TEACHERS SERVICE COMMISSION

RESEARCH AND INNOVATION POLICY

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VISION MISSION AND CORE VALUES

Vision

A motivated, ethical and globally competitive teacher

Mission

To regulate, maintain and manage the teaching service through sound policies and operational excellence for quality teaching and lifelong learning.

Core Values
Professionalism
Customer Focus
Integrity
Team Spirit
Innovativeness

FOREWORD

In undertaking its mandate, the Teachers Service Commission (TSC) recognizes the importance of research and innovation in the productivity of employees and delivery of service. As the Commission strives to realize its vision and mission, the critical role of research and innovation cannot be overlooked. This calls for a clear policy framework to guide research and innovation to determine the Commission's effectiveness in executing its mandate and undertaking the ongoing educational reforms.

The policy aims to encourage and guide employees to engage in research and service delivery innovations that will promote evidence-based decision making. In addition, it will create an enabling environment where the Commission can effectively execute its mandate by providing appropriate direction guided by research and innovation.

For effective implementation of this policy, collaboration and partnership with relevant stakeholders in research programmes and recognition of innovative employees, shall be critical.

Therefore, implementing this Policy will provide a favourable environment for promoting research and innovation among the employees.

DR. JAMLECK MUTURI JOHN, EBS
COMMISSION CHAIRMAN

PREFACE

The Teachers Service Commission acknowledges the role of research and innovation in addressing emerging issues in teacher management, improving employee productivity and learning outcomes. The promotion of research and service delivery innovation allow the Commission to support individual and group initiatives and encourage intellectual property development among the employees.

This Policy will provide a clear framework for research and innovation and enhance participation in research and innovation activities. Consequently, this will boost employee performance thereby improving the quality of service to customers.

The implementation of this Policy will also provide an appropriate framework to guide the Commission in evaluating and coordinating research and innovation programmes. Further, it will enable the Commission to develop the necessary structures required for research and innovation. Finally, the research findings and innovations will enable the Commission to improve service delivery.

I wish to encourage all employees to take advantage of this Policy and undertake research and innovation activities in order to develop new knowledge and propose relevant reforms in the teaching service.

Dr. NANCY NJERI MACHARIA, CBS
COMMISSION SECRETARY

ABBREVIATIONS/ACRONYMS

TSC   Teachers Service Commission

ICKM   Information, Communication and Knowledge Management

NACOSTI   National Commission for Science, Technology & Innovation

TPAD   Teacher Performance and Appraisal Development

TPD   Teacher Professional Development

CBC   Competency Based Curriculum

DEFINITION OF TERMS

Innovation: Innovation is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services

Research: Comprises creative work undertaken on a systematic basis in order to increase the stock of knowledge and use it to devise new applications

Networking: Making contacts and exchanging information with other people, groups or institutions for mutual benefit.

Resource allocation: The process of allocating resources among the various economic units to ensure efficiency and maximum production of goods and services, taking into account opportunity cost.

1. BACKGROUND

The Teachers Service Commission was established in 1967 by an Act of parliament Cap 212 of the Laws of Kenya. Subsequently, the enactment of the Constitution of Kenya (2010) elevated TSC to a Constitutional Commission vide Article 237 and enactment of Teachers Service Commission Act 2012. This redefined the Commission's mandate on teacher management to make regulations and policies to enhance its functions.

The Teachers Service Commission's (TSC) mandate is to: register trained teachers; recruit and employ registered teachers; assign teachers employed by the Commission for service in any public school or institution; promote and transfer teachers; exercise disciplinary control over teachers; terminate the employment of teachers; review the standards of education and training of persons entering the teaching service; review the demand for and supply of teachers; advise the national government on matters relating to the teaching profession.

New developments in the education sector, both global and local, have brought forth challenges such as reduced funding, limited infrastructure, new working styles among others. This calls for deliberate effort to develop and undertake research and innovation aimed at handling these challenges. The Commission intends to develop a framework to guide research activities to carve a niche in areas of intellectual collaboration and serve as a resource for its stakeholders. The Policy intends to ensure conformity with existing statutory and regulatory frameworks.

1.1. Rationale

Given the magnitude of the programs and activities undertaken by the Commission, research and innovation will lead to evidence-based decisions and policies. The policy will be instrumental in improving efficiency in the Commission's operations and processes thereby improving the quality of services offered and increase customer and employee satisfaction. Further, the policy provides a structure for quality control, implementation, absorption and dissemination of research findings from teachers and stakeholders. Finally, it will help the Commission to entrench a culture of research and innovation among the employees and stakeholders by creating an enabling environment where research and innovation in service delivery flourishes.

