



REPUBLIC OF KENYA

## SECTOR PLAN FOR PUBLIC SECTOR REFORMS

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## **STATEMENT BY THE CABINET SECRETARY THE NATIONAL TREASURY AND PLANNING**

Kenya's long term development blue-print, Kenya Vision 2030, is in its third implementation phase under the Third Medium Term Plan (MTP III) 2018-2022. A total of 28 MTP III Sector Plans have concurrently been prepared through 25 MTP Working Groups and three (3) Thematic Working Groups. The Plans provide in detail policies, programmes and projects to be implemented in each sector for the period 2018-2022. The Plans also incorporate policies, programmes and projects necessary for the effective implementation of the "Big Four" initiatives namely: manufacturing and agro-processing; food and nutrition security; universal health coverage and affordable housing. Ongoing flagship projects and other priority programmes and projects carried forward from the previous Medium Term Plans will also be implemented. The Sector Plans have also mainstreamed key priorities outlined in the Manifesto of the Jubilee Government.

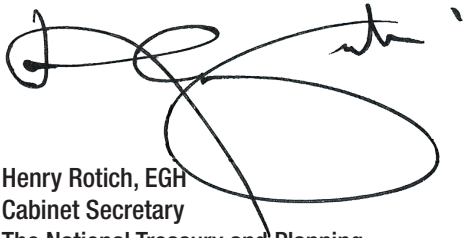
The MTP III and the Sector Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, Civil Society, NGOs, organizations representing vulnerable groups, faith-based organizations and professional associations, among others and in line with the constitutional requirements.

The Sector Plans detail specific programmes and projects for implementation during the plan period, 2018-2022. The programmes and projects outlined in these plans will be implemented in close consultation and collaboration with county governments and in line with the Fourth Schedule of the Constitution. The Public Private Partnerships (PPPs) framework will be the vehicle through which the private sector will contribute to the implementation of programmes and projects highlighted in the plans.

The County Integrated Development Plans, County Spatial Plans and Ministries, Departments and Agencies (MDAs) Strategic Plans (2018-2022) will be aligned to the MTP III and the National Spatial Plan. Implementation of these plans will also be linked to the Results-Based Management Framework through Performance Contracts and Staff Performance Appraisal System.

A robust monitoring and evaluation framework will be put in place. In this regard, National Integrated Monitoring and Evaluation System (NIMES), County Integrated Monitoring and Evaluation System (CIMES) and the electronic Project Monitoring Information System (e-ProMIS) will be fully integrated with other governmental financial systems. This will ensure effective tracking of implementation of programmes and projects and also boost Public Investment Management.

In conclusion, I would like to appreciate the respective Cabinet Secretaries, Chief Administrative Secretaries, Principal Secretaries, staff in the MDAs and all those involved in the preparation of the Sector Plans for their valuable inputs. In addition, I commend staff from State Department for Planning led by Principal Secretary, Planning for the effective coordination of the MTP III preparation process.



**Henry Rotich, EGH**  
**Cabinet Secretary**  
**The National Treasury and Planning**

## FOREWORD

Public Sector Reforms are aimed at ensuring that there is an efficient, motivated and well-trained public service and therefore, major foundations toward the attainment of the Kenya Vision 2030. The Vision calls for public sector reforms which are aimed at building a public service that is citizen-focused and results-oriented. The reforms should also bring about an attitudinal change in public service that values transparency and accountability to the citizens of Kenya.

This Public Sector Reforms Plan outlines policies, programmes and projects for implementation during the Third MTP (MTP III) period (2018-2022). The plan is aligned to the Constitution of Kenya, Kenya Vision 2030, the Sustainable Development Goals, Africa Agenda 2063 and other regional and international frameworks that Kenya is party to. The sector plays a key role in providing the requisite public services for the attainment of goals and aspiration of the government strategic interventions, the “Big Four” namely: Industrialization, manufacturing and agro-processing, food and nutrition security, affordable housing and Universal health care.

The Sector will address key focus areas aimed at enhancing public service delivery systems and processes; creating a culture of transformative and value based leadership; strengthening public sector institutions and aligning them to the Constitution and respective mandates; improving public service productivity and institutionalizing and strengthening Results Based Management (RBM).

To achieve the envisaged results of ensuring effective and efficient service delivery, this plan calls for increased support from both the national and county governments’ leadership and development partners. The plan also emphasizes the need to have policies that will encourage innovation in service delivery. Continuous monitoring, evaluation and reporting will enable the formulation of timely remedial actions.

I call upon all the stakeholders to actively play their roles in support of the realization of this sector plan aspirations.



**Prof. Margret Kobia**  
**Cabinet Secretary**  
**Ministry of Public Service, Youth and Gender Affairs**

## PREFACE

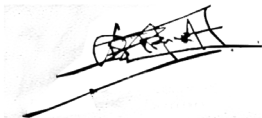
The Public Sector Reforms Sector Plan builds on achievement and lessons learnt during the implementation of the Second Medium Term Plan (MTP III), 2013-2017. The Plan details transformative programmes and policy reforms that will enable Kenya have a robust public service that is efficient and effective to support the Kenya Vision 2030 Pillars, the SDGs, Africa Agenda 2063, mainstreaming of Climate Change and the Government **“Big Four” Initiatives**.

During MTP III period, the Sector will focus on the five (5) key Public Service Transformation pillars namely: **human capital management and development; transformative and value-driven leadership; fit-for-purpose public institutions; efficient, effective and citizen-centered service delivery; and public sector productivity and global competitiveness**. The Sector envisages an empowered, enterprising, competitive, participatory, result and service-oriented public service. Further, the Sector will continue with rationalization and deployment of staff; rollout and implementation of Public Service Transformation Framework; institutionalization of Results Based Management culture, transformative and value-based leadership; integrated and multi-channel service delivery models; and institutional strengthening, lean management and operational excellence.

The Plan was prepared through a consultative process involving various stakeholders comprising of representatives from **Ministries, Departments, Agencies, development partners and private sector**. I, therefore, wish to acknowledge all stakeholders for their valuable contribution towards designing the policies and programmes for implementation over the Plan period.

The Sector will ensure that the plan is fully implemented in order for the citizens to access high quality and timely public services. The Sector will also undertake monitoring and evaluation to ensure that the planned programmes and projects are effectively implemented. In order to achieve this, strong collaboration between the Government and all stakeholders will be strengthened to ensure that synergies in implementation of this Plan are built.

I therefore call upon all our stakeholders to provide adequate technical and financial support for the successful implementation of this Sector Plan.



**Dr. Francis Owino, CBS**  
**Principal Secretary**  
**State Department for Public Service and Youth**  
**Ministry of Public Service, Youth and Gender Affairs**

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## LIST OF ACRONYMS AND ABBREVIATIONS

<b>AFD</b>	-	Agence Francaise de Developpemen
<b>AIDS</b>	-	Acquired Immunodeficiency Syndrome
<b>CARPS</b>	-	Capacity Assessment and Rationalization of the Public Service
<b>CBA</b>	-	Collective Bargaining Agreement
<b>CBS</b>	-	Chief of Burning Spear
<b>CMS</b>	-	Case Management System
<b>COG</b>	-	Council of Governors
<b>CPSB</b>	-	County Public Service Board
<b>CASB</b>	-	County Assembly Service Board
<b>CUCs</b>	-	Court Users Committees
<b>DANIDA</b>	-	Danish International Development Agency
<b>DMS</b>	-	Disciplinary Management System
<b>DP</b>	-	Development Partner
<b>DRR</b>	-	Disaster Risks Reduction
<b>EACC</b>	-	Ethics and Anti-Corruption Commission
<b>EGH</b>	-	Elder of Golden Heart
<b>E-Huduma</b>	-	Electronic Huduma Portal
<b>ERP</b>	-	Enterprise Resource Planning
<b>FSA</b>	-	Foreign Service Academy
<b>GDP</b>	-	Gross Domestic Product
<b>GHRIS</b>	-	Government Human Resource Information System
<b>GOK</b>	-	Government of Kenya
<b>HELB</b>	-	Higher Education Loans Board
<b>HIV</b>	-	Human Immunodeficiency Virus
<b>ICT</b>	-	Information Communication Technology
<b>IFMIS</b>	-	Integrated Financial Management Information System
<b>IPMAS</b>	-	Integrated Performance Management and Accountability System
<b>IPMS</b>	-	Information Protocol Management System
<b>IPPD</b>	-	Integrated Payroll and Personnel Database
<b>JC</b>	-	Judicial Commission
<b>KASF</b>	-	Kenya AIDS Strategic Framework
<b>KDSP</b>	-	Kenya Devolution Support Programme
<b>KENIVEST</b>	-	Kenya Investment Authority
<b>KePSIC</b>	-	Kenya Public Service Innovation Centre
<b>KM</b>	-	Knowledge Management
<b>KRA</b>	-	Key Result Areas
<b>KSG</b>	-	Kenya School of Government
<b>MCDAs</b>	-	Ministries Counties Departments and Agencies
<b>MFA</b>	-	Ministry of Foreign Affairs

