategy

Overarching objective

The Overarching Objective of this Strategy is to facilitate the implementation of the Public Service transformation policy.

Specific Objectives

The specific objectives of the Strategy are to:
   a) To develop and implement fit-for-purpose public institutions, with efficient and sustainable structures and processes for quality services to the citizenry.
   b) To improve the delivery of Government programs through whole of Government approaches.
   c) To create a globally competitive, innovative and adaptive human resource base.
   d) Promote strategies for ensuring value for money in the delivery of government programs.
   e) To engender a high performance culture and citizen-centered service delivery.

f) To create a whole-of-government paradigm to show significant growth in services and a revolutionized citizen experience.

g) To implement an open government partnership to foster collaboration between government agencies, civil society organizations, private sector and citizens.

h) To inculcate a transformative, high performance and value-driven leadership culture in public service.

i) To leverage digital technologies for efficient and transparent governance, and informed decision-making.

1.5 Key Principles and values

The key principles and values that will guide the determination of this Public Service Transformation Strategy are primarily derived from the Constitution Articles 10 and (232). The following key principles have been identified and elaborated below to guide the development and implementation of this Strategy:

1) **Integrity:** High Standards of ethical behaviour at all times.
2) **Collaboration and Partnerships:** The power of working together with both internal and external stakeholders.
3) **Innovation:** Commitment to innovativeness, inventiveness, resourcefulness and visionary planning in service delivery.
4) **Efficiency:** Promote continuous improvement in productivity, competence and use of resources without wastage.
5) **Transparency**: All business and service delivery shall be undertaken in a transparent and accountable manner.
6) **Customer Experience**: Committed to uphold customer driven and focused Service delivery.
7) **Results:** An effective approach with outputs graduating to outcomes and outcomes translating to impact.

1.6 Relevant Legislation and Policies

During preparation of the Strategy, MDAs, Constitutional Commissions, and Independent Offices should familiarize themselves with policies and enabling legislative and regulatory frameworks relevant to their mandates. Among the Strategy and legal documents that the institutions should also acquaint themselves with include the following:

i. The Constitution of Kenya;
ii. UN Sustainable Development Goals;

iii. Africa Agenda 2063;
iv. The Kenya Vision 2030;
v. Bottom-Up Economic Transformation Agenda (BETA) 2022 - 2027;
vi. Fourth Medium Term Plan (MTP IV) 2023 - 2027 and its Sector Plans;
vii. Public Service Commission Act 2017;
viii. Public Service Commission (Performance Management) Regulations, 2021;
ix. Public Finance Management Act, 2012;
x. Public Finance Management Regulations, 2017;
xi. Public Financial Management Reform Strategy;
xii. Public Service Annual Report 2021/2022 on Status of Compliance with Values and Principles in Articles 10% 232 of the Constitution, December 2022;
xiii. National Spatial Plan, 2015-2045;
xiv. Devolution Sector Plan 2023-2028;
xv. ICT Strategy;
xvi. Kenyan National Digital Master Plan;
xvii. Kenya Innovation Strategy 2023-2033;
xviii. Digital Economy Blueprint Strategy;
xix. The National Disaster Risk Management Strategy, 2017;
xx. MTEF Reports;
xxi. Executive Order No. 1 of 2023 on Organization of the Government of the Republic of Kenya;
xxii. Various Executive Orders issued on Organization of the County Governments; and
xxiii. Various Circulars issued from time to time.

1.7 Strategy Development Process

There was a participatory and collaborative approach that involved stakeholders in every stage of the Strategy formulation to achieve the following: Build the commitment of the stakeholders to the formulation process and results; and enhance their knowledge, understanding and skills to enable them implement the recommendations from the assignment.

1.8 Linkages with Stakeholders

The Strategy outlines the overall involvement of various stakeholders in shaping the expected change dynamism, inculcating values of patriotism, ethos and integrity and allowing public servants to compete and form an innovative, creative and productive public service. There was involvement of players and institutions that are responsible for driving and implementing the transformation process.

CHAPTER TWO

SITUATIONAL ANALYSIS

This Chapter provides a Situational Analysis of the efforts made in Transformation of the Public Service, the achievements made so far, the challenges faced and the lessons learnt.

2.0 Introduction

The success of Public Service Transformation demands full commitment and active involvement of all stakeholders to create a growing and sustainable transformation momentum and innovation. The Strategy 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 to the desired state. Public entities will use Result Based Management tools among them Strategic Plans, County Integrated Development Plan Performance Contracts, Service Charters and Staff Performance Appraisals as well as approaches like the Rapid Results Initiatives (RRI) and Business Process Re-engineering which will serve as key reference points in the development of the Strategy.

2.1 Key milestones in the Transformation Agenda

Over the last few decades, milestones have been made during the Kenyan Public Service Transformation journey. The listed outputs and outcomes have had an impact on public service transformation:

1) **Devolution**: The Kenyan Constitution of 2010 introduced a devolved system of government, allowing for the creation of 47 county governments. This move aimed to bring governance and decision-making closer to the people and promote local development.

2) **E-Government Services**: The Kenyan government has launched various e-government services under the Huduma Kenya Service Delivery Programme. This initiative aimed to provide citizens with a single point of access for government services through One-Stop Shop platform hence reducing cost of access of Government services, bureaucracy and streamlining service delivery. The One-Stop Platform has four service delivery channels that is Huduma Centres, Huduma Mashinani, Huduma Contact Centre and Huduma Electronic and Mobile Application.

3) **Open Data Initiative**: The Government launched an open data portal that provides access to a wide range of government data. This initiative aimed to enhance transparency, accountability, and citizen engagement.

4) **Anti-Corruption Efforts**: The government has shown commitment to fighting corruption through various initiatives, including the establishment of the Ethics and Anti-Corruption Commission (EACC) and other anti-graft agencies.

5) **Infrastructure Development**: Investments in critical infrastructure, such as roads, energy, and ICT, have been undertaken to support economic growth and development.

6) **Strategy Reforms**: The Government has worked on various Strategy reforms to create an enabling environment for economic growth, investment, and job creation.

7) **Public Finance Management Act 2012:** This is a robust legal and Regulatory instrument which has produced major transformative results in management of Public resource's and accountability.

8) **Public Financial Management Reform Strategy:** This was a major boost in accountability in the implementation of Vision 2030.