1.2. Justification

This policy is meant to guide researchers in conducting ethical studies that provides reliable data that will guide the Commission in policy formulation and decision making.

2. POLICY STATEMENT

The Commission is committed to promoting research and innovation by establishing guidelines to improve operational efficiency in service delivery. This will entail enhancing planning for program implementation and assessment of relevant resources thereby increasing research and innovation's quality, participation, productivity, and funding.

3. AUTHORITY

The Policy derives its authority from:

i.   Constitution of Kenya

ii.   Teachers Service Commission Act, 2012

iii.   Basic Education Act ,2013

iv.   Code of Regulations for Teachers (revised 2015)

v.   Code of Conduct and Ethics (revised 2015)

vi.   Policy framework for Science, Technology and Innovation (2012)

vii.   National Research Priorities (2018-2021)

4. POLICY OBJECTIVES

4.1. General Objective

To create an enabling environment and structures that promote a culture of research and innovation where employees can continually participate in improving service delivery.

4.2. Specific Policy Objectives

The specific objectives of the Policy shall be to:

i.   Enhance research capacity   among the Commission's employees to promote research and innovation uptake, develop a research culture, increase knowledge and intellectual collaboration.

ii.   Institutionalize research ethics and compliance with statutory and regulatory requirements.

iii.   Facilitate the dissemination of research findings through publication.

iv.   Use research outputs to disseminate knowledge through various mechanisms for decision making at multiple levels at the Commission.

v.   Establish mechanisms for identification, harnessing and recognition of creative ideas and innovation.

vi. Foster linkages to promote synergies between the Commission and Research Institutions.

vii. Design a broad research and innovation agenda with a strategic focus on the programmes that align with national priorities

viii. Provide evidence of the teacher practices (Action research) in schools and their impact on learning outcomes

5. POLICY PRINCIPLES

In pursuit of good research practice, the Commission shall be guided by the following principles;

Anonymity and Confidentiality: The researchers shall make every effort to prevent anyone outside the project from connecting individual subjects with their responses and protect the research findings from unauthorized access/use.

Efficiency: This refers to the proper utilization of resources without duplication of efforts. This means that objectives can be achieved at minimal costs.

Integrity: The Commission through its administrative structures shall ensure that it provides accurate and complete information to participants to prevent the possibility of altering findings. Integrity will also be applied when handling funds from the Commission or its partners.

Ethical: Researchers will comply with legal and ethical requirements relevant to their field of study. In cases of conflict of interest related to the research, they shall declare their interest and ensure that a solution is found.

Equal opportunity: Research and Innovation activities shall be made public where all employees and stakeholders can participate and where the interest of minority groups are included.

Accountability: All persons participating in research and innovations shall seek authority from the Commission or any other relevant body and shall take responsibility for its authenticity. They shall follow the requirements and

guidance of any professional bodies in their field of research.

Relevance: Research and innovation shall be based on service delivery improvements on implementing the Commission's functions. Research is relevant when it bridges knowledge gaps that hinder socio-economic advancement.

Consistency: Relevant policy frameworks, regulations and legislations provided by the Commission and the government, shall support all research and innovations.

Effectiveness: This can be evaluated in terms of its potential to achieve satisfying results in achieving the institutional and national objectives and the adoption and application of research findings in solving problems.

Resource mobilization: Adequate resources (time, human and financial resources) shall be allocated from discovery & inception to implementation to monitor and evaluate research and innovation.

Competency: The Commission shall continuously build the capacity of staff involved in research and innovation to improve their knowledge, ability, and skills.

Respect for Intellectual Property: The Commission shall honor patents, copyright, and other forms of intellectual property in innovation. It shall not use unpublished data, methods, or results without permission and give credit where it's due.

Partnership: The Commission shall collaborate with relevant bodies and stakeholders through an open exchange of ideas, linkages, discussions, and relevant debates.

6. SCOPE

This Policy applies to all employees and researchers participating in research and innovations within the Commission's scope of authority. The Policy covers research and innovations that contribute to the improvement of overall service and curriculum implementation.

7. IMPLEMENTATION

The Commission Secretary through the Policy and Research Committee and Research and Data Centre division shall oversee the policy implementation.