<b>M-Huduma</b>	-	Mobile Phone Huduma Platform
<b>MoL&amp;SP</b>	-	Ministry of Labour & Social Protection
<b>MOU</b>	-	Memorandum of Understanding
<b>MPSYGA</b>	-	Ministry of Public Service Youth and Gender Affairs
<b>MTEF</b>	-	Medium Term Expenditure Framework
<b>MTI</b>	-	Medium-Term Intervention
<b>MTP</b>	-	Medium Term Plan
<b>NADICOK</b>	-	National Diaspora Council of Kenya
<b>NCAJ</b>	-	National Council for the Administration of Justice
<b>NCBF</b>	-	National Capacity Building Framework
<b>NESC</b>	-	National Economic and Social Council
<b>ODDP</b>	-	Office of the Director of Public Prosecution
<b>NHIF</b>	-	National Hospital Insurance Fund
<b>PAS</b>	-	Performance Appraisal System
<b>PC</b>	-	Performance Contracting
<b>PFM</b>	-	Public Financial Management
<b>PMMU</b>	-	Performance Management and Measurement Understandings
<b>PSC</b>	-	Public Service Commission
<b>RBM</b>	-	Results Based Management
<b>RMIS</b>	-	Record Management Information System
<b>RRI</b>	-	Rapid Results Initiative
<b>SAGA</b>	-	Semi-Autonomous Government Agency
<b>SDGs,</b>	-	Sustainable Development Goals
<b>SPAS</b>	-	Staff Performance Appraisal System
<b>SRC</b>	-	Salary Review Commission
<b>TNT</b>	-	The National Treasury
<b>VAT</b>	-	Value Added Tax
<b>YEDF</b>	-	Youth Enterprise Development Fund



## EXECUTIVE SUMMARY

An efficient, effective, equitable and ethical public sector is vital to the successful implementation of policies, programmes and projects outlined in Kenya Vision 2030 and its Medium Term Plans (MTPs). This will be achieved through building and strengthening institutional capacity of public service, sound financial management, efficient and fair collection of taxes, and transparent processes. These reforms will, therefore, play a vital role in delivery of public services.

Public Services Reforms are spearheaded by various state agencies which included sector subsectors namely; The Presidency, the National Treasury and Ministry of Planning, ministries responsible for Devolution, Foreign Affairs, Public Service, Parliamentary Service Commission, National Assembly, Commission on Revenue Allocation, Public Service Commission, Salaries and Remuneration Commission, Office of Auditor General, Controller of Budget and Commission on Administrative Justice.

In the Second Medium Term Plan (MTP II) 2013-2017 plan period, the key programmes and projects achieved were: development of Public Service Transformation Strategy; institutionalization of RBM in the public sector; expansion of Huduma Kenya Integrated Service Delivery Model; review of Human Resource Development Policy and Competency Standards; development of Human Resource Planning and Succession Management Strategy; tax reforms; rolling out e-procurement system; upgrading of Kenya School of Government (KSG) campuses; and restructuring of the Kenya Foreign Service Institute. In addition, VAT Act 2013; Excise Act 2015; and Tax Procedure Code 2015 were reviewed.

Whereas various strategies and efforts were put in place towards reforming the public sector, a number of challenges were encountered. They include: Human resource capacity constraint; financial constraints; weak policy, legal and institutional framework; inadequacy in work environment; and labour unrests, among others.

The Public Sector Reforms, during the Third MTP (MTP III), will focus on the five (5) key public service transformation pillars namely: Enhancement of Public Service Delivery Systems and Processes; Transformative and Value Based Leadership; Strengthening Public Sector Institutions (Alignment to the Constitution and Mandates); Enhancement of Public Service Productivity to Leverage Kenya's Global Competitiveness; and Institutionalization and Strengthening Result Based Management. Several programmes and projects will be implemented to actualize these pillars.

In the MTP iii period, the sector proposes to create a favourable environment in the Public services Sector to respond and address pertinent issues and concerns as contained in the 17 SDGs and Agenda 2063 aspirations, the Climate Change Act 2016 and Disaster Risk Reduction (DRR), HIV and AIDS Public Sector Work Place Policy, Gender and Youth Policy, among others. This will entail review and development of policies, laws, rules, regulations, strategies and infrastructure.

This plan is organized in five chapter and two annexes. Chapter 2 provides a situation analysis in the Public Sector Reforms Sector which include key achievements and ongoing programmes.

Chapter 3 highlights key emerging issues, challenges which arose during the implementation of MTP ii. The chapter concludes by providing lessons learnt. Chapter 4 details programmes and projects to be undertake in 2018-2022 which include flagship projects. Five key programme to be implemented include: Rationalization and deployment of staff; Rollout and implementation of Public Service Transformation Framework; Institutionalization of Results Based Management culture; Transformative and value-based

leadership; Integrated and multi-channel service delivery models; and Institutional strengthening, lean management and operational excellence. In order to ensure the programmes are aligned to the Country development, Constitution and International commitments a section is provided for mainstreaming cross cutting issues which include gender, disability, HIV and AIDS. Chapter 5 provides a discussion on policy legal and institutional reforms required to actualize the Public Sector Reforms.

## 1.0 INTRODUCTION

### *“A Citizen-Focused and Results-Oriented Public Service”*

An efficient, effective, equitable and ethical public sector is vital to the successful implementation of policies, programmes and projects outlined in the Kenya Vision 2030 and its Medium Term Plans (MTPs). This will be achieved through building and strengthening institutional capacity of the public service, sound financial management, efficient and fair collection of taxes, and transparent processes. These reforms will, therefore, play a vital role in delivery of public services.

Public sector reforms will continue to be guided by the principles in the Constitution and the Kenya Vision 2030 which bind all public officers to observe: The principles of good governance; professionalism; high patriotism, ethics and integrity; a public service environment that is harmonious, inclusive, diverse and sustainable; and leveraging on innovation, science and technology. In addition, it will support the implementation of the Governments’ “Big Four” initiatives and strategic interventions.

Public sector reforms started gaining momentum in First Medium Term Plan (MTP I) where, a number of reform initiatives were undertaken. These include: Institutionalization of Results Based Management (RBM) through tools such as; Rapid Results Initiatives (RRI); Performance Contracting (PC) and Performance Appraisal Systems (PAS). Other reforms focused on transformative leadership, structured stakeholder engagement, Public Financial Management (PFM), and mainstreaming cross-cutting issues into policy, planning and budgeting aspects.

Public sector reforms are spearheaded by various state agencies which include sector subsectors namely; The Presidency, the National Treasury and Ministry of Planning, ministries responsible for Devolution, Foreign Affairs, Public Service, Parliamentary Service Commission, National Assembly, Commission on Revenue Allocation, Public Service Commission, Salaries and Remuneration Commission, Office of Auditor General, Controller of Budget and Commission on Administrative Justice.

The sector plays a critical role by offering policy direction and leadership to the country, overseeing national legislation as well as the human resource function in the public service. It further coordinates national policy formulation, implementation, monitoring and evaluation; resource mobilization and management; devolution oversight; implementation of Kenya foreign policy; and oversight on use of public resources and service delivery. The sector will, therefore, be instrumental in the implementation of the Government “**Big Four**” transformative agenda.

## **2.0 SITUATION ANALYSIS**

The implementation of a devolved system of government has led to both opportunities and challenges. It has transformed the governance structure by taking services and resources closer to the citizens.

The programmes and projects implemented during MTP II Plan Period: Public Service Transformation Strategy; Institutionalization of Results Based Management (RBM) in the Public Sector; Huduma Kenya Integrated Service Delivery Model; review of Human Resource Development Policy and Competency Standards; Human Resource Planning and Succession Management Strategy; Tax Reforms; E-procurement System; upgrading of Kenya School of Government campuses; and restructuring of the Kenya Foreign Service Institute. In addition the following laws were reviewed/enacted and are being implemented: VAT Act 2013; Excise Act 2015; and Tax Procedure Code 2015.

### **2.1 Progress in Implementing Programmes and Projects**

#### **2.1.1 Public Service Transformation**

During the MTP II Plan Period, the public sector continued with the transformation agenda which included deepening Results-Based Management culture and Performance Management.

Results Based Management (RBM) in the Public Service: The institutionalization of RBM in the public service continued during the review period to ensure citizens access quality services. This led to increased focus on results, improved human resource capacity, increased value for money, transparency and accountability in service delivery.

Performance Management: During the review period, performance management training was undertaken and County Performance Management Framework (CPMF) developed and harmonized with the National Performance Management Framework (NPMF) to improve human resource management in the counties. In addition, over 300 Rapid Results Initiatives (RRI), RBM, and Business Processes Reengineering coaches were trained on Transformational Leadership. A total of 303 MDAs and 24 counties have so far adopted performance contracting.

#### **2.1.2 Huduma Kenya Integrated Service Delivery Model**

Integrated Service Delivery (One-stop shop) was implemented during the review period through the establishment of Huduma Centres across the country. A total of 45 Huduma Centres in 41 counties were established and operationalized, offering over 60 services. In addition, one (1) Government-Wide Contact Centre, Smart Service and Payment Card, E-Huduma and M-Huduma Service delivery systems were launched.

#### **2.1.3 Staff Rationalization**

During the review period, a Capacity Assessment and Rationalization of the Public Service (CARPS) programme study was conducted. The study findings revealed, among others, that the public service workforce is aging with 60 % of the public servants aged 45 years and above and will be exiting the service in the next 10 to 15 years, shortage of technical staff coupled with weak legal and policy framework. As a result, the sector developed and launched the Human Resource Planning and Succession Management Strategy to guide in addressing some of the findings of CARPS.

#### **2.1.4 Capacity Building**

Efforts were made towards strengthening institutional capacity and career development, performance management and sectoral support programmes. This was done through implementation of the National Capacity Building Framework (NCBF), partnership and collaboration in technical assistance and capacity building with Development Partners and through the Public Service Training Revolving Fund. The sector, through bilateral cooperation with other countries, also attracted several scholarships in various areas.