9) **Human Capital:** The Government has developed and implemented a number of Human resources management policies to guide recruitment, staff development, performance management and management of employee welfare**.**

2.2 Challenges/Lessons Learnt

The transformation initiative has experienced a number of challenges which include: (i) Capacity Constraints; (ii) Resistance to change; (iii) Inadequate Stakeholder engagement; (iv) Strategy inconsistencies; (v) Fragmentation of initiatives; (vi) Ineffective co-ordination mechanism in Public Service; (vii) Weak monitoring and evaluation mechanisms; (viii) Inadequate or absence of appropriate management of information systems to promote information sharing and efficient monitoring, evaluation and reporting; (ix) Low adherence to Professional Ethos and Work Ethic; and (x) Limited financial resources.

Addressing these challenges requires a multi-faceted approach that includes strong leadership, capacity building, resource mobilization, political stability, anti-corruption measures and stakeholder engagement. Overcoming these obstacles is crucial to achieving meaningful Public Service Transformation and improving service delivery in Kenya.

2.3 Legislation, Regulations, Policies and Treaties

This Strategy is anchored on appropriate Legislation, Treaties and Protocols. These include The Constitution of Kenya and other relevant legislation, UN Sustainable Development Goals, Africa Agenda 2063, Kenya Vision 2030 and the Bottom up economic Transformation Agenda (BETA). The Strategy also takes cognizance of the 4th industrial revolution.

2.4 The Industrial Revolutions

The concept of industrial revolutions provides a framework for understanding the key transformative phases in the history of industrialization. The spirit of transformation has over the ages been ignited by the first, the second, the third, the fourth, and now the 5th industrial revolution.

Each industrial revolution brought about significant changes in the way societies produced goods, organized labor, and conducted business. The impact was not only economic but also extended to social structures, urbanization patterns, and the overall way of life. While these revolutions contributed to unprecedented economic growth and technological advancements, they also brought challenges such as labor exploitation, social inequalities, and environmental degradation. Of significant importance, the Fourth Industrial Revolution is reshaping economies, industries, and societies, creating new opportunities and challenges. While it offers the potential for increased productivity, efficiency, and improved quality of life, it also raises concerns about job displacement, data privacy, and ethical considerations surrounding the use of emerging technologies.

2.5 Public Service Reform Initiatives by other Countries

Efforts by other countries to transform their public service have revolved around:

(a) A move away from centralized planning approaches towards more pragmatic approaches based, in particular, upon the principles of sound management, enterprise and a clear sense of mission;

(b) A 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 sub-contracted out on a competitive basis to private sector and non-governmental agencies, either on fully privatized or partnership basis;

(d) A redefinition of the political-administrative relationship, designed to ensure greater accountability whilst at the same time promoting greater devolution of managerial autonomy and resource control aimed at increasing innovation, creativity and responsiveness to client needs;

(e) An increasing emphasis on quality, efficiency and cost-effectiveness;

(f) A 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;

(h) A move to improve financial planning and control systems, including reforming budgeting systems, with a view to make them more performance and output, outcome and output related;

(i) A greater reliance on information technology and computerized management information systems;

(j) Business re-engineering;

(k) Citizen centricity.

2.6 Stakeholder Analysis

Stakeholder analysis identifies interest, relationships and expectations. It identifies interests, power and influence of all the stakeholders in the public service transformation agenda:

Stakeholder	Stakeholder role in Transformation
1) The National Executive	Providing appropriate Strategy authorization and law enforcement on matter of public service transformation.
2) The Office of the Prime Cabinet Secretary	Overseeing the implementation of public transformation as stipulated in the executive orders.
3) Council of County Governors (CoCG)	Oversee, coordinate, and ensure that transformation is fully rolled out to all the 47 counties.
4) County Assemblies and Executive	Exercise the executive authority of the county government on matters public service transformation.
5) The Ministry responsible for Public Service	Overseeing, driving and coordinating the transformation process.
6) County Public Service Board	Overseeing, driving and coordinating the transformation process at the County level.
7) Constitutional Commissions and Independent Offices	Play an oversight role in the transformation process.
8) The National Treasury	Reporting all the Ministries' absorption of Kenya Government financial allocations and expenditures, donor funds and Appropriations In Aid (AIA).
9) The Office of the Auditor General	Audit reports on the use of finances allocated for the transformation process and to confirm whether public money has been applied lawfully and in an

Stakeholder	Stakeholder role in Transformation
	effective way.
10) The Controller of Budget	Oversee implementation of Government budgets through timely authorization of withdrawals from Public Funds and reporting on utilization.
11) The Kenya School of Government	Roll out and implement curriculum for developing public servants for transformation leadership.
12) Huduma Kenya Programme	Bring on board to one stop services from different departments, ministries and agencies of both National and County governments.
13) MDAs-Principal Secretaries/Chief Executive Officers /Chief Officers	Play leadership role in translating the broad Strategy objectives, performance measures, targets and time-frames.
14) Development partners	Provide financing in form of loans, grants and technical assistance as maybe negotiated with Treasury, MDAs and County government.
15) Citizens	Public participation.

CHAPTER THREE

STRATEGY FOCUS AND IMPLEMENTATION

3.0 Introduction

This Chapter presents the strategic framework of the Public Service Transformation as stipulated in the Public Service Transformation Policy. It enumerates various strategic elements that include the Vision, the Mission, Core Values, the Key Result Areas, the Strategic Objectives and the Strategies. It also presents the Strategy Implementation Framework.

Our Vision

A Collaborative, Efficient, and Accountable Public Service

Our Mission

To streamline processes, leverage emerging technologies, and invest in our workforce to deliver services that are responsive, efficient, and tailored to the diverse needs of the people.

3.1 Core Values

The Public Service Transformation Strategy will be implemented within the following values and principles in article 10 and 232 of the Constitution.

1) **Integrity:** High Standards of ethical behaviour at all times.
2) **Collaboration and Partnership:** The power of working together with stakeholders; such as the private sector, civil society, and citizens.
3) **Innovation:** Commitment to innovativeness, inventiveness, resourcefulness and visionary planning in service delivery.
4) **Efficiency:** Promote continuous improvement in productivity, competence and efficient and effective use of resources.
5) **Transparency:** All business and service delivery shall be undertaken in a transparent and accountable manner.
6) **Customer Experience:** Committed to uphold customer driven and focused Service delivery.
7) **Results:** An effective approach with outputs graduating to outcomes and outcomes translating to impact.