8. MONITORING EVALUATION AND REPORTING

The Commission shall use the existing M&E framework to continuously monitor and report the implementation of this Policy.

9. POLICY REVIEW

This Policy shall be reviewed after 3 years and on a need basis to address emerging issues.

APPENDIX I: POLICY GUIDELINES

The following guidelines shall apply when implementing this policy.

a) General Guidelines to Support Research and Innovation

The Commission shall carry out the following measures to support research and innovation:

i. Provide necessary resources and infrastructure for research and innovation.
ii. Source and allocate funds to research and innovation activities guided by this Policy
iii. Grant leave to employees who purpose to carry out research and innovation in accordance with the policy
iv. Capacity build RDC staff
v. Develop a criterion for evaluating and rewarding innovators
vi. Establish mentorship programs for the employees for purposes of professional guidance on research and innovations.

b) Guidelines on Research

The Commission shall, from time to time, conduct research to establish the effectiveness and impact of its programs, policies, and processes in the execution of its mandate. This Policy provides an institutional framework for promoting research activities that are relevant to the Commission's mandate and areas on improving service delivery.

The Policy also establishes research standards while providing guidelines that will enable the Commission to maximize on benefits from research by implementing recommendations and sharing findings with relevant stakeholders.

c) Types of Research

The Commission shall undertake the following types of research programs which include but are not limited to:

i. General service delivery surveys which shall be done periodically.
ii. Process analysis on ongoing projects and programs/emerging issues such as Teacher Performance and Appraisal Development (TPAD), Teacher Professional Development (TPD), Competency Based Curriculum (CBC), Effects of Covid 19 on Learning outcomes, and other relevant topics.
iii. Surveys on emerging management issues.
iv. Studies on the impact of the Commission's programs, policies, processes, and cross-cutting issues.

v. Action research on the classroom practices
vi. Issues arising from monitoring and evaluation reports.
vii. Research on emerging national social, economic and cultural issues affecting the education sector.

d) Research Projects

Teachers Service Commission employees and external entities intending to undertake independent research projects shall be required to channel their proposals to Research and Data Center. The approval of research projects shall depend on;

i. Need and priority areas.
ii. Relevance of the study to the Commission's mandate and ongoing programs.
iii. Saturation of research in the area of investigation, i.e., previously undertaken studies in the subject area.

e) Conduct of Research

To derive maximum benefit of research activities, the Commission shall:

i. Ensure that all research activities are based on the Commission's functions and ongoing programs and in compliance with ethical standards
ii. Share all research findings with employees and relevant stakeholders and implement research recommendations where applicable
iii. Carry out by benchmarking with other research carried out and have a comprehensive literature review.
iv. Carry out joint research with relevant institutions in areas of mutual interest, sharing research costs.
v. Engage specialized research agencies and consultants to research institutional programs and processes where necessary.
vi. Undertake in-house research projects to aid the implementation of teacher management processes.
vii. Within available resources, support independent research proposals by employees or groups who wish to conduct research based on the Commission's mandate and programs.
viii. Align research requirements with the requirements of the National Commission for Science, Technology & Innovation (NACOSTI).
ix. Prudent management of the TSC data Centre on the research conduct (Access, security, retrieval and sharing).

f) Benefits of Research

The research findings will help make informed and strategic policy decisions and thus strengthen the Commission's perception, credibility and reputation.

g) Development of Research Skills

The Commission shall promote the development of research skills among the employees by conducting professional development activities that focus on research that include but are not limited to proposal development, project conceptualization and development, data analytics and modelling, program/ project monitoring and evaluation and policy analysis.

h) Funding Research Programs

To facilitate and sustain research programs, the Commission shall:

i. Allocate 1% of the previous annual allocation of operation and maintenance to facilitate research and innovation programs in the Commission.
ii. Seek partnership with relevant agencies to finance research and implementation of research recommendations.

i) Research Coordination and Authorization

The Research and Data Centre shall recommend to management the research and innovation activities to be authorized. The following guidelines shall apply:

1. Individuals wishing to research on topics related to the Commission shall be required to provide the following documents:

    i. Introductory letter from the school, institution, or organization.
    ii. A personal letter specifying information/data required.
    iii. Copy of the research permit from National Commission for Science, Technology & Innovation (NACOSTI).
    iv. Copy of the research proposal with data collection tool(s).

2. The Commission Secretary with recommendations from RDC shall approve all research by external organizations on topics related to the Commission.

3. The Commission Secretary can request for peer-review by relevant organizations/ Research Committee to ensure quality of research outputs, validity, and authenticity.

