

**REPUBLIC OF KENYA**



**GOVERNMENT OF MAKUENI COUNTY**



**DEPARTMENT OF DEVOLUTION, PUBLIC PARTICIPATION, COUNTY  
ADMINISTRATION, AND SPECIAL PROGRAMMES  
P.O. BOX 78, MAKUENI – 90300**

# **RESEARCH AND KNOWLEDGE MANAGEMENT STRATEGY 2024-2029**

**THEME:**

**Progressive and Innovative Devolution in Makueni County**



**RDKMC**

**Research, Documentation and  
Knowledge Management Center**

**27<sup>th</sup> December, 2024**

# **RESEARCH AND KNOWLEDGE MANAGEMENT STRATEGY 2024-2029**

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**Signature**



**RDKMC**

Research, Documentation and  
Knowledge Management Center

**SUBMITTED TO THE CHIEF OFFICER**

**Department of Devolution, Public Participation, County Administration and  
Special Programs**



**RDKMC**

Research, Documentation and  
Knowledge Management Center

## ***Wauni wa Kwika Nesa na Ulungalu***

### **Vision**

A central catalyst for enhancing devolution knowledge-sharing culture, research and documentation for innovative devolved service delivery

### **Mission**

To be a world class devolution knowledge hub that facilitates acquisition, storage and dissemination of quality information resources and services that contribute to progressive implementation of devolved functions and research activities that continuously enrich devolved governance ecosystem

## Table of Content

<b>REPUBLIC OF KENYA .....</b>	<b>1</b>
<b>SECTION 1: INTRODUCTION AND BACKGROUND .....</b>	<b>1</b>
1.1 Introduction .....	1
1.2 Background.....	1
1.3 Development of the Strategy .....	1
1.4. Methodology .....	2
<b>SECTION 2: EVOLUTION OF RESEARCH AND KNOWLEDGE MANAGEMENT .....</b>	<b>3</b>
2.1 Introduction .....	3
2.2 Evolution of Research and Knowledge Management .....	3
2.2.1 Research needs identified within the Departments .....	4
2.2 Knowledge Management needs identified within the Departments .....	5
<b>SECTION 3: RESEARCH AND KNOWLEDGE MANAGEMENT STRATEGIC FOCUS ...</b>	<b>6</b>
3.1 Vision .....	6
A central catalyst for enhancing devolution knowledge-sharing culture, research and documentation for innovative devolved service delivery .....	6
3.2 Mission .....	6
3.3 Objective .....	6
3.4 Core Values .....	6
3.5 Research and Knowledge Management Theory of Change .....	7
<b>SECTION 4: IMPLEMENTATION PLAN .....</b>	<b>8</b>
4.0 Activities, Timeframes and Budgets .....	8

## **SECTION 1: INTRODUCTION AND BACKGROUND**

### **1.1 Introduction**

The Research and Knowledge Management Strategy 2024 to 2029 outlines what and why certain actions will be undertaken to facilitate the production, sourcing and synthesizing of research and knowledge products to support devolved service delivery in Makueni County. This strategy seeks to build on research activities initiated by the Center for Research, Documentation and Knowledge Management, under the Department of Devolution, Public Participation, County Administration and Special Programs. The Strategy further presents interventions towards the improvement in the coordination and management of research and knowledge management activities within the center and as delocalized across county Government departments.

### **1.2 Background**

The Research, Documentation and Knowledge Management Centre, was launched by His Excellency Mutula Kilonzo Jnr (CBS), Governor Makueni County, on March 16, 2023 alongside the School for Devolution and Community-led Development. The Centre is located in Kenya, Makueni County Headquarters- Wote Town.

The Centre coordinates research, knowledge gathering and documentation across county departments and visiting research institutions and individuals. It facilitates physical and virtual peer-to-peer (P2P) learning activities and enhances access to information for all county reports, news and updates that can be effectively utilized by all the stakeholders such as Government, Non-Governmental Organizations, Consultants, Academia, Citizens, Policy makers & the Research community

The Centre hosts a library which is a Devolution Information Hub that is open to the public from Monday to Friday 8: 00AM to 5:00PM. The library offers a convenient and comfortable learning environment for anyone seeking information resources in Makueni County. People looking for information will find a quiet space within the building, and outdoor but they are also allowed to borrow the books.