3.2 Key Result Areas (KRAs)

The Strategy is anchored on four Key Result Areas developed on aspects that have been identified as key drivers of the Public Service Transformation. Each KRA has corresponding Objectives and Strategies. Although each KRA refers to different dimensions, all are interrelated, interlinked and intertwined towards Public Service Transformation. These Key Result Areas are:

1) Fit-for-Purpose Institutions with a high-performance culture, and delivering efficiently and collaboratively
2) Service delivery through citizen-centricity and open government partnership
3) Transformative Leadership and Governance, and Accountability for Results
4) Delivering with Agility through Innovation and Technology

3.3 Strategic Objectives

The following Strategic Objectives are the building blocks of the above Key Result Areas:

1) To develop and implement fit-for-purpose public institutions, with efficient and sustainable structures and processes for quality services to the citizenry.
2) To improve the delivery of Government programs through whole of Government approaches.
3) To create a globally competitive, innovative and adaptive human resource base.
4) Promote strategies for ensuring value for money in the delivery of government programs.
5) To engender a high performance culture and citizen-centered service delivery.
6) To create a whole-of-government paradigm to show significant growth in services and a revolutionized citizen experience.
7) To implement an open government partnership to foster collaboration between government agencies, civil society organizations, private sector and citizens.
8) To inculcate a transformative, high performance and value-driven leadership culture in public service.
9) To leverage digital technologies for efficient and transparent governance, and informed decision-making.

KRA 1: Fit-for-Purpose Institutions with a high-performance culture, and delivering efficiently and collaboratively

A stronger Public Service will create a more effective, accountable and efficient government machinery to fulfill the rising expectations of the citizens. This involves developing a competent and motivated workforce through training programs, performance management systems, and talent management initiatives. It also emphasizes merit-based recruitment, career development opportunities, and fostering a culture of innovation and continuous learning. All these should be embedded within fit-for-purpose institutional structures. For Public Service Transformation to work, it is imperative that we have a high-performance culture. Over the past several years, the tendency in educational systems around the world has been to develop specialized talent. This creates an enormously large set of functional areas of specialties in every field of knowledge, with expert talent ever more focused on the respective areas of expertise. New models of partnerships and inter-institutional collaboration are being formed and the days of the government knows best are slowly becoming a thing of the past.

This Strategy seeks to transform Public Sector Institutions with structures that are designed and equipped with requisite resources to fulfill the intended functions effectively and efficiently. It also emphasizes the need for a high-performance culture, and application of new models of inter-institutional and sectoral collaboration.

Table 1: KRA 1 Strategy Matrix

STRATEGIC OBJECTIVE	STRATEGIES	
1. To develop fit-for-purpose public institutions, with efficient and sustainable structures and processes for quality services to the citizenry	1.1	Re-align organizational structures and skill mix in all public service organizations with their institutional mandate
	1.2	Streamline business processes and systems
2. To improve the delivery of Government programs through whole of Government approaches	2.1	Enhance government-wide sectoral and inter-governmental coordination
3. To Create a globally competitive, innovative and adaptive human resource base.	3.1	Reinforce strategies on competency-based human resource management
	3.2	Strengthen institutions responsible for specialized training of public servants

STRATEGIC OBJECTIVE	STRATEGIES	
4. Promote strategies for ensuring value for money in the delivery of government programs.	4.1	Improve efficiencies related to wage bill
	4.2	Implement wage bill forecasting strategies to make decisions related to salaries and allowances
	4.3	Expand Implementation of the electronic Government Procurement (e-GP) system across the public sector
5. To engender a high performance culture and citizen-centered service delivery	5.1	Enhance implementation of integrated performance management frameworks

IMPLEMENTATION MATRIX FOR KRA 1: Fit-for-Purpose Institutions with a high-performance culture, and delivering efficiently and collaboratively