#### **2.1.5 Human Resource Management Policies**

During the review period, a number of acts, policies, strategies and guidelines were developed to guide and standardize public service management practices and processes across the service. These include: Enactment of Public Service (Values and Principles) Act, 2015; Public Service Transformation Framework and Guidelines; Human Resource Development Policy, Internship Policy; Public Service Norms and Standards; Human Resource Strategy for the Public Service, Human Resource Policies and Procedures Manual in the Public Service. Job evaluation was also undertaken to harmonize the grading structure and address existing remuneration and benefits disparities and inequalities in the public service.

In addition, the Public Service Commission (PSC); developed and rolled out the Policy on Decentralization of HR Management in the Public Service, Guidelines on Organizational Structures in the Service, Guidelines on Establishment and Abolition of Offices in the Public Service, reviewed the Human Resource Policies and Procedures Manual for the Public Service, automated the Discipline Management System (DMS) and the Staff Performance Appraisal System (SPAS) on Government Human Resource Information System (GHRIS).

#### **2.1.6 Career Management Strategy**

During the review period, the sector developed organizational structures and determined staffing levels for newly established State Departments; developed schemes of service and career progression guidelines for cadres in the Civil Service and State Corporations. Further, generic organization structures and guidelines for entry, progression and grading of staff in the County Governments were developed.

#### **2.1.7 Public Service Ethics and Values**

Ethics and Anti-Corruption Commission (EACC) conducted a National Ethics and Corruption Survey in 2015 and identified three most common forms of unethical behavior by public servants. This include: Intentional delay in service provision (32%), bribery (27.1%), and lateness and absenteeism (23.1%). The survey recommended measures to curb corruption including: Law enforcement, public education, adoption of good morals and transparency in public service.

#### **2.1.8 Upgrading the Kenya School of Government (KSG)**

The Kenya School of Government (KSG) continued the development of infrastructural facilities and curriculum for both National and County Government officials. The curricula included programs such as transformational leadership, management for results, Business Process Re-engineering, Public Service Values and Principles, Performance Management, and Information, Communication and Technology. Focus shifted to competency-based training and capacity building for improved service delivery as well as attitudinal change.

## **2.1.9 National Productivity and Global Competitiveness**

The sector finalized the National Productivity Policy Framework. The implementation of the Framework entailed promotion of productivity improvement tools in 125 enterprises in the country. The sector also trained over 300 technical service providers on productivity and undertook two productivity surveys on productivity awareness in the country. In addition, national and sector level productivity measurements were undertaken to provide sector based productivity indices.

### **2.1.10 Public Finance Reforms**

Under the Public Financial Management reforms, the Public Finance Management Act 2012 was enacted and PFM Regulations 2015 gazetted to enable proper interpretation and implementation by MCDAs. The government also enacted Public Procurement and Asset Disposal Act 2015, and Public Audit Act 2015. Integrated Tax System (iTax) system was rolled out, leading to the automation of the recording, accounting and reporting on various sources of income with the aim of easing administration and provision of better services to tax payers. In the budgeting process, achievements were made through the Medium Term Expenditure Framework to align budgeting and planning at both the National and County level

### **2.1.11 Government Human Resource Information System**

To upgrade the Government Human Resource Information System (GHRIS), the sector developed a recruitment and selection module, pay slip and p9 and the discipline module. In addition, a platform for sharing information with Integrated Financial Management Information System (IFMIS) was prepared and piloted. This included an interface for exporting data to IFMIS.

### **2.1.11 Electronic Information Systems**

The Sector implemented an electronic information system aimed at availing information electronically on the Affirmative Action Funds.

### **2.1.12 Reforms in the Administration of Justice**

The Sector introduced performance management and measurement in all courts and directorates through the signing of Performance Management and Measurement Understandings (PMMUs). A new performance appraisal tool and the guiding framework was also developed and implemented for all judiciary staff. In conformity to the Constitution of Kenya, to bring justice closer to the people, magistrate courts were increased from 109 to 120, 11 stand-alone Kadhis courts and 39 mobile courts were established and operationalized, while Environment and Land Courts were also established in 26 Counties.

### **2.1.13 Foreign Affairs Reforms**

The Cabinet approved the transformation of the Foreign Service Institute (FSI) into a Semi-Autonomous Government Agency (SAGA). The Foreign Service Academy Strategic Plan 2016-2020 was also launched and the Africa Union Institute of Remittances established in Kenya.

The Sector also finalized, launched and implemented the Kenya Diaspora Policy. These reforms resulted in increased remittances amounting from Ksh.129.06 Billion in 2013 and increased to Kshs.156 Billion in 2016, representing 3% of Kenya's GDP. Further, it facilitated the establishment of passport issuance offices at the Kenyan Embassies in Washington, London, Berlin, South Africa and the Consulate General of Kenya in Dubai, with a view to taking services closer to the Kenyans in the Diaspora. The coverage extends

to the other countries in their respective regions.

#### **2.1.14 Devolution**

Kenya continued to implement a devolved system of government. Various institutions and intergovernmental structures such as the Intergovernmental Relations Technical Committee, Intergovernmental Public Sector Sectoral Forum, Intergovernmental Budget and Economic Committee (IBEC) were launched and operationalized to foster cooperation and collaboration between the two levels of government.

## 3.0 EMERGING ISSUES, CHALLENGES AND LESSONS LEARNT

### 3.1 Emerging Issues

- i. The re-basing of GDP making Kenya a lower middle income country has affected programmes funding from Development Partners;
- ii. The emergence of cyber-crime related activities tend to compromise the Government's digitalization efforts;
- iii. Inadequate human capacity hampers the integration of emerging issues such as climate change, Disaster Risk Reduction (DRR) and blue economy in the public sector;
- iv. Though the Government has intention of having a lean and efficient public service, the continued growth in the number of public institutions created by various legislations has led to underfunding and human capacity gaps;
- v. The existence of many laws has hampered effective service delivery by both the National and County governments, and in some instances, resulted in conflicting mandates, especially the concurrent functions; and
- vi. The growing expectations to respond to increasing threats of terrorism and the inward-looking nationalism in various regions needs Kenya's intervention at the Presidency level, which in turn, exerts more pressure on the need for more resources for the sector.

### 3.2 Challenges

- i. **Human Resource Capacity Constraint:** This is occasioned by: Inadequate human resource planning and weak succession management; continued freeze on recruitment; shortage of technical staff and critical skills in high priority areas; high staff turnover in the most productive and critical sectors; overlaps and duplication of functions; inequitable distribution of staff at both levels of government; disparity in salaries and remuneration at both national and county levels; weak human resource information management system; reluctance to embrace change; vulnerability to terminal illnesses; and drug and substance abuse.
- ii. **Financial constraints:** Inadequate budgetary/funding due to increased number of public institutions.
- iii. **Policy, Legal and Institutional Reforms:** Delays in policy formulation, enacting of the necessary legislations and development of regulations and guidelines; limited adherence to public service norms and standards; and lack of a legal framework for intergovernmental human resource transfer.
- iv. **Corporate Governance:** Most state corporations do not have properly constituted boards and councils thus, hampering their operations and service delivery.
- v. **Work Environment:** Provision of conducive work environment (tools and work space) is still a challenge affecting the entire public service.
- vi. **Frequent Industrial Disputes:** Increasing industrial labour unrest has interrupted businesses and service delivery at national and county levels. The unrests have affected both private and public sectors thereby causing a significant drop in revenue collection, which in turn, has affected the implementation of planned programmes and projects. The settlement of industrial disputes has continued to put pressure on the public service wage bill which in the long run will be unsustainable. Further, the pressure of the wage bill has led to a distortion of planned and approved budgetary allocations to cater for the payment of increased salaries and wages awarded.



### **3.3 Lessons Learnt**

- i. Mainstreaming the sector programmes in the overall national planning and budget framework is important in ensuring achievement of set goals. It strengthens linkages between costed sector plan, MTEF budget and timely disbursement of funds;
- ii. Human resources capacity constraints can be addressed through effective and efficient management and rationalization of staff;
- iii. Building trust between unions and management, fosters transparency in labour management relations;
- iv. Proper coordination and collaboration among intergovernmental and inter-agency in service delivery is critical to the successful implementation of reforms in the sector;
- v. Delivery of quality services to citizens requires an efficient, effective, ethical and equitable public service.

## 4.0 PROGRAMMES AND PROJECTS FOR 2018-2022

During MTP III period, the Sector will focus on the five (5) key Public Service Transformation pillars namely: human capital management and development; transformative and value-driven leadership; fit-for-purpose public institutions; efficient, effective and citizen-centered service delivery; and public sector productivity and global competitiveness. The sector envisages an empowered, enterprising, competitive, participatory, result and service-oriented public service. The reforms in the public services are also meant to create an enabling environment to support the pillars of change.

The Sector identifies programmes under five (5) broad strategic objectives to be implemented during the period 2018-2022. These will include: rationalization and deployment of staff; rollout and implementation of Public Service Transformation Framework; institutionalization of Results Based Management culture, transformative and value-based leadership; integrated and multi-channel service delivery models; and institutional strengthening, lean management and operational excellence.

### 4.1 Flagship Projects

#### 4.1.1 Integrated Service Delivery Models (one-stop shops)

Integrated service delivery model plays a critical role in enhancing access to quality services. The Sector will implement the following initiatives.