4. To facilitate knowledge sharing, all persons authorized to carry out research by the Commission shall be required to submit a copy of their final research report upon completion of the study.

j) Research Ethics

The Commission provides principles and responsibilities required of every researcher throughout the research process to ensure research integrity, validity and objectivity.

i. The researcher (s) must seek consent from the Commission before proceeding with the research study.
ii. The researcher MUST take care of the safety, dignity, rights and well-being of the participants (i.e., students, teachers etc.)
iii. The researcher must ensure their research is conducted with honesty, objectivity and integrity.
iv. The researcher MUST respect people, their cultures, religions, economic status among others
v. The researcher MUST safeguard the confidentiality of responses and personal information and/or identity of the participant(s).
vi. The researcher(s) must seek participants' consent to participate, withdraw from, or refuse to take part in research project(s) at any point of the research process.
vii. The researcher should avoid studies or experiments which may pose a threat, endanger or that which is injurious to the participant(s) and the researcher's well-being or reputation, or both.
viii. The data collection instruments (i.e. questionnaire, interview guides etc.) must be made clear, specific, unambiguous and simple to the level of the participants and in a language familiar and understandable to them. It must be SMART in approach.

ix. The researcher must declare, if any, their personal/individual or financial interest in the study he/she is carrying out.
x. The research must contribute to the body of knowledge/epistemology and not a duplication of that which is already in existence.
xi. The researcher must acknowledge persons/individuals, groups, people and institutions or organizations (i.e., funders etc.) whose contributions were critical to the study.
xii. The final report must clearly declare the sponsor of the study, institutional affiliations/attachments and conflicts of interest, if any.
xiii. The findings of the research must be disseminated in clear understandable language and report for optimal effect/ impact.

k) Vetting of Research Proposals

Vetting in research refers to the process undertaken by the Commission to authenticate and validate the suitability and pertinence of the research topic/study and researcher(s) responsible for the same. The Commission will undertake a thorough/comprehensive vetting process that involves the following; -

i. Confirm details and credentials of the researcher(s) (i.e., resume/CV, experience, qualification etc.)
ii. Determine the suitability and pertinence of the research topic in relation to its contribution to the Commission's vision, mission and mandate, teaching standards and the profession in general.
iii. Researcher(s) MUST present to the Research Committee and RDC in advance , a complete research proposal in the prescribed format (i.e., introduction, literature & methodology) for vetting and approval, or otherwise.
iv. The vetting process will include and not limited to checking on research similarity index to ensure it is less than the acceptable levels (i.e. less than 30%) so as to avoid plagiarism and/or duplication.
v. Evaluate the academic sources/references to determine their authenticity.
vi. Contemporary issues and new knowledge/innovation in education will be given priority and prominence in the vetting process.

APPENDIX II: GUIDELINES ON INNOVATION

The following guidelines shall apply when implementing Innovations.

Innovation aims to achieve continuous and sustainable improvement of Commission's programmes and service delivery processes. This Policy provides a framework for systematic innovation that will enable employees to tap new ideas and adopt best practices by:

i.   Leveraging innovations to transform service delivery programs towards customer and employee satisfaction.
ii.   Allocating resources for implementing identified and approved innovations.
iii. Identifying, nurturing, recognizing, innovators in collaboration with relevant stakeholders.

Establishing and promoting knowledge sharing and awareness creation systems.

Measures to promote Innovations

The Commission shall adopt the following measures to promote service delivery innovation.

a) Promoting a Culture of Innovation

The Commission shall mainstream innovation by;

i.   Encouraging creativity and innovativeness among employees (Teachers and secretariat staff) and integrating innovations into service and curriculum delivery where applicable.
ii.   Developing training and sensitization programs aimed at changing employee's attitudes towards innovation.
iii. Creating an enabling environment that promotes generation of ideas, experimentation and knowledge sharing to maximize the creativity of employees and encourage innovation.
iv.   Promoting benchmarking and standardization of its service delivery process.
v.   Encouraging innovators by recognition and reward of outstanding innovations and inventions.
vi.   Encouraging cross-departmental collaborations to enhance team learning and understanding of new ideas.