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
1. To develop and implement fit-for-purpose public institutions, with efficient and sustainable structures and processes for quality services to the citizenry	Re-align organizational structures and skill mix in all public service organizations with their institutional mandate	Conduct organizational reviews for MDCAs and approve authorized establishments	Authorized establishments Approved staffing lists HR master plans for MDCAs	Authorized establishments and staffing lists for all public service organizations approved and uploaded in the HRMIS (yes/no)	Begin Year 1	Ministry of Public Service, Performance and Delivery Management (MPSPDM) Public Service Commission (PSC)	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
						County Public Service Boards (CPSBs) County Assembly Service Boards (CASBs)	
		Upload approved authorized establishment and staffing lists for all public service organizations in the HRMIS	Operational recruitment; and establishment control modules in the HRMIS	Authorized establishments and staffing lists for all public service organizations approved and uploaded in the HRMIS (yes/no)	Begin Year 1	MPSPDM PSC CPSBs CASBs	MDCAs
		Conduct HR and skills audits for MCDAs and update HR data and skills database	HR audit reports Skills database	Number of MDCAs implementing HR audit recommendations (number) Number of	Begin Year 1	MPSPDM PSC CPSBs CASBs	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
				MDCAs using the skills database for staff re-organization (number)			
		Develop staff redeployment plan across the public sector	Staff redeployment plans	Number of MCDAs for which staff has been redeployed (number)	Begin Year 1	MPSPDM PSC CPSBs CASBs	MDCAs
		Develop sector norms and standards for organization structures and staffing	Sector norms and standards for organization structures and staffing	Sector norms and standards for organization structures and staffing rolled out in the public sector (yes/no)	Begin Year 1	MPSPDM PSC CPSBs CASBs	MDCAs
	Streamline business processes and systems	Conduct continuous business process re-engineering for MDCAs	Re-engineered processes	Number of MDCAs for which processed have been re-engineered (number)	Begin Year 1	MPSPDM PSC	MDCAs
2. To improve the delivery of Government programs through	Enhance government-wide sectoral and inter-	Approve the National Government Coordination	Approved guidelines	Guidelines for the National Government Coordination Act	Begin Year 2	Office of the Prime Cabinet Secretary	MDAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
whole of Government approaches	governmental coordination	Act of 2013		of 2013 being implemented (yes/no)		(OPCS)	
		Develop coordination frameworks for joint delivery of multi-sectoral inter-governmental programs	Joint coordination framework s	Number of coordination frameworks rolled out in the public sector (number)	Begin Year 2	OPCS Office of the Deputy President (ODP) Council of County Governors (CoG)	MDCAs
		Develop value chains for delivery of multi-sectoral programs	Value chains for Multi-sectoral programs	Number of value chains developed -for multi-sectoral programs	Begin Year 2	Sector MDAs	MCDAs
		Operationalize devolution sector working groups	Terms of reference for respective devolution sector working groups Progress reports on implementatio	Number of devolution sector working groups that are implementing agreed action plans (number)	Begin Year 1	ODP IGRTC CoG	MCDAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
			n of action plans				
3. To Create a globally competitive, innovative and adaptive human resource base	Reinforce strategies on competency-based human resource management	Review existing human resource management frameworks	Revised HRM frameworks	Competency-based HRM frameworks on recruitment, staff development, performance management, and succession management are rolled out to MDCAs (yes/no)	Begin Year 1	MPSPDM PSC CPSBs CASBs	MDCAs
	Strengthen institutions responsible for specialized training of public servants	Review training curriculums to align with current policy frameworks	Revised curricula	Number of revised curricula rolled out and being implemented (number)	Begin Year 1	KSG National Treasury (NT) Universities Counties	MDCAs
		Establish competency assessment centres at all KSG campuses	Competency assessment centres	Number of competency assessment centres (number)	Begin Year 2	KSG	MDCAs
4. Promote strategies for ensuring value for money in the delivery of government	Improve efficiencies related to wage bill	Develop a public sector payroll policy that provides directions on	Approved payroll policy	Payroll policy rolled out for implementation by all MDCAs (yes/no)	Begin Year 2	MPSPDM	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
programs.		payroll management					
		Consolidate all HR and cleaned payroll data including for state corporations into the integrated HRMIS warehouse	Cleaned payrolls HR Records	Number of MDCAs including State Corporations for which payrolls cleaned based on recommendations of the payroll audits, and uploaded in the unified HRMIS (number)	Begin Year 2	MPSPDM	MDCAs
		Conduct in depth special payroll audits for MDCAs	Payroll audit reports	Number of MDCAs whose payrolls has been audited	Begin Year 1	Office of Auditor General &SRC	MDCAs
		Conduct compliance monitoring on circulars issued on salaries and allowances for public officials and state officers	Compliance monitoring reports	Compliance monitoring reports issued to MDCAs for implementation (yes/no)	Begin Year 2	MPSPDM	MDCAs
		Introduce	Revised PFM	PFM regulations	Begin Year 2	NT	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		regulations to the PFM Act on sanctions for non-compliance with implementing recommendations of the payroll audits	Regulations	rolled out (yes/no)		MPSPDM	
		Assign unified payroll numbers (UPNs) to all cadres of staff and link the numbers to the Integrated Persons Registry Systems-IPRS, Civil registration system and KRA system and eliminate manual payrolls	UPNs for all cadres of staff	All public sector payrolls processed through the unified HRMIS (yes/no)	Begin Year 1	MPSPDM	MDCAs
	Implement	Develop and	Wage bill	Number of	Begin Year 2	Salaries and	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
	wage bill forecasting strategies to make decisions related to salaries and allowances	implement a wage bill forecasting tool for the public sector	forecasting tool	MDCAs trained on the application of the wage bill forecasting tool (Number)		Remuneration Commission	
	Expand Implementation of the electronic Government Procurement (e-GP) system across the public sector	Pilot 10 largest SoEs in the implementation of e-GP)	E-GP system modules E-GP rollout/ sensitization reports E-GP reports	At least 10 largest SoEs are using the E-GP system to procurement goods, works, and technical assistance (Number)	Begin Year 1	SCAC ISC NT	MDAs
5. To engender a high performance culture and citizen-centered service delivery	Enhance implementation of integrated performance management frameworks	Roll out the Kenya Integrated Performance Management Policy (KIPMP) in the Public Sector	Rollout reports County Integrated Performance Management Framework (CIPMF)	KIPMP rolled out in MDAs (yes/no) CIPMF rolled out in counties (yes/no)	Begin Year 1	MPSPDM	MDCAs
		Issue Performance management guidelines annually	Performance management guidelines	Guidelines issued on an annual basis (yes/no)	Begin Year 1	MPSPDM CPSBs CASBs	MDCAs
		Automate	Functional	Performance	Begin Year 2	MPSPDM	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		Performance management systems	Performance Contracting; and staff Performance appraisal system modules	Management reports are produced through the automated system (yes/no)			
		MDAs' performance released publicly on a semi-annual basis County departments' performance released publicly on a semiannual basis	MDA- level Performance reports County departments-level performance reports	MDAs' performance released publicly on a semi-annual basis (yes/no) County departments' performance released publicly on a semiannual basis (yes/no)	Begin Year 1	MPSPDM CPSBs CASBs	MDCAs

KRA 2: Service delivery through citizen-centricity and open government partnership

All great transformation efforts start with a promise: a promise to do things differently to make life better for the people, a promise to buck the trend and look at a problem through a different lens and, most importantly, a promise to provide solutions to what might look to some like intractable challenges. This Key Result Area seeks facilitation of building holistic, citizen-centered organizational performance. The KRA will seek to ensure that the Public Service delivers services are efficient, effective, and responsive to the needs of citizens. This includes areas such as stock taking citizen views, improving access to services, reducing waiting times, and using technology to improve service delivery. Government will lay emphasis on stakeholder participation and fostering partnership and inclusive decision-making. The Government will:

Facilitate holistic, citizen-centered organizational performance. Focus more on demand rather than supply-driven service delivery. Take stock of citizens' satisfaction levels on quality and adequacy and Foster stakeholder participation and partnerships.

This Strategy seeks to foster open government partnership with the civil society organizations, private sector organization, development partners, and citizens, for service delivery, and calls for the public service to accommodate and adapt to changing needs of citizens with a sense of urgency.