### **1.3 Development of the Strategy**

The Research and Knowledge Management Strategy is developed by a team of experts from the county departments seconded to the Center. Below is the list of members:

<b>S/NO</b>	<b>Departments</b>	<b>Representative</b>
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1.	Agriculture, Irrigation, Livestock, Fisheries & Cooperative Development	Samuel Mburu
2.	Devolution, Public Participation, County Administration & Special Programs	Reuben Nzonzi
3.	Finance, Planning, Budget & Revenue	Mwende Wambua
4.	Gender, Children, Culture and Social Services	Charlse Nzioka
5.	Health Services	Dr. Caroline Kaeni
6.	ICT, Education & Internship	Winfred Patrick
7.	Infrastructure, transport, public works, housing & energy	Charlse Muema
8.	Office of the Governor	Onesmus Nzioka
9.	Trade, Marketing, Industry, Culture & Tourism	Charlse Mulinga
10.	Water and Sanitation	Elizabeth Katenge
11.	Lands, Urban Planning & Development, Environment & Climate Change	Alice Kwamboka
12.	County Secretary and PSM	Ann Nyaga

#### **1.4. Methodology**

The strategy is developed through a consultative process, pioneered by the center for Research, Documentation and Knowledge Management. First, the technical team developed a concept on the development of the strategy, reviewed the research, documentation and knowledge management in the county.

Lastly the research utilized methodologies as follows:

- a) The survey is designed to be descriptive, enabling officers to answer questions as per the online questionnaire.
- b) The survey shall be administered to the county staff in all departments
- c) The survey questionnaire has been designed to collect required information.
- d) An online questionnaire was preferred was preferred to ensure objectivity and preciseness in responding

## **SECTION 2: EVOLUTION OF RESEARCH AND KNOWLEDGE MANAGEMENT**

### **2.1 Introduction**

Research and Knowledge Management (RKM) is not a new phenomenon in Kenya. Research institutions and Knowledge management policy bodies have undertaken survey to determine strategies of improving the functions. However, this is a new phenomenon under devolution and devolved service delivery in Kenya. Hence, the development of the strategy was systematic, involving learning and review of existing strategies localized with the departments and reflection. This strategy therefore, aims to integrate Research and Knowledge Management as co-dependent activities within the Centre and a builds on existing structures and activities that have been implemented to inform policy, planning, implementation and decision-making. This section covers the evolution of research and knowledge management as understood in the county or under devolved governance, within which the Centre draws valuable lessons from its existence and benchmarking with the Maarifa Centre of the Council of Governors and counties of practice.

### **2.2 Evolution of Research and Knowledge Management**

Research, documentation and Knowledge Management is a relatively new field in devolved service delivery. The devolved system of government in Kenya began after the general election of 2013. Eleven years now, the devolution journey has produced lessons for Counties on how best to perform their roles and functional responsibilities and improve devolved service delivery. The government of Makueni County is a destination space for learning for innovative and working devolution. The county government provides platforms for the sharing of its experiences and other information on implementing devolution through annual statutory reports, the annual State of the County address, participation in annual Devolution Conferences, annual public participation reports and other forums.

The demand for more efficient service delivery means that the County Government have to continuously seek new ways and methods of improving their operations, even in the face of limited resources. The increased pressure for Counties to enhance transparency and accountability in their operations leads to innovative ways of communication, documenting and sharing service delivery solutions and innovations, hence opening up the county for learning and continuous improvement.

The establishment of the Centre for Research, Documentation and Knowledge Management serves as a devolution knowledge hub that supports effective governance and devolved service delivery. It provides a platform for county departments, researchers and stakeholders in the devolution space to

learn and innovate solutions on towards a working devolution. The Centre undertakes research; identifies, documents and shares success stories and high-impact innovations that have produced results, and organizes activities and face to- face meetings for benchmarking counties, scholars, researchers and community members to learn from the devolution experience in Makueni county.