Partnerships and collaboration

The Commission shall establish and promote partnerships with relevant agencies to promote innovation.

b) Innovative Leadership

Top leadership is critical in the promotion of service delivery innovations in any organization. To inculcate a culture of innovation in the top leadership to be able to prioritize and set the pace for innovation, the Commission shall:

i. Encourage the top leadership to generate, adopt and implement new ideas.
ii. Support and allow employees latitude to work in innovative ways.
iii. Develop leadership programs to facilitate orientation toward innovation.
iv. Build capacity of leadership to enable them to appreciate and support innovations.
v. Establish a system for annual reporting of innovation performance.
vi. Facilitate receptiveness to new ideas and influence through exchange programs for employees.

c) Sustainability in Innovation

Sustainability in innovation is critical in assisting the Commission to thrive during the period of change. The Commission shall adopt the following measures to foster sustainability in innovation:

i. Undertake regular surveys to establish gaps in infrastructure, technology, and skills.
ii. Continually facilitate the implementation of service delivery innovations.
iii. Conduct feasibility studies with a view to select the most sustainable innovations for implementation.
iv. Integrate selected innovations into the Commission's plans and programs.
v. Partner with other agencies/external parties to study and share innovative learning on service delivery innovations.

d) Capacity building

Capacity building in innovation requires continuous learning to enable employees to adapt to new practices, changes in their work environment and design innovative approaches to respond to emerging best practices. The Commission shall adopt the following measures to build the capacity of its employees on service delivery innovation:

i. Develop and implement capacity-building programs to facilitate and manage service delivery innovations.
ii. Undertake continuous capacity building initiatives to upgrade employee knowledge and skills for innovation.
iii. Facilitate employee participation in public service innovations events at various levels for exposure.
iv. Exposure to equip employees with problem-solving skills and knowledge for customer service through innovative service delivery solutions.

e) Resource Mobilization

Innovation requires resources to transform new ideas into improved service delivery to customers. This obligates the Commission to develop effective resource mobilization mechanisms with adequate budgetary provisions to support and publicize service delivery innovations.

In this regard, the Commission shall:

i. Prioritize development and implementation of service delivery innovation in the annual budget by aligning the service delivery innovations to Strategic and annual plans.
ii. Develop strategies for resource mobilization for service delivery innovation from the National government, private sector, and other partners.
iii. Mainstream innovation in annual budget with a component of a specific fund for supporting service delivery innovations.
iv. Collaborate with other organizations to form partnerships to sponsor innovations.
v. Allocate funds towards research and development to continuously interrogate business processes and reinvent where needed.

f) Information and Knowledge Management

The harnessing of data and information on existing innovations is a critical factor in knowledge management to promote service delivery innovations. To promote information and knowledge on service delivery innovations,

The Commission shall:

i. Develop appropriate Information, Communication, and Knowledge Management (ICKM) systems to create a one-stop data shop on existing innovations. The data shop shall serve as a custodian of all records for service delivery innovations and innovators.
ii. Embrace information, communication, and knowledge management by documenting all innovations, innovators, and sharing information on innovations.
iii. Develop mechanisms for collecting information on innovations and innovators, documenting, organizing, sharing, and dissemination to stakeholders for benchmarking on best practices.

g) Procedure for Recognition and Reward of Innovation

i. Call for Submissions

Calls for innovation submissions will be published and publicized through the TSC website and other strategic means and applicants will be required to submit briefs to their respective counties and directorates electronically.

ii. Evaluation Criteria

A standardized criterion will be developed and availed to the technical teams and vetting committee for assessment. The criterion will focus on execution of the innovation, scalability and sustainability.

iii. Vetting of Innovations

Technical teams will be formed at the National, Regional and County levels. The Regional and County technical teams will conduct preliminary assessment of all applications received at the respective levels and submit recommendations to the National Vetting Committee for decision making. During both preliminary assessment and vetting level, the teams might require clarifications or supplementary information from the applicant. The applicant may be required to attend meetings to present their innovation project and answer questions from the assessment or vetting team. This will be applicable to both teachers and secretariat staff.

iv. National Vetting Committee

The National Vetting Committee will consist of the Commission's appointed Innovation Technical Team and independent innovation evaluators. The team will be chaired by the **Director** ICT. It will be tasked with initiating call of innovation submissions as well as development of standardized criteria for the vetting process. The committee will vet applications received from regional innovations technical teams and make recommendations to management for recognition and award of the best submissions.

v. Sub-County Innovation Technical Team

The membership of this team will be;
   i.   The Sub-County Director
  ii.   The Deputy Sub-County Director
 iii.   One Curriculum Support Officer
  iv.   One HRM Officer
   v.   One KEPSHA
  vi.   One KESSHA representative