- i. **Huduma Kenya Programme:** The Sector will establish and operationalize One Stop Shop Huduma Centres across 290 sub-counties. In addition, Huduma One-stop-shop electronic services will be fully rolled for Public Sector. These will include Huduma Self Service Kiosks across the country; e-Huduma portal with all public services; m-Huduma portal; Huduma Contact Centre single dialing prefix to link all government services; Huduma Card for disbursement of all social payments and management of imprests in Public Service; establishment of Huduma Kenya Academy for Customer Service; and Huduma Kenya Program as the regulator for the customer service quality standard. In addition, Huduma Global; Huduma Service Excellence Standard; Huduma Mashinani and Huduma on Wheels Service Delivery Model will be implemented,
- ii. **One-stop-shop for MCDAs:** This service delivery model will be cascaded to Ministries, Counties, Departments and Agencies (MCDA) to enhance service delivery. It will focus on business process re-engineering and organizing services around customer needs and aspirations through one-stop shops and multi-channel service delivery mechanisms including use of technology platforms and data sharing.
- iii. **Business Processes Re-engineering:** This will be done through uploading government services and processes in the Huduma Centres and other integrated service delivery models.

#### 4.1.2 Capacity Assessment and Rationalization of the Public Service (CARPS)

The public sector will focus on strengthening the public service through implementation of recommendations of the CARPS programme. The sector will implement Phase II and III of CARPS. Phase II entails restructuring and rationalization of staff, deployment and redeployment of staff to achieve equitable distribution of technical staff, and implementing the Human Resource Management Skills and Competency

Frameworks. This will also include outsourcing of non-core services and elimination of duplication and overlapping functions, among other reforms. Phase III will include: Re-engineering and capacity building and consolidation of the gains made. The following projects will be implemented:

- (i) **Public Service Norms and Standards:** Public service norms and standards will be developed and rolled out so as to address the challenge of diverse and inequitable human resource management practices.
- (ii) **Development and adoption of a Unified Human Resource Management Information and Payroll Number Generating system in the Public Service:** The Government Human Resource Information Management System will be upgraded through migration of the Integrated Payroll and Personnel Database (IPPD) system with GHRIS, introduction of other key components and linking with other government information systems. The IPPD was developed to improve payroll management and alleviate duplication in personnel records. The system comprises of the complement control; payroll administration; budget for personnel emoluments; education and skills inventory; personal details components.

Adoption of a unified Human Resource Information and Payroll Number Generating System was informed by the need to have a reliable system which would provide a clear and unique identifier for each public servant throughout their stay in the Public Service. This will facilitate public organizations to create and share consistent records of staff employment history. The system will further provide a mechanism of tracking employee movement upon transfer in order to ensure employees do not appear in multiple payrolls at the same time and also make it possible to easily merge, analyze and audit the payrolls of all Public Service organization.

- (iii) **Succession Management Strategy:** During the Plan period, the Sector will implement the Succession Management Strategy to address succession management challenges at both the national and county government. The key activity will be the enforcement of institutional Human Resource Planning aligned to the human resource requirement for the MTP period.
- (iv) **Harmonization of Wages and Salary:** During the Plan period, the Sector will continue to review and harmonize wages and salaries in the public service.
- (v) **National Master Plan for High Priority and Critical Skills:** A National Master Plan will be developed and implemented for high priority and critical skills.
- (vi) **Public Service Transformation Framework:** During the Plan period, the Sector will implement the Public Service Transformation Framework which is built on four (4) pillars namely: Human capital management, fit-for purpose public institution; citizen focused and results-oriented service delivery and productivity; and global competitiveness. The framework will be used to provide a structured mechanism for managing change in the public service and emphasizes on performance results based management in responding to emerging challenges.

#### 4.1.3 National Capacity Building Framework

The Sector in collaboration with various stakeholders will continue to implement the national capacity

building framework which is anchored under the induction and training, technical assistance to counties, inter-governmental sectoral forums, civic education and public awareness, and institutional support and strengthening pillars. The Sector is responsible for the Key Result Area (KRA) on human resources and performance management.

## **4.2 Other Programmes and Projects**

### **4.2.1 Enhancement of Public Service Delivery Systems and Processes**

To enhance public service delivery systems and processes, the sector will focus on automation and digitization of service delivery.

**Automation and Digitization of Service Delivery.** This entails development of a Records Management System, to ensure timely retrieval of public service records for decision making. The Sector will also develop the e-judiciary Platform consisting of stenographic support and transcription system to courts; case management system (CMS); Integrated Performance Management and Accountability System (IPMAS); courts financial management system; and e-payments platform.

The Sector will also develop Diaspora Web Portal to enhance service provision to Kenyans in the Diaspora and Affirmative Action Funds e-Platform (Interactive Web Portal) to be used for tracking implementation of affirmative action funds (Women Enterprise Fund, Youth Enterprise Development Fund, Uwezo Fund and National Government Affirmative Action Fund among others). The platform will provide information on programmes and projects targeting the vulnerable groups (youth, women and PWDs).

### **4.2.2 Transformative and Value Based Leadership**

To create a culture of transformative and value based leadership, the sector will implement the following initiatives.

#### **Development of Role Models for Transformative and Value Based Leadership**

Transformative and value based leadership is critical in driving the reform agenda. This entails developing role models who are visionary, emotionally intelligent leaders and capable of leading and driving change in the public organizations. This transformative leadership initiative will target elected and appointed public officers from both levels of government.

#### **Leadership and Integrity Development**

The Sector will promote national values and principles of governance as well as values and principles of the Public Service. Similarly, the sector will promote ethics and good governance, as guided by Chapter 6 of the Constitution and other related integrity laws and regulations. In addition, to promote honesty, dedication and integrity role modelling, a reward and recognition scheme for integrity champions will be rolled out in the public service.

#### **Public Service Emeritus**

The Sector will develop and implement Public Service Emeritus initiative in order to support transfer of knowledge and information sharing. This will be achieved through development of a structured framework for harvesting the tacit knowledge and expertise held by the emeritus.

### **Young Professionals**

The Sector will develop programmes for young professionals so as to create a pool of young professionals in the public service. The programme will target the young professionals in the public service and those aspiring to join the public service.

### **Internships, Apprenticeships and Industrial Attachment**

The sector will promote engagement of youths in internship, apprenticeship and industrial attachment to enhance their employability across the public service guided by the youth internship policy.

#### **4.2.3 Strengthening Public Sector Institutions**

During the Plan period, the Sector will strengthen public sector institutions and align them to the Constitution and respective mandates. The following will be implemented:

Establishment and operationalization of diverse Funds to support public service delivery: The following projects will be undertaken:

- (i) **Public Service Training Revolving Fund:** The Sector runs a Public Service Training Revolving Fund, from which public servants borrow money to finance training. There is a signed MOU between the Ministry responsible for Public Service Management and the Higher Education Loans Board (HELB), under which the latter manages the fund on behalf of the Ministry. During the Plan Period, the Sector will increase the kitty from Kshs.200 million to Kshs.500 million.
- (ii) **Judiciary Fund:** Judiciary Fund will be established and operationalized. The fund will be used for administrative expenses of the Judiciary. Revenue collection will also be automated to ensure prudent financial management.

### **Development Partners Support**

The sector will implement the following projects:

- (i) **Kenya Country Support Programme:** The programme is a joint collaboration between the Government of Kenya and the Danish Embassy. The objective of the programme is to support implementation of the Constitution and consolidation of an accountable, inclusive and participatory democracy. The programme is expected to enhance revenue collection, support production of accurate accessible and timely government wide financial information and reports with clear accountability. The programme will also support production of accurate, user friendly and timely independent audit reports based on a risk based approach, and strengthen capacity for public procurement and disposal oversight.
- (ii) **Kenya Devolution Support Programme:** The programme is a joint undertaking between the Government of Kenya and the World Bank. The programme is designed to support the implementation of the National Capacity Building Framework (NCBF 2013). The overall objective of the NCBF is to ensure the devolution process is smooth and seamless to safeguard the delivery of quality services to citizens.

KDSP is using Performance for Results (P for R) innovative financing mechanism that

will support and incentivize county actions towards selected capacity building results. The program intends to support five (5) Key Result Areas (KRAs) as defined in the Medium-Term Intervention (MTI) namely: Public finance management; planning, monitoring and evaluation; human resources and performance management; devolution and inter-governmental relations; and civic engagement and public participation.

(iii) **Governance for Enabling Service Delivery and Public Investments Programme:**

The proposed programme is a joint collaboration between the Government of Kenya and the World Bank. The objective of the programme is to improve utilization and transparency in resource management in selected service delivery MDAs in the area of Public Investment Management (PIM), cash management, timely and efficient procurement, consolidated staff data, timely quality audits, compliant and transparent institutions.

(iv) **Agence Francaise de Developpement (AFD) Support to PFM Reforms Programme:**

The proposed programme is a joint collaboration between Government of Kenya and Agence Francaise de Developpement (AFD). The objective of the programme is to strengthen the provision of public infrastructure and service delivery through improvement of the public financial management framework at the national government level. Specifically, the programme will strengthen the functioning of core public financial management and governance systems.

The proposed programme will focus on issues that contribute to the budgetary risks management and have a direct impact on public investments efficiency. These issues include: management and monitoring of transfers to the local governments; management of public debt including the possible borrowing policies of counties; public investment management; prioritization; planning and follow-up of investments at national and local levels and financial and strategic management of the state portfolio.

- (v) **Technical Assistance and Capacity Building with Development Partners:** Kenya benefits from both bilateral and multilateral development partners in terms of technical assistance and capacity development. The support is in terms of training opportunities that are extended to public servants at both the national and county levels. The technical support also involves technical support in form of experts that are provided by development partners to come and develop capacities in priority areas of national development. The Sector will develop and submit training proposals to the development partners as well as mobilize resources from government of Kenya to be used as counterpart funding to support programmes under these technical assistance.