Table 2: KRA 2 Strategy Matrix

STRATEGIC OBJECTIVE	STRATEGIES	
1. To create a whole-of-government paradigm to show significant growth in services and a revolutionized citizen experience.	1.1	Facilitate the building of holistic, citizen-centered organizational performance
	1.2	Enhance citizen satisfaction and customer experience
	1.3	Enhance collaboration with civil society organizations, academia and the private sector, and development partners to co-create and implement open government reforms, leveraging their expertise and resources
	1.4	Establish legislation, regulations and policies that require government agencies to proactively release data in open

STRATEGIC OBJECTIVE	STRATEGIES	
		formats, ensuring transparency, data-driven decision-making, and enabling innovation
	1.5	Enhance mechanisms for engaging citizens up to the lower levels of governance, in decision-making processes such as planning, budgeting, monitoring and evaluation of programs, and make use of open data to enhance their participation.
	1.6	Facilitate whole of government customer service excellence training and transformation
	1.7	Improving access to services through the expansion of the One-stop shop platforms to offer self-service, in-person and assisted services
2. To implement an open government partnership to foster collaboration between government agencies, civil society organizations, private sector and citizens.	2.1 Develop action plans for implementing the OGP framework	

IMPLEMENTATION MATRIX FOR KRA 2: Service Delivery through Citizen-Centricity and Open Government Partnership

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
1. To create a whole-of-government paradigm to show significant growth in services and a revolutionized citizen experience	Facilitate the building of holistic, citizen-centered organizational performance	Develop and roll out change management plans for mainstreaming citizen-centric	Change management plans Rollout reports Training	Change management plans implemented in the MDCAs (yes/no)	Begin Year 1	MPSPDM	MDCAs CSOs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		strategies in organizational performance	reports				
	Enhance citizen satisfaction and customer experience	Conduct citizen satisfaction surveys on quality of services	Survey reports Implementation plans for the survey recommendations	Implementation of recommendations from the survey is included in the budget and MDAs' performance contracts (yes/no)	Begin Year 2	MPSPDM MDAs	MDCAs CSOs
		Review Citizen Service Charters	Revised citizen service charters	Number of MDAs for which citizen service charters have been revised (Number)	Begin Year 2	MPSPDM MDAs	MDCAs CSOs
		Conduct GovTech Maturity Index Assessments to establish the level of impact of GovTech interventions	GovTech Maturity index Assessments Reports	An action plan for implementing recommendations of the GovTech Maturity index Assessment Report for the Country developed and rolled out for	Begin Year 2	MPSPDM MDAs	MDCAs CSOs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		on the citizens		implementation in the MDCAs (yes/no)			
	Enhance collaboration with civil society organizations, academia and the private sector, and development partners to co-create and implement open government reforms, leveraging their expertise and resources	Adopt and implement the Public Service Stakeholders Partnership Strategy (PSSP)	Action plan for implementing the PSSP	Number of MDAs that are implementing action plans for the PSSP (number)	Begin Year 3	ICT MPSPDM	MDCAs CSOs
	Establish legislation, regulations and policies that require government agencies to proactively release data in open formats,	Develop a legal framework for proactive and open sharing of data	Policies Draft Bill Regulations	Relevant policies endorsed by the Cabinet (yes/no) Bill approved by the Parliament (yes/no) Regulations	Begin Year 1	ODP	MDCAs CSOs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
	ensuring transparency, data-driven decision-making, and enabling innovation			approved and rolled out in the public service (yes/no)			
	Enhance mechanisms for engaging citizens up to the lower levels of governance, in decision-making processes such as planning, budgeting, monitoring and evaluation of programs, and make use of open data to enhance their participation	Establish community-led project management committees at ward level	Project management committees ToR	Number of counties that have established and operationalized community-led project management committees (number) Number of counties producing progress reports on implementation of action plans for addressing feedback provided by the community-led project	Begin Year 1	COG ODP	MDCAs CSOs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
				management committees (number)			
		Establish Public Investment Management (PIM) dashboards with citizen feedback mechanisms	PIM dashboards	Number of counties that are providing information on public investments through the dashboards (number)	Begin Year 1	NT	MDCAs CSOs
	Facilitate whole of government customer service excellence training and transformation	Conduct public servants training on customer service excellence and transformation	Training reports Trainees' feedback reports	Number of MDAs for which Public servants have been trained	Begin in Year 2	MPSPDM	MDCAs CSOs Private Sector
	Improving access to services through the expansion of the One-stop shop platforms to offer self-service, in-	Establish one-stop-shop platforms to promote inclusion in e-government	One-stop shops	Increase in the number of one-stop shops (number)	Begin in Year 2	MPSPDM	MDCAs CSOs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
	person and assisted services	service delivery					
2. To implement an open government partnership to foster collaboration between government agencies, civil society organizations, private sector and citizens.	Develop action plans for implementing the OGP framework	Action plans for the OGP Framework OGP meetings held to implement action plans	Action plans Progress reports Minutes of Meetings	Action plans for the OGP Framework are under implementation (yes/no)	Begin in Year 2	ODP	ODP MDCAs CSOs KEPSA

KRA 3: Transformative Leadership and Governance, and Accountability for Results

This emphasizes the need for strong leadership and effective governance structures within the Public Service, which makes government accountable to its people. It involves promoting transparency, accountability, and ethical conduct among public officials. Effective financial management is crucial for a sustainable and well-functioning Public Service. This involves adopting sound budgeting practices, improving resource mobilization, and ensuring responsible expenditure. It also includes implementing measures to combat corruption, promoting fiscal discipline, and exploring innovative financing mechanisms for public projects the Government will: Review existing Leadership Programs. Align with the dynamic context of Government, and strengthen aspects on accountability for results. Inculcate transformative leadership and good governance in the Public Service. This will involve mainstreaming of good governance practices such as enabling trust and transparency, clear roles and responsibilities, performance measurement and stakeholder engagement.

This Strategy seeks to promote transformational leadership through good governance practices and accountability for results.

Table 3: KRA 3 Strategy Matrix

STRATEGIC OBJECTIVE	STRATEGIES	
1. To inculcate a transformative, high performance and value-driven leadership culture in public service	1.1	Review existing Transformative Leadership frameworks and implement strategies for improvement
	1.2	Align with the dynamic context of Government, and strengthen aspects on accountability for results
	1.3	Expand the coverage for reporting of Article 10 of the Constitution on Values and Ethics to the entire public sector
	1.4	Collaborate with Kenya School of the Government and other institutions of higher learning on training in transformative leadership and good governance
	1.5	Strengthen the internal and external audit functions and enforce compliance

STRATEGIC OBJECTIVE	STRATEGIES
	1.6 Explore innovative financing mechanisms for public projects
	1.7 Mainstream the NIMES and CIMES in the whole Public Service

IMPLEMENTATION MATRIX FOR KRA 3: Transformative Leadership and Governance, and Accountability for Results