The Centre serves as the primary knowledge repository and the devolution hub for information on the county's devolution successes, and a forum for online exchanges, peer learning and Communities of Practice (CoP) discussions. The Centre collaborates with universities, other institutions and individuals to host, document and run learning events for County staff, visiting teams and communities.

The Centre is managed by the department of Devolution, public participation, county administration and Special programs with the support of strategic officers that serve the Centre on a fulltime basis alongside Research, documentation and knowledge champions or focal persons representing the departments in the county.

In a dynamic and ever-changing environment of progressive implementation of devolved service delivery, the Centre for research, documentation and knowledge management Centre provides an environment for research, free and open knowledge sharing space. This Research and Knowledge Management Policy, therefore, has been formulated to foster an open and enabling forum for research, communication of thoughts, sharing of success stories, concepts and information towards a working devolution for sustainable development at the county, national and international levels.

### **2.2.1 Research needs identified within the Departments**

<b>Area of support</b>	<b>Middle management</b>	<b>Senior management</b>	<b>Executive management</b>
<b>Access to information</b>	<ul style="list-style-type: none"><li>• Access to databases and other research outputs</li><li>• Need for a library/ information/resource center</li><li>• Make DPME data more accessible</li></ul>	Be able to access information when needed	The Centre for research, documentation and knowledge management needed to access all publically funded planned and completed research
<b>Area of support</b>	<b>Middle management</b>	<b>Senior management</b>	<b>Executive management</b>



<b>Capacity building</b>	Basic research skills to be developed and understanding of research processes	Need an information and knowledge management facility/repository	<ul style="list-style-type: none"> <li>Research unit to train on research and analytical skills for Outcome Managers</li> <li>Research unit to be accessible to all</li> </ul>
<b>Research focus</b>		<ul style="list-style-type: none"> <li>Research plan and strategy needed per outcome/unit</li> <li>Articulate areas of new research for each of the outcomes</li> <li>Prioritize where areas of least progress is being made</li> </ul>	<ul style="list-style-type: none"> <li>Aligning surveys to policy needs</li> <li>Strategic research agenda setting for think-tanks</li> <li>Modeling and scenario planning</li> </ul>
<b>Appraisal of research outputs</b>	Provide guidance on what is good research	Assessing the body of evidence: single study vs research synthesis	The center to generate its own 'intelligence' based on research evidence
<b>Guidelines</b>		Standardization of TOR development and report	
<b>Resources</b>		Budget to be allocated for research specifically	The Centre and departments to deal with wasteful expenditure with regard to research – better impact and value for money

## 2.2 Knowledge Management needs identified within the Departments

The center for research documentation and knowledge management undertook a self-reflection of their needs and challenges hindering their operationalization and maximum utilization of the Centre. Below are the results:

- a) Low staffing capacity
- b) Lack of legal frameworks to guide the operationalization of the Centre
- c) Lack of career progression guidelines for officers engaged in the center
- d) Lack of awareness of communities and public service on the existence of the Centre
- e) Poor culture of documentation across departments
- f) Lack of information and knowledge management systems to achieve integration across all departments.

## **SECTION 3: RESEARCH AND KNOWLEDGE MANAGEMENT STRATEGIC FOCUS**

### **3.1 Vision**

A central catalyst for enhancing devolution knowledge-sharing culture, research and documentation for innovative devolved service delivery

### **3.2 Mission**

To be a world class devolution knowledge hub that facilitates acquisition, storage and dissemination of quality information resources and services that contribute to progressive implementation of devolved functions and research activities that continuously enrich devolved governance ecosystem.

### **3.3 Objective**

This will be done by:

- a) Aligning the Research and Knowledge Management Centre's plans and activities to the County Integrated Development Plan;
- b) Capacity strengthening of the staff in the Centre for maximum support towards the implementation and localization of the research and knowledge management policy framework;
- c) Building links between researchers and policy-makers;
- d) Building commitment and capacity of policy-makers to use evidence;
- e) Building capacity of researchers to understand and support the Centre, specifically building capacity of emerging researchers in quantitative skills and research synthesis;
- f) Enabling access to key research and knowledge products to inform policy; and
- g) Refine the evidence dissemination strategy with the objective of improving an overall knowledge sharing culture.