### **Human Resource Management and Development**

The Sector will coordinate cross-cutting programmes that form part of the in-service training programmes at the Kenya School of Government. The purpose of the in-service training programmes is to enhance performance in the public service, update public servants on government policies and also prepare public servants for career progression. In addition, the sector will review and coordinate implementation of various human resource management and development policies being used in the Public Service.

### **Comprehensive Medical Scheme for Civil Servants**

The Sector will continue to implement Comprehensive Medical Scheme for Civil Servants through enhanced scheme benefits.

### **Post-retirement Medical Scheme**

To improve the welfare of retired public servants, the sector will develop and roll out a Post-retirement Medical Scheme.

### **Strengthen the Kenya School of Government**

The Kenya School of Government will be strengthened in terms of capacity so as to continue undertaking training, research, consultancy and advisory in the Public Service.

### **Public Service Competency Framework**

Public service competency framework will be developed and rolled out. The competency framework will serve as a tool to attract, select and recruit candidates based on clearly defined competencies; identify developmental requirements of individual employees; and entrench a culture of competency based performance and capacity building for improved service delivery. This will lead to the establishment of strong and effective public Service institutions with employees who possess the requisite skills and competencies to meet citizens' expectations on service delivery.

### **Kenya Public Service Innovation Centre (KePSIC)**

The sector will develop and implement policy on service delivery innovation and establish a Public Service Innovation Centre which will incubate and showcase the innovations developed across the service. The policy will provide a framework for managing public service delivery innovation while the centre will enable public servants to learn, share knowledge and replicate what is relevant to their organizations. This will create synergy and avoid duplication of efforts while ensuring cost-effectiveness in service delivery. The centre will also create awareness on the importance of protection of intellectual property rights. This will generate employment for the youth and ultimately economic growth which will lead to improved living standards for Kenyans.

### **Transform Foreign Service Academy (FSA) into a Semi-Autonomous Institution**

The Cabinet approved the upgrading of Foreign Service Academy into a semi-autonomous institution managed by a Board of Management. Over the Plan period, this will involve acquisition of appropriate premises for FSA, review and implementation of training curriculum, establishment of think tank to guide on foreign policy research as well as establishment of e learning and resource centre. In addition, the sector will strengthen frameworks for engagement by reviewing and operationalizing existing Memorandum of Understanding (MOUs) as well as agreements.

### **Diaspora Engagement**

The sector will continue to mainstream and integrate the Kenyan diaspora in the national development agenda and democratic processes through the National Diaspora Council of Kenya (NADICOK). The Council will engage regularly with the Ministry of Foreign Affairs and International Trade in various diaspora policies. It will also enhance registration of Kenyans into umbrella organizations which are fully fledged and connected to NADICOK.

#### **4.2.4 Enhanced Public Service Productivity to Leverage Kenya's Global Competitiveness**

To enhance public service productivity and leverage Kenya's global competitiveness the Sector will implement operational excellence programme. This programme will focus on improving ease of doing business, Stakeholders engagement /public private partnership, and research and development. In addition, it will entail development of framework for enhancing productivity in the public sector by focusing on improving internal operational efficiency through elimination of wastage practices and creating a

quality and conducive work environment. This will be achieved through sensitization and education of the public sector on the productivity concept; applying problem solving techniques, tools and techniques for productivity improvement; and administering a work place-based step by step implementation of the Quality Work Environment Star-rated Certification System. Further, MDAs will be expected to streamline processes, eliminate waste, and improve service delivery. They will also adopt lean management model that examines how human resource are managed and utilized.

#### **4.2.5 Institutionalization and Strengthening Result Based Management**

The Sector will focus on strengthening the four key results based management areas namely: Planning; budgeting; implementing; monitoring; and evaluating and measurement. To institutionalize and strengthen Result Based Management the sector will implement the following projects.

##### **Integrated Results Based Management in the Public Sector**

A comprehensive public service transformation framework will be rolled out and an Integrated Results Based Management legal framework developed and implemented.

##### **Knowledge Management**

Knowledge Management (KM) policy will be developed and implemented to provide a framework for systematic management of knowledge in the public service. This will create value to meet tactical and strategic requirements in the public service.

##### **Change management programme rolled out in the public service**

To inculcate RBM culture for enhanced service delivery, change management programme will be developed and rolled out in the public service.

##### **Institutional Capacity Building programme to implement RBM tools**

To strengthen the capacity of public institutions, capacity building programmes on RBM tools will be developed and implemented.

**Framework for Performance Management in the Public Service.** The sector will develop and roll out a framework for performance management in the public Service. The framework will include rewards and sanctions criteria.



## 5.0 POLICY, LEGAL AND INSTITUTIONAL REFORMS

The following policies, legal and institutional reforms will be undertaken to support implementation of programmes and projects.

### 5.1 Policies

- i. Finalize, enact and implement Public Service Emeritus Policy to ensure an informed and knowledgeable public service using institutional memory and experience of the emeritus;
- ii. Develop and operationalize guidelines for implementation of Capacity Assessment and Rationalization of the Public Service;
- iii. Develop Public Service Innovation Policy to provide guidance to public service organizations towards nurturing service delivery innovations in line with their mandates;
- iv. Develop Integrated HR Information System Policy to guide the integration of various Human Resource Management Information Systems. These systems include: GHRIS, IFMIS, IPPD, Disciplinary Management System (DMS), Record Management Information System (RMS), and Information Protocol Management System (IPMS);
- v. Review of the Decentralize HR Management Policy;
- vi. Develop Performance Management Framework;
- vii. Develop Training Impact Assessment Framework;
- viii. Review and implement National Youth Policy (2007) ; and
- ix. Review Judiciary Finance Policy and Procedure Manual to be consistent with the provisions of the Public Finance Management Regulations 2015, Judiciary Fund Act 2016 and other relevant public finance management laws and regulations.

### 5.2 Legal Reforms

- i. Develop legal framework for common pension scheme to facilitate portability of benefits across the county public service and safeguard public interests;
- ii. Develop Public Service Values and Principles Act, 2015 regulation;
- iii. Develop regulations to implement the PSC Act 2017;
- iv. Develop Legal Notice for the establishment of a Semi-Autonomous Agency (Huduma Kenya Agency) , as a successor for the Huduma Kenya programme;
- v. develop Legal Framework for Integrated Results Based Management;
- vi. Enact legislation to give effect to Article 235 of the Constitution to facilitate harmonization of Norms and Standards at the County and National Government level;
- vii. Develop regulations to operationalize the transfer of functions between the two levels of government for all sectors in line with the Constitution of Kenya, 2010 Article 187 and Inter-governmental Relations Act, 2012;
- viii. Review Kenya School of Government Act, 2012;
- ix. Harmonize PFM Act 2012 with other relevant laws;
- x. Finalize and disseminate procurement regulations;
- xi. Develop and enact Tribunal Bill to establish the office of the Registrar for Tribunals;
- xii. Finalize the Foreign Service Bill;
- xiii. Develop the National Economic and Social Council (NESC) Bill; and
- xiv. Finalize and implement the National Productivity Bill to provide legal and appropriate institutional framework for productivity management.

### **5.3 Institutional Reforms**

- i. Review and implement a framework for management of concurrent functions;
- ii. Establish National Council for the Administration of Justice (NCAJ) to ensure full operationalization of Court Users Committees (CUCs);
- iii. Establish National Diaspora Council of Kenya (NADICOK) as the global umbrella body for all Kenyan Diaspora with the requisite affiliated city and regional associations. This will enable the government to have data on the number of Kenyans abroad, and develop evacuation guidelines.

ANNEX I: IMPLEMENTATION MATRIX

Sub - Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
<b>Flagship Projects</b>													
Integrated Service Delivery Model	To improve service delivery country wide	290 One -stop Huduma Centres Electronic Services; Huduma Global; Huduma Service Excellence Standard; Huduma Mashinani and Huduma on Wheels Service Delivery Model developed	No of One Stop Huduma Centres No of electronic services No. of services offered	MPSYGA, MCDA	2018-2022	GoK	22	6	4	4	4	4	4
		One stop shop for MCDAs developed	No. of MCDAs supported to adopt ISDM	MPSYGA NT MCDA	2018-2022	GoK MPSYGA	1100	200	300	300	200	100	100
		Business Process es Re - engineered	No of Business Process reengineered	MPSYGA & JSC	2018-2022	GoK MPSYGA PSC	110	20	30	30	20	10	10
Capacity Assessment and Rationalization of the Public Service (CARPS)	To ensure that Government functions are properly structured and staffed to facilitate transformation of the Public Service	HR strategies; standards and frameworks developed; Phase II and III of CARPS implemented; A Unified management and Information System	No of strategies ; standards and frameworks; unified management and Information System	MPSYGA, MCDA	2018-2022	GoK	185	-	130	-	50	5	5
		Public Service Norms and Standards developed	Norms and Standards developed and operationalized	MPYGA, PSC, COG CPSB/CASB, SRC MCDA, JSC	2018	GoK	340	150	150	20	10	10	10
		Unified Human Resource Information and Payroll Number Generating System developed	Operational system in place; Proportion of MCDAs adopted the system	MPSYGA	2018-2022	GoK, DPs	1,537.3	1,500	3.4	2.9	25	6	6
		Succession Management Strategy developed and implemented	Strategy developed and rolled out; Proportion of MCDAs adopted the system	MPSYGA, PSC JSC	2018-2020	GoK	196	196	-	-	-	-	-