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
1. To inculcate a transformative, high performance and value-driven leadership culture in public service	Review existing Transformative Leadership frameworks and implement strategies for improvement	Analyze the existing Frameworks to identify gaps	Analysis reports with gaps identified Improvement action plans	Improvement action plans rolled out for implementation (yes/no) Number of programs and MDCAs covered (Number)	Begin Year 1	MPSPDM PSC CPSBs CASBs	MDCAs
	Align with the dynamic context of Government, and strengthen	Undertake an accountability audit to determine MDCAs	Audit report on accountability	Number of MDCAs covered (Number)	Begin Year 1	MPSPDM PSC CPSBs	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
	aspects on accountability for results	compliance				CASBs Office of the Auditor General Ethics and Anti-Corruption Commission	
		Roll out measures for alignment and enforcement	Measures for alignment and enforcement rolled out	Number of MDCAs for which alignment measures have been effected	Begin Year 2	MPSPDM PSC CPSBs CASBs Office of the Auditor General Ethics and Anti-Corruption	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
						Commission	
	Expand the coverage for reporting of Article 10 of the Constitution on Values and Ethics to the entire public sector	Develop and roll out standard tools for reporting on adherence	Approved standard tool	Reports on the entire public sector (including counties) released	Begin Year 2	MPSPDM PSC CPSBs CASBs Office of the Auditor General Ethics and Anti-Corruption Commission	MDCAs
		Develop action plans for follow-up with MDCAs on report findings	Follow-up action plans	Number of MDCAs for which follow-up action plans has been implemented	Begin Year 2	MPSPDM PSC CPSBs CASBs	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
						Office of the Auditor General Ethics and Anti-Corruption Commission	
	Collaborate with Kenya School of the Government and other institutions of higher learning on training in transformative leadership and good governance	Undertake Training need assessment in transformative leadership in Collaboration with KSG	Training Need Assessment undertaken	TNA report	Begin Year 1	MPSPDM PSC KSG	MDCAs
		Identify training gaps	Training gaps identified	Report	Begin Year 1	MPSPDM PSC KSG	MDCAs
		Develop Appropriate Curricular	Curricular developed	Approved curricular	Begin Year 1	MPSPDM PSC KSG	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		Rollout out Training programs transformative leadership and good governance	Training programs undertaken	Number of training programs and number MDCAs for which staff are trained	Begin Year 2	MPSPDM KSG PSC CPSBs CASBs	MDCAs
	Strengthen the internal and external audit functions and enforce compliance	Identify and communicate areas of weaknesses across the Public Sector	Areas of weaknesses identified	Report on areas of weaknesses	Begin Year 1	MPSPDM PSC CPSBs CASBs Office of the Auditor General Ethics and Anti-Corruption Commission	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		Enforce implementation of Audit recommendation	Audit recommendation implemented	Level of implementation and compliance	Begin Year 2	MPSPDM PSC CPSBs CASBs Office of the Auditor General Ethics and Anti-Corruption Commission	MDCAs
	Explore innovative financing mechanisms for public projects	Develop and rollout public projects financing frameworks	Frameworks developed	Approved frameworks	Begin Year 1	National Treasury Controller of budget	MDCAs
		Develop and implement elaborate M&E tracking	M&E tracking instruments developed	Implementation report	Begin Year 1	National Treasury Controller of	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		implementation				budget	
	Mainstream the NIMES and CIMES in the whole Public Service	Sensitize the public sector on NIMES and CIMES	Public sector sensitized	Number of MDCAs sensitized (Number)	Begin Year 1	Office of the Auditor General National Treasury	MDCAs
		Carry out an appreciation survey	Survey report on level of appreciation	Number of MDCAs covered by the survey	Begin Year 1	Office of the Auditor General National Treasury	MDCAs
		Take measure to enforce compliance with NIMES and CIMES guidelines	Compliance measures undertaken	Level of Compliance	Begin Year 2	Office of the Auditor General National Treasury	MDCAs

KRA4: Delivering with Agility through Innovation and Technology

Embracing technology and fostering innovation is a vital pillar of Public Service Transformation. This entails leveraging digital tools and platforms to enhance service delivery, automate processes, and enable data-driven decision-making. Investing in technological infrastructure, promoting open data initiatives, and fostering collaboration with the private sector are key drivers of transformation.

Decisions need to be informed by insights and insights by data. Digital transformation, in the end, is not only about automating or digitizing what we do today but is far more about thinking and behaving with a digital mindset. The Government will: Resource, recognize and reward innovation in the public service, and establish platforms for generating, refining, sharing and adopting new ideas and solutions to meet citizen expectations. Increase the number of services that citizens access through digital platforms, while making provision for continued physical access for citizens who are less privileged to be able to access these digital services. Develop strategies for sensitizing data producers, data managers and data consumers on making decisions and accessing services through digital platforms.

This Strategy seeks to promote innovation, automation of processes, leveraging digital tools and platforms, and enabling data-driven decision-making for enhanced service delivery.

Table 4: KRA 4 Strategy Matrix

STRATEGIC OBJECTIVE	STRATEGIES
1. To leverage digital technologies for efficient and transparent governance, and informed decision-making	1.1 Enhance strategies for implementing the Public service delivery innovation strategy
	1.2 Expand the services that citizens access through digital platforms, while making provision for continued physical access for citizens who are less privileged to access the services digitally, including through the expansion of the One-stop-shop platforms to offer self-service, in-person and assisted

STRATEGIC OBJECTIVE		STRATEGIES
		services.
	1.3	Undertake continuous re-engineering of business processes across the public sector, for improved efficiency and turnaround times
	1.4	Facilitate embracing of information technology and innovation across the Public Sector

IMPLEMENTATION MATRIX FOR KRA4: Delivering with Agility through Innovation and Technology

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
1. To leverage digital technologies for efficient and transparent governance, and informed decision-making	Enhance strategies for implementing the Public service delivery innovation strategy	Review the Public service delivery innovation strategy	Innovation resourced	Report on resourced innovation	Begin Year 1	Ministry of ICT MPSPDM OPCM	MDCAs
		Establish a scheme for rewarding innovations including Public recognition	Rewarding scheme established	Number of innovators rewarded and publicly recognized	Begin Year 2	Ministry of ICT MPSPDM OPCM	MDCAs
	Expand the services that citizens access	Identify services gaps and increase	Services gaps identified	Number of new digital products	Begin Year 2	Ministry of ICT MPSPDM	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
	through digital platforms, while making provision for continued physical access for citizens who are less privileged to access the services digitally, including through the expansion of the One-stop-shop platforms to offer self-service, in-person and assisted services	number of digital products availed to the citizens	and rolled out			OPCM	
	Undertake continuous re-engineering of business processes across	Identify process gaps and enhance business process re-	Process gaps identified and increased	Number of MDCAs benefiting from the process (Number)	Begin Year 2	Ministry of ICT National Treasury MPSPDM	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
	the public sector, for improved efficiency and turnaround times	engineering	efficiency			OPCM	
	Facilitate embracing of information technology and innovation across the Public Sector	Enhance and fast-track broadband connectivity across the country by construction of national fiber optic connectivity network	Increased broadband connectivity	Number of new connections (Number)	Begin Year 2	Ministry of ICT MPSPDM OPCM	MDCAs
		Establish and implement data protection and privacy strategy legal regulatory frameworks	Data protection established	Number of data security and privacy beneficiaries (Number)	Begin Year 1	Ministry of ICT MPSPDM OPCM	MDCAs