### **3.4 Core Values**

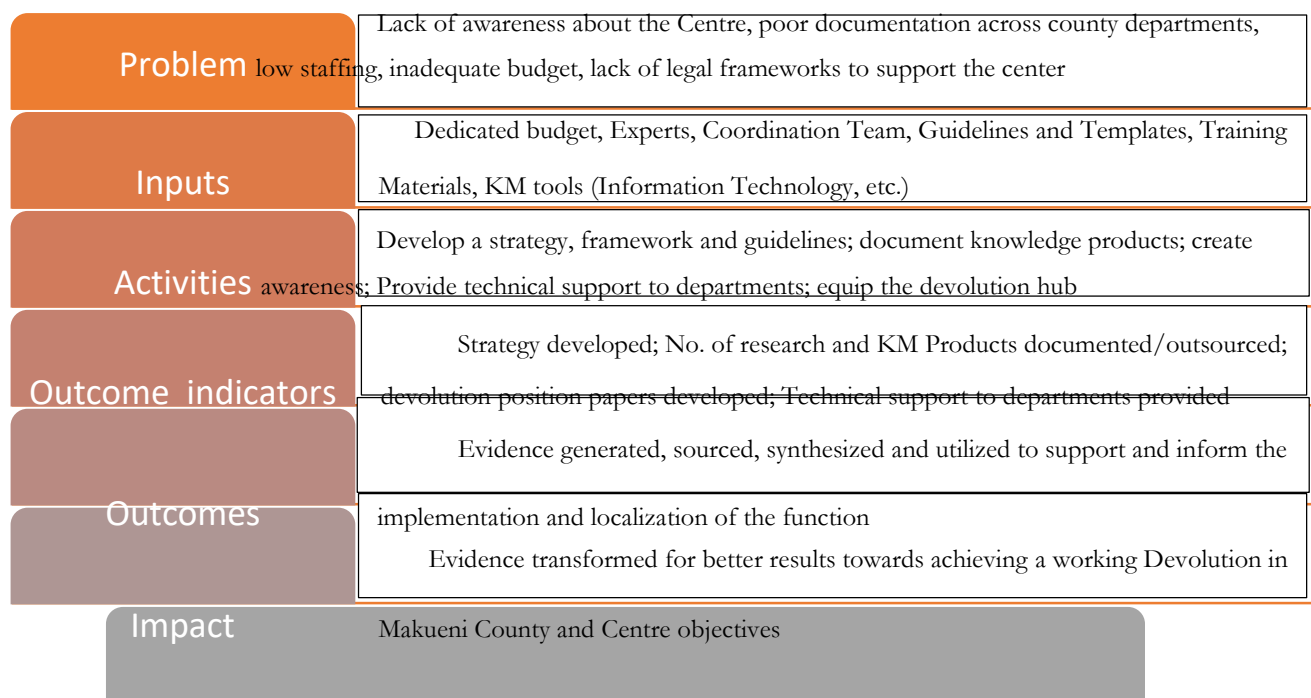
The strategy is driven by the following core values:

1. **Quality Customer Service:** We provide premier customer service
2. **Integrity:** We uphold ethics, fairness and honesty in all research and knowledge development processes
3. **Reliability:** We promise dependability and accuracy

4. **Accountability:** We promise transparency, efficiency and responsibility for our action and resources
5. **Creativity** – We encourage stimulation of new ideas to foster innovation leading to more effective learning
6. **Quality:** We put on our personal and professional best to deliver to the satisfaction of all.
7. **Integrity:** We hold ourselves to the highest level of moral and ethical uprightness and honesty
8. **Responsiveness:** Promptness in service delivery
9. **Respect** – We embrace and foster diversity among people and ideas
10. **Excellence** – We embody the highest level of excellence