ANNEX I: IMPLEMENTATION MATRIX

Sub - Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
<b>Flagship Projects</b>													
Integrated Service Delivery Model	To improve service delivery country wide	290 One -stop Huduma Centres Electronic Services; Huduma Global; Huduma Service Excellence Standard; Huduma Mashinani and Huduma on Wheels Service Delivery Model developed	No of One Stop Huduma Centres No of electronic services No. of services offered	MPSYGA, MCDA	2018-2022	GoK	22	6	4	4	4	4	4
		One stop shop for MCDAs developed	No. of MCDAs supported to adopt ISDM	MPSYGA NT MCDA	2018-2022	GoK MPSYGA	1100	200	300	300	200	100	100
		Business Process es Re - engineered	No of Business Process reengineered	MPSYGA & JSC	2018-2022	GoK MPSYGA PSC	110	20	30	30	20	10	10
Capacity Assessment and Rationalization of the Public Service (CARPS)	To ensure that Government functions are properly structured and staffed to facilitate transformation of the Public Service	HR strategies; standards and frameworks developed; Phase II and III of CARPS implemented; A Unified management and Information System	No of strategies ; standards and frameworks; unified management and Information System	MPSYGA, MCDA	2018-2022	GoK	185	-	130	-	50	5	5
		Public Service Norms and Standards developed	Norms and Standards developed and operationalized	MPYGA, PSC, COG CFSB/CASB, SFC operationalized	2018	GoK	340	150	150	20	10	10	10
		Unified Human Resource Information and Payroll Number Generating System developed	Operational system in place; Proportion of MCDAs adopted the system	MPSYGA	2018-2022	GoK, DPs	1,537.3	1,500	3.4	2.9	25	6	6
		Succession Management Strategy developed and implemented	Strategy developed and rolled out; Proportion of MCDAs adopted the system	MPSYGA, PSC ,JSC	2018-2020	GoK	196	196	-	-	-	-	-

Sub - Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		Harmonized wages and salaries	Revised Wages and salaries; CBAs	MPSYGA PSC SRC	2018-2022	GoK	200	40	40	40	40	40
		National Master Plan for High Priority and critical Skills developed	No of staff with high priority and critical skills retained; Master plan developed.	MPSYGA MDAs Commissions/CPS Boards County Govts	2018-2020	GoK DPs	450	200	100	50	50	50
		Transformed public service for efficient and effective service delivery	No of MCDAs implementing the framework	MPSYGA KSG EACC ICT Judiciary	2018-2022	GoK	1400	550	300	250	150	150
		Capacity built at both national and county governments;	No of counties covered No of officers trained	MCDAs	2018-2022	GoK Counties	450	150	150	150	150	150
<b>Other Programmes and Projects</b>												
<b>Enhancement of Public Service Delivery Systems and Processes.</b>												
Records Management System	To ensure timely retrieval of records for decision making	Enhanced access to Public Service records	Operational record management system	PSC, MPYGA & Min of sports and culture	2018-2022	GoK	222	62	50	45	35	30
E-judiciary	To enhance dispensation of justice	Enhanced efficiency in use and access to case information	Operational e - judiciary platform	Judiciary Service Commission	2018-22	GoK Dev. Partners	950	500	200	100	100	50
Affirmative Action funds e-Platform	To improve efficiency in utilization of affirmative action funds	Enhanced youth employment	Operational socio-economic empowerment	MPSYGA / YEDF and UWEZO Fund	2018-2022	GoK	950	500	300	50	50	50
Diaspora Web Portal	To enhance service provision to the Kenyan diaspora	Enhanced Diaspora engagement	Operational diaspora web portal	Ministry of Foreign Affairs	2018-2022	GoK	5	1	1	1	1	1
<b>Transformative and Value-based Leadership</b>												
Development of role models for Transformative and Value-based Leadership programme	To develop a transformative and value based leadership culture in the public service	Enhanced adoption of transformative value based Leadership Culture in the Public Service	No of leaders trained on transformative leadership and value based skills	MPSYGA KSG MCDAs PSC EACC	2018-2020	GoK MPSYGA	481	150	118	95	63	55

Sub-Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Leadership and integrity development programme	To enhance transparency and Accountability in MCDAs	Enhanced transparency and Accountability in MCDAs	National values and Principles promoted in the Public Service	PSC MPSYGA EACC Judiciary	2018-2022	GoK	248	40	45	48	55	60
	To promote ethics and good governance in public service	Transparency and accountability in public service delivery	Reports on compliance with Chapter Six of the Constitution and related integrity laws and regulations	EACC MPSYGA PSC, CPSBs/CASBs Judiciary	2018-2022	GoK	125	25	25	25	25	25
	To foster a culture of integrity in service delivery	Transparency and accountability in public service delivery.	Training on integrity, ethics and anti - corruption conducted	EACC, KSG MPSYGA PSC	2018-2022	GoK	100	35	25	20	20	
	To promote honesty, dedication and integrity role modelling.	Transparency and accountability in public service delivery.	A reward and recognition scheme for integrity champions rolled out in the Public Service	EACC MPSYGA, SRC &PSC	2018-2022	GoK Development Partners Private sector	495	75	105	105	105	105
Public Service Emeritus programme	To promote knowledge management and information sharing	Efficient and effective Public Service	Emeritus Policy developed; No. of Public Service Emeritus accredited	MPSYGA	2018-2022	GoK MPSYGA	230	50	40	40	50	50
Young Professionals programme	To develop young professionals	Enhanced leadership skills among the youth	Programme developed; No of young professionals trained	MPSYGA & PSC	2018-2022	GoK MPSYGA	555	170	140	115	100	80
Internship, apprenticeship and industrial attachment	To enhance the absorption of youth in the labor market	Enhanced youth employability	No of youths engaged Internship, apprenticeship and industrial attachment	MPSYGA MCDAs & PSC	2018-2022	GoK KEPSA	200	40	40	40	40	40
<b>Strengthening Capacity Assessment and</b>	<b>Public Sector Institutions</b> To increase efficiency and	<b>Increased efficiency and effectiveness in service delivery</b>	<b>Proportion of CMDAs that have reviewed</b>	<b>MPSYGA PSC COG</b>	<b>2018-2022</b>	<b>GoK</b>	<b>185,000</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>50,000</b>	<b>35,000</b>

Sub-Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Rationalization of the Public Service	effectiveness in service delivery		establishment based on the CARPs recommendations	CPSE/CASB SRC NT MOP								
Public Service Training Revolving Fund	To provide alternative training funding to support self-development	Enhanced access to training opportunities in the Public service	Amount in Kshs. Allocated; No of public servants accessing the fund	MPSYGA MDAS County Govts	2018 - 2022	GoK	500	100	100	100	100	
Judiciary Fund	To strengthen accountability and safeguard the financial independence of the Judiciary	Enhanced financial management	Fund established and operationalized	JSC	2018 - 22	GoK Dev. Partners	50	40	10			
Kenya Country Support Programme	To support the Implementation of the Constitution	Improved Public Expenditure and Financial Accountability	Revenues collected audit reports Financial reports; PEFA assessment rating	The National Treasury	2018 - 2020	GoK/ Danida	(DKK 31.5)	(DKK 11.3)	(DKK 10.8)	(DKK 9.4)	-	
Kenya Devolution Support Programme	To ensure the devolution process is smooth and seamless to safeguard the delivery of quality services to citizens	Improved service delivery	No of MGDAs supported under KDSP	The National Treasury & Planning, MPSYGA, Min. of Devolution and ASAL, COG, County Govts, KSG	2018 - 2022	GoK/World Bank	20400 (US\$200)	TBD	TBD	TBD	TBD	
Governance for Enabling Service Delivery and Public Investments Programme	To improve utilization and transparency of resource management in selected service delivery MDAs	Improved utilization and transparency of resource management	Audit reports; Anticorruption reports; Proportion of institutions using e-procurement	The National Treasury, SRC and Ministry of Public Service Youth and Gender	2018 - 2022	GoK/World Bank	5100 (US\$150)	612 (US\$66)	816 (US\$18)	4488 (US\$44)	4539 (US\$44.5)	4233 US\$41.5
Agence Francaise de Developpement (AFD) Support to PFM Reforms Programme	To strengthen the provision of public infrastructure and service delivery	Strengthened public financial management and governance system	Functional Public Financial Management Framework	The National Treasury	2018 - 2020	GoK/AFD	3600	1200	1200	-	-	-

Sub-Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Technical Assistance and Capacity Building with Development Partners	To support training and capacity building in the public service	Enhanced access to training opportunities in the Public service	No of public servants supported; No of training proposals; Amount in Kshs. set aside for counterpart funding	MPSYGA MDAs County Govt's	2018-2022	GoK DP	450	150	150	150	150	150
National Capacity Building Framework	Implement Medium Term Interventions in the KRA of HR and PM to build county capacity	Improved human resources and performance management	Functional capacity building framework; No of MCDAs whose capacity has been built	MPSYGA, TNT & P MOP PSC, KSG, COG CPST, MCDAs CPSB/CASB, DP	2018-2022	GoK DP	705	230	225	200	180	170
Human Resource Management and Development	To efficiently manage and develop human resources in the public sector	Enhanced efficiency in the public service	No of human resource management and development policies reviewed and implemented	MPSYGA, PSC KSG, MCDAs, CPSB & CASB	2018-2022	GoK	202	32	36	40	44	50
Comprehensive Medical scheme for Civil Servants	To enhance access to quality health services	Improved staff welfare	Proportion of civil servants accessing the scheme	MPSYGA NHIF TNT MoP	2018-2022	GoK	25,420	4,600	4,830	5,070	5,330	5,590
Post-retirement Medical Scheme			Post-retirement Medical Scheme; No. of retirees benefiting		2018-2022	GoK						
Kenya School of Government support programme	To build school capacity to undertake its mandate	Enhanced capacity of Kenya School of Government	Legal Framework in place; Infrastructure developed	KSG, TNT MPSYGA	2018-2022	GoK	5,000	1,000	1,000	1,000	1,000	1,000
Public Service Competency Framework	Adopt and implement a public service competency framework to guide recruitment, training and development, promotion of HR in the public service	Efficient and effective Public Service	No. of MDAs implementing Public Service Competency Framework; No. of counties sensitized	MPSYGA MDAs Commissions/CPS Boards; County Govts, PSC	2018/ 2019	GoK DP	500	200	100	100	50	50