STRATEGIC OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS	TIMEFRAME	LEAD INSTITUTIONS	COLLABORATING INSTITUTIONS
		Implement the Kenya national digital master plan	Master plan implemented	Number of MDCAs implementing national digital master plan (Number)	Begin Year 1	Ministry of ICT MPSPDM OPCM	MDCAs
		Implement the Kenya Innovation Strategy	Kenya Innovation strategy implemented	Number of implementing innovation strategy (Number)	Begin Year 1	Ministry of ICT MPSPDM OPCM	MDCAs

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION

This chapter sets out arrangements for planning and coordination. The Roles of actors responsible for driving and implementing the Transformation process is outlined.

4.1 Introduction

Implementation of the Public Service Transformation Strategy will demand for administrative reforms, inter-agency coordination, and whole government approach, with clearly defined value chains for implementation of multisectoral policies. It will call for citizen centricity, citizen engagement and communication. Different players will be responsible for driving and implementing the transformation process. They fall into two broad categories under the Consolidation and Growth Model: Existing transformation structures and agencies, both existing and newly created.

4.2 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 office of the Prime Cabinet Secretary
3. The Ministry responsible for Public Service
4. The Parliamentary Committees
5. Council of County Governors
6. County Assemblies and Executive
7. County Executive Committee Members
8. The Public Service Commission
9. County Public Service Boards
10. The Inter-Governmental Relations Technical Committee
11. The National Treasury
12. The Commission for Administrative Justice (the Ombudsman)
13. The Office of the Auditor General
14. The Controller of Budget
15. The Salaries and Remuneration Commission
16. The Kenya School of Government
17. Other relevant Constitutional Offices.

The above agencies and others 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, however, 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 Officers, relevant Constitutional and independent offices, responsible Parliamentary Committees and County Assembly Committees.

The Cabinet Secretary will present to the Cabinet, a Cabinet Memorandum to create a buy-in and a commitment within all the Government Ministries Departments and Agencies, and the County Governments.

Along the implementation track, the champions will undertake appropriate benchmarking with other jurisdictions, who have made good progress in transformation.

4.3 Coordination and Technical Support

Efficient and effective coordination of the Public Service Transformation Strategy is crucial for achieving the intended goals. To realize this, the Public Service Transformation Directorate will be strengthened to coordinate, provide technical support and capacity building to public service organization to effectively implement the Strategy.

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 Strategy will have the following key responsibilities:

1. Developing a strategy to implement the Strategy.
2. Translating the commitment into achievable Strategy objectives, performance measures, targets and time frames by developing and adopting a Public Service Transformation Strategy.
3. Ensuring that the transformation process is based on effective consultation and liaison.
4. Developing an effective transformation communication strategy.
5. Developing a financial resource strategy to support the transformation process.
6. Establishing an effective research Strategy and structures to support the transformation process;
7. Ensuring there is adequate financial resources and the skills to deliver the agenda.

i) Principal Secretaries /Chief Executive Officers /Chief Officers

Principal Secretaries/Chief Executive Officers/Chief Officers as heads and Accounting officers will have a vital leadership role to play in translating the broad Strategy objectives, performance measures, targets and time frames set into meaningful and achievable strategies for the transformation process.

ii) Public Service Organizations

Heads of Public Service organizations will be responsible for:
1. Carrying out organizational transformation reviews and audits;
2. Designing and implementing strategic plans for transformation;
3. Designing and implementing plans and programs of affirmative action designed to promote representativeness in the transformation process;
4. Establishing effective mechanisms for the co-ordination of transformation policies and programs;
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 programs of transformation;
8. Promoting effective financial management and budgetary control, to ensure adequate financial resources for the transformation process;
9. Promoting collaboration.

iii) Constitutional Commissions and Independent Offices
Constitutional and Independent Offices will have oversight roles to play in the transformation process. This does not exclude them from being subjects of transformation.

v) Huduma Kenya Programme
The Huduma Kenya programme is an interactive, integrated, vertical and horizontal point of public service delivery that brings on board services from different MDAs of both National and County Governments providing citizens' access to various Public Services and information from a One-Stop-Shop service centers and through integrated technology platforms. Huduma has also introduced Huduma Mashinani which is an Outreach Programme to remote areas, markets and sub-county areas targeting customers at the grassroot level. The program will expand the reach, number and types of services provided to citizens.

vi) Council of County Governors (CoG)
The CoG will spearhead the transformation agenda across the 47 Counties. The Council will oversee, coordinate, and ensure that transformation is fully rolled out to all the counties. As the employer of county public servants, the CPSB's role will be

critical in the coordination and supervision of the transformation agenda in conjunction with the department for the time being in charge public service.

4.4 Critical Success Factors for Implementation of the Strategy

The following are the critical success factors that will guide the implementation and administration of this Strategy:
(a)   A whole-government approach with clearly defined value chains for delivery;
(b)   Goodwill and commitment of political leaders and top executives/ administrators at both levels of Government and all arms of Government;
(c)   Adequate financial and non-financial resources;
(d)   Change in public service management culture to results orientation and observance of meritocratic principles;
(e)   Citizen participation in assessments of development and service delivery;
(f)   A uniform robust and fair rewards and sanctions framework;
(g)   An effective framework for coordination and implementation of performance management;
(h)   Stakeholder engagement for buy-in and ownership;
(i)   Appropriate legislation and regulation;
(j)   Good governance, national values and ethics.

4.5 Legislation

The transformation of the public service will need to be supported by appropriate enabling legislation and regulation, particularly to ensure that key role players have the necessary scope and legislative backing to carry out their functions effectively. To give full effect to the policies and proposals there will be need to amend existing relevant legislation and introduce new legislation where necessary. Responsibility for the drafting of new or amended legislation pertaining to the public service will rest primarily with the Cabinet Secretary responsible for Public Service, in consultation with the Attorney general, public service unions and employee organizations as well as the Public Service parliamentary and senate Committees.