### 3.5 Research and Knowledge Management Theory of Change

The strategy adopts the following Theory of Change



## SECTION 4: IMPLEMENTATION PLAN

### 4.0 Activities, Timeframes and Budgets

Output	Output Indicator	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility
Research and Knowledge Management Policy	Research and Knowledge Management Policy produced	Draft Research and Knowledge Management Policy	Jan 2024- Dec 2024	Conference facility	Departmental inputs National KM Policy	Center for Research, Documentation and KM
Research and Knowledge Management Strategy	Research and Knowledge Management Strategy produced	Draft Research and knowledge management Strategy  Consultation with stakeholders on the Research Strategy  Final Research &KM Strategy tabled	01 March 2024 – 30 March 2025	In-house	N/A	Research and Knowledge Management Unit

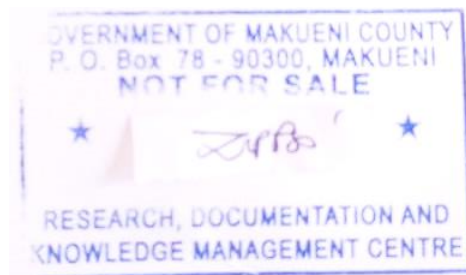
Output	Output Indicator	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility
Evidence Agenda	Number of Research and KM Products documented	Documentation activities  Sensitization of departments  Operationalization of technical committee	31 March- July 2029	In-house	Inputs from stakeholders	Research and Knowledge Management Unit
Evidence reports	Number of evidence reports produced	Develop TOR, conduct SCM processes, oversee and manage research projects/consultants, and write up report	4 assignments produced annually	500 000Kshs budget per research assignment annually	Leadership approvals on some of the assignments.	Research and Knowledge Management Unit
Evidence Briefs	Number of Evidence Briefs produced	Align and integrate research findings and knowledge gaps on priority 1, conceptualize the brief, identify and use available research resources to contribute to the writing of the brief	1 Research Brief produced annually	-	Contribution from all Units to the integrated whole	Research and Knowledge Management Unit

Evidence-Based Technical Support	Number of technical evidence support interventions provided to government institutions.	Identify topic and presenter(s), organise platform and logistics, invite internal and external stakeholders, host or co-host	2 knowledge sharing platforms facilitated annually	R 50 000 per knowledge sharing platform annually		Research and Knowledge Management Unit
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Output	Output Indicator	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility
Evidence Synthesis/Policy research Training	Number of evidence synthesis /policy research training provided to government institutions	<ul style="list-style-type: none"> <li>Respond to demand for knowledge and skills in evidence synthesis for public sector;</li> <li>Develop training material on how to use evidence for policy reviews:</li> <li>Work with Science Councils and Universities in policy research and evidence synthesis</li> </ul>	2 evidence synthesis training sessions facilitated annually	-	Clarity of request and support from client	Research and Knowledge Management Unit with possible client
Standard-Setting Documents	Number of standardsetting documents on evidence produced	Reviewing evidence-based methodologies and revising, updating or developing new guiding documents	1 final standard setting documents produced annually	-		Research and Knowledge Management Unit

Operational Evidence Hub	Functional Evidence Hub	Development of Document Management System.  Uploading of knowledge products in Document Management System.  Conceptualization and initiation of the National Research	Systems reviewed and updated annually	2 000 000 annual budget for research and KM surveys		Research and Knowledge Management Unit
<b>Output</b>	<b>Output Indicator</b>	<b>Activities</b>	<b>Timeframe</b>	<b>Budget per Activity</b>	<b>Dependencies</b>	<b>Responsibility</b>
Monitoring, measuring evaluating report  and	Monitoring, measuring and evaluating success of Research and Knowledge Management Strategy	Research Agenda reviewed annually to identify emerging research issues. A theory of change reviewed to measure its relevance A survey on the use of evidence in the public service to establish maturity level.	Monitoring and evaluation of the system and consultations will be done annually on areas for strengthening	In-house		Research and Knowledge Management Unit

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