The Sub-County director will chair the team. This team will receive applications from its respective zones once the call for innovations is made. The team will assess applications received and identify three best entries in each category (Curriculum delivery and Service delivery). The identified applications will be forwarded to the County Innovation Technical Team.

vi.   County Innovation Technical Team

The membership of this team will be;
   i.   The County Director
  ii.   Deputy County Director
 iii.   One Sub-County Director
  iv.   One Curriculum Support Officer
   v.   One ICT Officer
  vi.   One HRM Officer
 vii.   County Accountant
viii.   One KEPSHA
  ix.   One KESSHA representative

The County Director will chair the team. This team will receive shortlisted applications from its respective sub-counties. The team will assess applications received and identify three best entries in each category (Curriculum delivery and Service delivery). The identified applications will be forwarded to the Regional Innovation Technical Team.

vii. Regional Innovation Technical Team

The membership of this team will be;
   i.   The Regional Director
  ii.   Regional Quality Assurance Officer
 iii.   Resident County Director
  iv.   Resident ICT Officer
   v.   Resident HRM Officer
  vi.   One KESSHA representative
 vii.   One KEPSHA representative

The Regional Director will chair the team. This team will receive shortlisted applications from counties within the region, assess and submit three best from each category to the national vetting committee.

viii.   TSC Headquarters Team

The membership of this team will be drawn from each directorate (9 members). The team will assess applications received and identify three best entries in each category (Curriculum delivery and Service delivery). The selected applications will be forwarded to the national vetting committee.

ix.   Reward and Recognition of Innovations

Innovation submissions will be assessed and recognized at different levels.

The levels are;
    i.   County
   ii.   Regional
  iii.   National

At each level, top three innovations in each category will be recognized and awarded.

The Innovation Technical Team will determine the kind of recognition/reward for each category from time to time.

APPENDIX III: ROLES AND RESPONSIBILITIES IN POLICY IMPLEMENTATION

The Commission shall have a centralized point of coordinating research and service delivery programs for effectiveness and efficiency to minimize cost and avoid duplication. The table below outlines the roles and responsibilities of various actors in the implementation of research and service delivery innovations in the Commission.

BOARD
i.   Approve the research and innovation policy .
ii.   Provide policy direction on the implementation.
iii.   Receive policy implementation reports.
COMMISSION SECRETARY
i.   Oversee implementation of the research and innovation policy
ii.   Brief the Board on research and service delivery innovations adopted by the Commission.
iii.   Ensure research and service delivery programs are incorporated in the Commission's annual operation plans.
iv.   Ensure that research programs are relevant, up to date, systematic, and cost-effective.
v.   Ensure that research capacity is built and a competent team of researchers in place and continuously developed.
vi.   Evaluate the structures and systems for Research and Innovations periodically.
vii.   Ensure adequate budgetary allocation for research and service delivery programs as per the policy.
viii.   Provide the link with external stakeholders and institutions undertaking or supporting research related to TSC functions.
ix.   Promote innovations in the delivery of services related to the TSC mandate.
HEADS OF DIRECTORATE
i.   Propose areas of research and innovation in line with the needs of the Directorate.
ii.   Report on the implementation of research findings and service delivery innovations in the Directorate

iii.   Evaluate and provide feedback on research and innovative reforms affecting individual directorates.

<table>
<tr><td colspan="2" style="background-color:#8DC63F">HEAD OF RESEARCH AND DATA CENTRE</td></tr>
<tr><td>i.</td><td>Identify and vet research topics and proposed service delivery innovations from the various directorates.</td></tr>
<tr><td>ii.</td><td>Identify suitable staff through the heads of Directorates and recommend them to the Commission Secretary for assignment of research tasks when they arise.</td></tr>
<tr><td>iii.</td><td>Advice on areas of research and innovation required in the Commission.</td></tr>
<tr><td>iv.</td><td>Provide technical capacity on research and innovation.</td></tr>
<tr><td>v.</td><td>Continuously undertake research and research reviews centering on service and curriculum delivery and the larger Commission's mandate.</td></tr>
<tr><td>vi.</td><td>Review reports from the management on emerging trends and best practices that could add value to TSC processes and functions and recommend the same to the Commission Secretary.</td></tr>
<tr><td>vii.</td><td>Evaluate reports and proposals on service delivery surveys, process re-engineering, and innovations from the management and other staff and recommend the same to the Commission Secretary</td></tr>
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