4.6 Financial Implications and Resourcing the Transformation Process

The transformation of the public service and the implementation of the guidelines elaborated in this Strategy will incur inevitable financial costs. Appropriate budget support will be sought for the implementation of the Public Sector Transformation Strategy.

Upon determination of the costs of the transformation programs, there will be three main ways in which they can be resourced: (i) additional claims against National and County budgets; (ii) raising of additional funds from external sources; (iii) and

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.

4.6.1 External Sources of Funding

Additional funds will be raised, from both the private sector and international development partners, to support   planned transformation programs. In developing programs with external assistance, the National and County levels should pay particular attention to the question of longer-term sustainability.

4.6.2 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 (KPI), clear monitoring procedures and business plans.

4.7 Risk Management

The implementation of the Strategy faces potential risks that have to be mitigated if the objectives are to be achieved. This requires that possible risks be analyzed and precautionary measures undertaken in good time to prevent failure of the Plan's implementation.

4.7.1 Risk Analysis

Risk Factor	Level of risk (Low, Medium, High)	Mitigation
1) Abrupt changes in the legislation and administration	High	Adjust accordingly but strategically
2) Budgetary constraints	High	▪ Long term planning and funding ▪ Establish sources more avenues of funds
3) Cyber Security threats	High	Put in place Cyber risk prevention framework

Risk Factor	Level of risk (Low, Medium, High)	Mitigation
4) Bureaucracy	Medium	Enhance Result Based Management
5) Exclusion in decision making	Medium	Everybody needs to be involved so that they can own the process
6) Low stakeholder commitment to the strategy	Medium	Involve all key stakeholders right from the beginning of the strategic planning process
7) Inadequate capacity building	Medium	Establish robust training regime
8) Lack of awareness among the participants	Medium	Sensitize and ensure buy in
9) Inadequate involvement of stakeholders (Both internal and external)	Medium	Invoke inclusivity
10) Low motivation	Medium	Introduce incentives
11) Staff retention: specialized skills creates risk of poaching, locally and internationally	Medium	Ensure staff retention
12) Collapsing of processes before completion	Low	Build rewards and incentives, especially non-monetary
13) Lack of individual responsibility and process ownership	Low	Invoke inclusivity
14) Poor communication channels	Low	Proper dissemination and/or understanding of what is required from each member
15) Improper planning	Low	All measures need to be in place to ensure proper planning
16) Negative Attitude	Low	Have an inclusive approach in developing the strategic plans and all involved to own the product
17) Operational risk which may arise from failed internal processes, people and systems	Low	Having in place a dedicated risk management office to monitor various performance metrics for continuous alignment to

Risk Factor	Level of risk (Low, Medium, High)	Mitigation
		strategic plan and corrective action
18) Security risk	Low	Security, training of staff to be able to secure themselves if compromised to reported suspects
19) Vested interests	Low	Enforce the law

CHAPTER FIVE

MONITORING, EVALUATION, REPORTING AND LEARNING

This Chapter outlines the Implementation, Monitoring, Evaluation and Reporting.

5.1 Introduction

Implementation of the Strategy will be mainstreamed in the two levels of government. Public Service organization will be required to develop transformation plans that are aligned to the Strategy. The Ministry responsible for Public Service will take leadership role in implementation of the Strategy. It is imperative that the implementation framework is accompanied with a robust monitoring and evaluation, research and reporting mechanisms.

5.2 Monitoring, Evaluation, Reporting and Learning

The government has already created a monitoring, evaluation, reporting and learning frameworks in both the national and county government. In the national government, the National Performance Management Framework (NPMF) an elaborate Monitoring, Evaluation, Reporting & Learning (M,E,R&L) is included and National Integrated Monitoring and Evaluation System (NIMES) addresses M,E&R comprehensively. At the County level, County Performance Management Framework (CPMF) takes care of implementation and the County Integrated Monitoring and Evaluation System (CIMES) is the tool for monitoring, evaluation and reporting. There is also the monitoring of performance monitoring of Government Delivery Services by the State Department of performance Management, and the coordination of government services by the Office of the Prime Cabinet Secretary.

5.3 M, E&R Transformation Model

We will enhance the capacity to develop and implement a robust internal M,E&R framework at National and County levels. In the early stages of the implementation of the Strategy, staff will be trained on M,E &R. Output and outcome indicators will also be developed in the initial stages of the Strategy implementation. Upon determination of the indicators, an M,E&R model will be developed. The developed system will clearly show the data sources, data collection instruments and reporting frequency as well as feedback mechanism.

5.4 The process of Monitoring, Evaluation and Reporting (M, E&R)

The implementation of the Strategy will be monitored, evaluated and reported to ensure that the intended outcomes are achieved. The M,E&R framework will monitor and evaluate the progress in the realization of outputs, outcomes and

impact. Broad Strategy objectives and targets will be implemented within Public Service organizations through:

1. Mainstreaming the Monitoring, Evaluation and Reporting;
2. Developing of appropriate M,E&R Tools;
3. The setting of appropriate, specific and measurable objectives;
4. The design and implementation of detailed strategies and action plans for their achievement;
5. The mobilization of the necessary resources and their effective utilization;
6. The identification of problems and constraints, and strategies for overcoming them;
7. The introduction of effective systems for internal monitoring and review.
8. Periodically evaluate the extent to which the Strategy objectives and goals are being achieved, by using output and outcome indicators;
9. Routinely, consistently and continually monitor the short-term outputs through production of quarterly progress reports on achievement of activities;
10. Continually track the implementation of the Strategy activities to enhance the achievement of the envisaged successes.

5.5 Strategy Evaluation and Review Mechanisms

The evaluation criteria will be done on the basis of set targets, resources available, time taken and with consideration to changes in legislation, regulations, policies, political, economic and technological environment. Specifically, the following will be done:

i) Monthly appraisal
ii) Quarterly reviews
iii) Annual Reviews
iv) Midterm Strategy review
v) End term Strategy review

5.5.1 Mid Term review

A Mid-Term Review will be undertaken in December 2026 giving a status report on the implementation of the Strategy.

5.5.2 End Term Review
At the end of the plan period, the final evaluation for this Strategy shall be carried out to determine:
i) The extent to which the activities undertaken achieved the objectives;
ii) The achievements realized;
iii) Challenges faced and mitigation measures;
iv) Lessons learnt; and
v) The way forward on the subsequent Strategy.