Sub-Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Kenya Public Service Innovation Centre (KePSC)	To incubate and showcase the innovations developed for replication across the service..	Enhanced service delivery	Public Service Innovation Centre operational	MPSYGA PSC	2018- 2019	GoK	100	50	50			
Transform FSA into a semi - autonomous institution	To strengthen capacity building	Enhanced service delivery.	Transformed FSA	MF-A	2018- 2022	GoK	1500	1000	200	100		
Diaspora engagement	To enable the Kenyan Diaspora to participate in the national democratic process.	Enhanced participation of Kenyan Diaspora in the national democratic process	No. of Kenyan participants in the Diaspora	Ministry of Foreign Affairs	2018- 2022	GoK	240	50	50	50	40	
<b>Enhanced Public Service Productivity to Leverage Kenya's Global Competitiveness</b>												
Operational Excellency	To enhance public service productivity to leverage Kenya's global competitiveness	Enhanced Productivity and competitiveness in the public sector	Operational excellence management model adopted and implemented	MPSYGA MoL&SP, PSC	2018 - 2022	GoK	400	400				
Ease of Doing business	Improve ease of business environment	Ease of Doing business ranking improved	Stakeholders engagement /public private partnership for a field	MPSYGA MCDA KENIVEST	2018- 2022	GoK	75	15	20	20	10	10
Stakeholders engagement /public private partnership	Enhance stakeholder engagement	Stakeholders engagement /public private partnership for a field	Stakeholders engagement /public private partnership for a field	MPSYGA MCDA KENIVEST NT COG	2018- 2022	GoK	150	50	50		50	50
Framework for productivity enhancement in the public service.	To improve productivity in MCDAs	Improved staff performance	Framework on productivity developed and implemented	PSC MPSYGA MoL&SP	2018- 2022	GoK	82	10	12	16	20	24
Research and development	To enhance research and its application in service delivery	Enhanced research and development and its application in service delivery	Research and development undertaken	NESC KSG Donor Agencies	2018- 22	GoK, Donor Agencies	32.5	55	60	65	70	75
NESC Bill	To anchor NESC through legal statute	Strengthened NESC	NESC Act	NESC	2018- 22	GoK	10.8	2	2.8	3	2	1

Sub-Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Institutionalization and Strengthening Result Based Management</b>												
Integrated Results Based Management	To develop and implement an integrated Results Based Management system	Enhanced service delivery	Operational results based management system	MPSYGA MCDA	2018- 2022	GoK MPSYGA	1200	200	300	300	200	200
	To inculcate results based management culture for enhanced service delivery		Proportion of MCDAs adopted	MPSYGA MCDA Judiciary	2018- 2022	GoK MPSYGA	1100	200	300	300	200	100
Knowledge Management	To enhance knowledge management and information sharing in the service	Enhanced knowledge management and information sharing in the public service	No of partnerships and networks established	MPSYGA MOP KSG COG TNT and Planning, JTI	2018- 2022	GoK	1000					
Institutional Capacity Building programme to implement RBM tools	To strengthen the institution to implement RBM tools	Strengthened institutional capacity	No of institutions whose capacity has been built	MPSYGA KSG COG	2018- 2022	GoK MPSYGA	2650	550	540	530	520	510
Change management programme	To inculcate results based management culture for enhanced service delivery	Improved attitude and results culture	No of public servants whose capacity has been built	MPSYGA MCDA .PSC	2018- 2022	GoK MPSYGA	1200	200	300	300	200	100
Performance Management in the Public service	To set performance standards in the public service	Improved employee performance and accountability	Framework for Performance Management in place	PSC JSC	2018- 2022	GoK	95	15	17	18	22	23
<b>Cross-cutting</b>												
HIV and AIDS	To develop, implement and review HIV and AIDS responsive policies, programmes and projects	HIV and AIDS responsive policies, programmes and projects developed and implemented	Policies in place	MPSYGA, PSC, JSC NACC and Min of Health	2018- 2022	GoK	25	5	5	5	5	5

Sub-Programme/ Project	Objective	Expected Output/ Outcome	Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Gender Mainstreaming	To mainstream gender issues in policies, programmes and projects	Compliance with the Gender Mainstreaming requirements	No of compliant MCDAs	MPSYGA PSC, JSC	2018- 2022	GoK	25	5	5	5	5	5
Disability Mainstreaming	To mainstream disability issues in policies, programmes and projects	Compliance with the disability Mainstreaming requirements	No of compliant MCDAs	MPSYGA, TNT and Planning, JSC ,PSC	2018- 2022	GoK	25	5	5	5	5	5
Youth Mainstreaming	To mainstream youth issues in policies, programmes and projects	Compliance with the youth Mainstreaming requirements	No of compliant MCDAs	MPSYGA PSC, TNT and Planning	2018- 2022	GoK	25	5	5	5	5	5
Climate Change	To mainstream climate change issues in policies, programmes and projects	Compliance with the climate change requirements	No of compliant MCDAs	Min. of Environment & Forestry	2018- 2022	GoK	25	5	5	5	5	5
<b>GRAND TOTAL</b>							<b>268,235</b>	<b>15,827</b>	<b>142,850</b>	<b>15,806</b>	<b>64,105</b>	<b>48,572</b>

## ANNEX II: MONITORING AND EVALUATION MATRIX

Programmes/ Projects	Objective	Expected Output/Outcome	Indicators	Implementing Agency(s)	Time Frame	Yearly Targets					
						Baseline	2018/19	2019/20	2020/21	2021/21	2022/23
Records Management System	To ensure timely retrieval of records for decision making	Enhanced access to Public Service records	Operational system	PSC, Sports & Culture MPYSYGA	2018-2022	0	1	1	1	1	1
E- judiciary	To enhance dispensation of justice	Enhanced efficiency in use and access to case information	Operational e - judiciary	JSC	2018-22	0	1	1	1	1	1
Affirmative Action funds E - Platform	To improve efficiency of utilisation of affirmative action funds	Enhanced youth employment	Operational affirmative e - platform	MPYSYGA / YEDF and UWEZO Fund	2018-2022	0	1	1	1	1	1
Diaspora Web Portal	To enhance service provision to the Kenyan diaspora	Enhanced Diaspora engagement	N Operational diaspora web portal	Ministry of Foreign Affairs	2018-2022	1	1	1	1	1	1
One stop shop for MCDAs	To increase citizen access to various public services and information	Enhanced citizen access to public services and information	No of MCDAs supported to adopt ISDM	MPYSYGA NT MCDA	2018-2022	0	30	60	100	150	200
Huduma Kenya programme	To enhance public service delivery	Enhanced access to quality services	No of new centres established and operationalized	MPYSYGA MDCA	2018-2022	42	52	62	72	79	87
Business Process Re-engineering	To enhance efficiency of service delivery processes and operations	Enhanced efficiency in service delivery	No of Business Process reengineered	MPYSYGA PSC	2018-2022		30	40	45	50	55
Transformative and Value - based Leadership programme	To develop a transformative and value based leadership culture in the public service .	Enhanced adoption of transformative value based Leadership Culture in the Public Service	No of leaders trained on transformative leadership and value based skills	MPYSYGA KSG MCDA PSC EACC	2018-2020		170	300	500	700	900
Promotion of National values and Principles in the Public Service	Enhance Accountability in MCDAs	Enhanced transparency and Accountability in MCDAs	% Proportion of MCDAs promoting National values and Principles in the Public Service	PSC MPYSYGA EACC JSC,CPSB &CASB	2018-2022	0	30	40	50	70	90

Programmes/ Projects	Objective	Expected Output/Outcome	Indicators	Implementing Agency(s)	Time Frame	Yearly Targets					
						Baseline	2018/19	2019/20	2020/21	2021/21	2022/23
Capacity building on integrity, ethics and anti - corruption	To foster a culture of integrity in service delivery	Transparency and accountability in public service delivery.	No. of Training on integrity, ethics and anti - corruption conducted	EACC, KSG MPSYGA PSC	2018-2022	320	1000	1450	1,740	2,345	2,950
Reward and recognition scheme for integrity champions	To promote honesty, dedication and integrity role modelling.	Transparency and accountability in public service delivery.	No. of reward and recognition schemes for integrity champions rolled out in the Public Service	EACC MPSYGA, SRC &PSC	2018-2022	0	1	1	1	1	1
Public Service Emeritus programme	To promote knowledge management and information sharing	Efficient and effective Public Service	No. of Emeritus Policies developed - No. of Public Service Emeritus accredited	MPSYGA, PSC	2018-2022	0	1	1	1	1	1
Young Professionals programme	To develop young professionals	Enhanced leadership skills among the youth	No of young professionals trained	MPSYGA, PSC	2018-2022	0	150	300	400	600	800
Internship, apprenticeship and industrial attachment	To enhance the absorption of youth in the labor market	Enhanced youth employability	No of youths engaged Internship, apprenticeship and industrial attachment	MPSYGA MCDAs, PSC	2018-2022	0	200	300	400	700	1,000
Rationalization of the Public Service	To increase efficiency and effectiveness in service delivery	Increased efficiency and effectiveness in service delivery	No. of CMDAs that have reviewed establishment based on the CARPs recommendations	MPSYGA PSC COG CPSEB/CASB SRC	2018-2022	20	40	50	67	67	67
Public Service Norms and Standards	To enhance quality of public service	Enhanced quality of public services	% Compliance with Norms and Standards	MPSYGA, PSC, COG CPSEB/CASB, SRC MCGDA, JSC	2018-2022	0	30	40	50	80	100
Unified Human Resource Information and Payroll Number Generating System	To harmonize the management of human resource information and issuance of Payroll Numbers across the public service	Enhanced management of human resource information	No. of Operational system in place	MPSYGA, MCDAs CPSEB & CASB	2018-2022	0	1	1	1	1	1

Programmes/ Projects	Objective	Expected Output/Outcome	Indicators	Implementing Agency(s)	Time Frame	Yearly Targets					
						Baseline	2018/19	2019/20	2020/21	2021/21	2022/23
Succession Management Strategy	To provide strategies to address the existing and future succession management challenges.	Efficient and effective Public Service	No. of Strategies developed and rolled out	MPSYGA PSC JSC , MCDAs	2018-2022	0	1	1	1	1	1
National Master Plan for High Priority and critical Skills	To attract and retain high priority and critical skills in the public service	Efficient and effective Public Service	No. of National Master Plan for High Priority and critical Skills developed and operationalized	MPSYGA MDAs Commissions/CPS Boards County Govts, PSC	2018- 2022	0	0	0	1	1	1
Public Service Transformation Framework	To transform the public service for improved service delivery	Transformed public service for efficient and effective service delivery	No of MCDAs implementing PST framework	MPSYGA , KSG EACC , ICT , JSC, PSC	2018-2022	20	40	60	80	100	100
Public Service Training Revolving Fund	To provide alternative training funding to support self -development	Enhanced access to training opportunities in the Public service	No of public servants accessing the fund	MPSYGA , MDAs County Govts . TNT	2018-2022	215	300	350	430	645	860
Judiciary Fund	To strengthen accountability and safeguard the financial independence of the Judiciary	Enhanced financial management	% implementation of the Fund	JSC	2018-22	20	40	60	80	90	100
Kenya Country Support Programme	To support the Implementation of the Constitution	Improved Public Expenditure and Financial Accountability	Taxes as % of GDP ; PEFA assessment rating Score(A,B,C,D)	TNT	2018-2022	17.3	18.1	19.2	19.9	21.5	21.8
Kenya Devolution Support Programme	To ensure the devolution process is smooth and seamless to safeguard the delivery of quality services to citizens	Improved service deliveries	No of MCDAs supported under KDSP	TNT&P, MPSYGA, COG, Auditor General KSG Auditor General Min of Devolution and ASAL and	2018-2022	2	2	2	2	2	2

Programmes/ Projects	Objective	Expected Output/Outcome	Indicators	Implementing Agency(s)	Time Frame	Yearly Targets					
						Baseline	2018/19	2019/20	2020/21	2021/21	2022/23
Governance for Enabling Service Delivery and Public Investments Programme	To improve utilization and transparency of resource management in selected service delivery MDAs	Improved utilization and transparency of resource management	% utilization of Audit reports ; % utiliz ation of Anticorruption reports; No of institutions using e-procurement	TNT SRC and Ministry of Public Service Youth and Gender	2018-2022	80	85	90	95	98	100
						80	85	90	95	98	100
Agence Francaise de Developpement (AFD) Support to PFM Reforms Programme	To strengthen the provision of public infrastructure and service delivery	Strengthened public financial management and governance system	No. of Functional public financial management framework	TNT	2018-2022	0	1	1	1	1	1
						0	1	1	1	1	1
Technical Assistance and Capacity Building with Development Partners	To support Training and capacity building in the public service	Enhanced access to training opportunities in the Public service	No of public servants supported ; No of training proposals developed and submitted to development partners	MPSYGA MDAs County Govts	2018-2022	18765	25000	30000	32425	39559	46693
						10	15	25	32	42	52
National Capacity Building Framework	Implement Medium Term Interventions in the KRA of HR and PM to build county capacity	Improved human resources and performance management	No. of Functional capacity building framework ; No of MCDAs whose capacity has been built	MPSYGA, TNT, MOP PSC, KSG, COG CPST, MCDA CPSB/CASS , DP	2018-2022	0	1	1	1	1	1
						8	10	10	10	10	9
Human Resource Management and Development	To efficiently manage and develop human resources in the public sector	Enhanced efficiency in the public service	No of human resource management and development policies reviewed and implemented	MPSYGA PSC KSG	2018- 2022	0	1	2	5	8	10
						0	1	2	5	8	10
Comprehensive Medical scheme for Civil Servants Post-retirement Medical Scheme	To enhance access to quality health services	Improved staff welfare	No of Civil servants accessing the scheme No. of Post - retirement Medical Scheme developed and operationalized	MPSYGA NHIF TNT	2018- 2022	128604	128604	128604	128604	128604	128604
						0	0	0	0	1	1
Strengthen the Kenya School of Government	To build school capacity to undertake its mandate	Enhanced capacity of Kenya School of Government	No. of Legal Framework k in developed and implemented.	KSG, TNT MPSYGA	2018-2022	0	0	0	0	1	1

Programmes/ Projects	Objective	Expected Output/Outcome	Indicators	Implementing Agency(s)	Time Frame	Yearly Targets					
						Baseline	2018/19	2019/20	2020/21	2021/21	2022/23
Public Service Competency Framework	Adopt and implement a public service competency framework to guide recruitment, training and development, promotion of HR in the public service	Efficient and effective Public Service	No. of MDAs implementing Public Service Competency Framework; No. of counties sensitized	MPSYGA MDAs Commissions/CPS Boards County Gvts	2018-2022	0	5	15	23	35	47
						0	15	25	35	40	47
Kenya Public Service Innovation Centre	To incubate and showcase the Innovations developed for replication across the service.	Enhanced service delivery	No. of Public Service Innovation Centres operational	MPSYGA	2018-2022	0	0	0	0	1	1
Transform FSA into a semi-autonomous institution	To strengthen capacity building	Enhanced service delivery.	No. of FSAs Transformed	MFA	2018-2022	0	0	0	0	1	1
Operational Excellency	To enhance public service productivity to leverage Kenya's global competitiveness	Enhanced Productivity and competitiveness in the public sector	No. of Operational excellence management models adopted and implemented	MPSYGA MoL&SP	2018 -2022	0	10	20	30	40	50
Ease of Doing business	Improve ease of business environment	Improved staff performance	% rate of Ease of Doing business	MPSYGA MGDA KENIVEST	2018-2022	0	5	15	20	30	40
Stakeholders engagement/public private partnership	Enhance stakeholder engagement					No. of Stakeholders engaged in Public Private Partnership(PPP)	150	50	50	50	50
Framework for productivity enhancement in the public service.	To improve productivity in MCDAs	Enhanced research and development and its application in service delivery	No of Research and development undertaken	PSC MPSYGA MoL&SP	2018-2022	0	20	30	50	75	100
Research and development	To enhance research and development and its application in service delivery					1	5	10	14	24	29



Programmes/ Projects	Objective	Expected Output/Outcome	Indicators	Implementing Agency(s)	Time Frame	Yearly Targets					
						Baseline	2018/19	2019/20	2020/21	2021/21	2022/23
NESC Bill	To anchor NESC through legal statute	Strengthened NESC	No. of NESC Acts reviewed.	NESC	2018-2022	0	0	1	1	1	1
Integrated Results Based Management	To develop and implement an integrated Results Based Management system	Enhanced service delivery	No. of Operational results based management system	MPSYGA MGDA	2018-2022	0	1	1	1	1	1
	To inculcate results based management culture for enhanced service delivery	Enhanced service delivery	No. of MGDAs	MPSYGA MGDA TNT JSC	2018-2022	0	10	20	30	34	37
HIV and AIDS	To develop, implement and review HIV and AIDS responsive policies, programmes and projects	HIV and AIDS responsive policies, programmes and projects developed and implemented	No. of HIV/AIDS Policies in place	MPSYGA , PSC, JSC NAACC and Min of Health	2018-2022	0	1	1	1	1	1
Gender Mainstreaming	To mainstream gender issues in policies, programmes and projects	Compliance with the Gender Mainstreaming requirements	No of compliant MGDAs	MPSYGA PSC,JSC,JSC	2018-2022	47	47	47	47	47	47
Disability Mainstreaming	To mainstream disability issues in policies, programmes and projects	Compliance with the disability Mainstreaming requirements	No of compliant MGDAs	MPSYGA, TNT&P JSC , PSC	2018-2022	47	47	47	47	47	47
Youth Mainstreaming	To mainstream youth issues in policies, programmes and projects	Compliance with the youth Mainstreaming requirements	No of compliant MGDAs	MPSYGA PSC, TNT&P	2018-2022	47	47	47	47	47	47
Climate Change	To mainstream climate change issues in policies, programmes and projects	Compliance with the climate change requirements	No of compliant MGDAs	Min of Environment and Forestry	2018-2022	47	47	47	47	47	47