

OFFICE OF THE DEPUTY PRESIDENT



STATE DEPARTMENT FOR DEVOLUTION

**KNOWLEDGE MANAGEMENT STRATEGY FOR THE DEVOLVED SYSTEM
OF GOVERNMENT**

2025 -2029

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Definitions of Key Concepts

Term	Meaning
Cultural Knowledge	Knowing about some cultural characteristics, history, values, beliefs, and behavior of an ethnic or cultural group. It is not codified but diffused over the ties and relationships that connect a group, functions or processes in the organization and individuals therein.
Data	The lowest level of known facts and figures with little value on their own, hence must be organized, analyzed, and interpreted in order to be of value.
Devolved knowledge management system	This is the process of capturing, storing, sharing, using and reuse of information at sub-national level in order to improve service delivery to stakeholders.
Devolved Units	Sub-national institutions that are distinct and interdependent levels of government, which are required to work in cooperation and consultation with the National Government (Article 6(2) of CoK). These units have autonomy to the extent that the Constitution allocates functions and powers to them.
Explicit knowledge	Readily articulated, codifiable, stored and accessed knowledge. Its components can be disembodied and transmitted and at times are complementary to tacit knowledge.
Indigenous Knowledge	Understanding, skills and philosophies developed by societies over time out of long histories of interaction with their natural surroundings.
Information	Processed and analyzed data.

Knowledge	A contextualized information, understanding, or skill gained from experience or education to support achievement of organizational goals.
Knowledge Management	Systematic structure and process of capturing, storing, sharing, using and reuse of information to improve organizational performance or administration of knowledge assets of the organization.
Knowledge Management Framework	Holistic architecture (structure) where all knowledge management processes are aligned with infrastructure/enablers in a manner that supports organizational goals, strategies and outcomes.
Knowledge Management Process	Managing knowledge-specific activities which include: acquisition, creation, distribution, communication, sharing and application of knowledge assets in an organization.
Knowledge Sharing	Exchange of information and availability of the same to the right person, at the right time and in the right format
Knowledge Management Strategy	Specific plan to help an organization manage information, data and knowledge for the benefit of the organization and its stakeholders.
Knowledge Management Tools	Systems devolved units will use for sharing information both internally and externally.
Knowledge Replication	Deliberate repetition of Knowledge Management in other institutions.
Knowledge Repository	Classification of knowledge which includes memos, reports and articles.
Tacit knowledge	Knowledge, skills and abilities that have a personal quality and are gained through experience. It is individual to a person and is

	rarely codified, making it hard to articulate or communicate.
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ABBREVIATIONS AND ACRONYMS

AAPAM	African Association for Public Administration
APRs	Annual Progress Reports
ASAL	Arid and Semi-Arid Land
CAK	Communications Authority of Kenya
CBS	Chief of Burning Spear
CDSK	Center for Devolved System Knowledge
CG	County Government
CGKMC	County Government Knowledge Management Committee
CKMU	County Knowledge Management Unit
CKO	Chief Knowledge Officers
CoG	Council of Governors
CoK	Constitution of Kenya
CoP	Communities of Practice
COs	Chief Officers
CSOs	Civil Society Organizations
EGH	Elder of the Golden Heart
HR	Human Resource
ICKM	Information, Communication and Knowledge Management
IFMIS	Integrated Financial Management Information System
IGRTC	Inter-Governmental Relations Technical Committee
IPPD	Integrated Personnel Payroll Database
IPRs	Intellectual Property Rights
IRMIS	Integrated Records Management Information System
KDSP II	Second Kenya Devolution Support Program
KECOBO	Kenya Copyright Board
KEMRI	Kenya Medical Research Institute
KNKMA	Kenya National Knowledge Management Agency
KIPI	Kenya Industrial Property Institute
KIPPRA	Kenya Institute for Public Policy Research Analysis
KM	Knowledge Management
KMA	Knowledge Management Africa
KMF	Knowledge Management Framework
KMS	Knowledge Management Systems
KM-SDGs	Knowledge Management - Sustainable Development Goals
KMSF	Knowledge Management Strategy and Framework

KSG	Kenya School of Government
MCDAs	Ministries, Counties, Departments and Agencies
MDAs	Ministries, Departments and Agencies
MER	Monitoring, Evaluation and Reporting
MTFF	Medium Term Fiscal Framework
MTP III	Third Medium Term Plan
NDITC	National Development Implementation Technical Committee
NSC	National Steering Committee
NTC	National Technical Committee
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act
RD&KM	Research, Development & Knowledge Management
SAGAs	Semi-Autonomous Government Agencies
SDD	State Department for Devolution
SDP	State Department for Planning
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNPSA	United Nations Public Service Awards
VOIP	Voice-Over-Internet Protocol
WHO	World Health Organization

FOREWORD

The devolved system is at the core of service provision to the public. In order for Kenya to achieve her socio-economic aspirations, there is need for continuous improvement in public service delivery. To achieve this, devolved units must leverage on lessons learnt through knowledge management within the units.

Knowledge Management (KM) has increasingly become a cornerstone of human development efforts of which the State Department for Devolution is determined to play a critical role. Part of the State Department's efforts towards enhancing the use of knowledge is by capturing best practices and knowledge gained through the implementation of devolution. The Department has therefore developed the Knowledge Management Strategy for Devolved System as a tool for doing this.

The development of the KM Strategy is an effort towards ensuring knowledge management is institutionalized in the Kenyan Devolved System of Government in line with the Vision 2030. The Knowledge Management Policy of 2022 and the State Department for Devolution's Strategic Plan. Knowledge Management is a process of creating, sharing, using and managing knowledge and information held by an organization to solve challenges and for decision making. Knowledge is an economic resource that gives organizations competitive advantage from its proper utilization. Understanding the key concepts of knowledge and effective utilization of knowledge assets is critical to creating efficient turn-around times in organizations.

It is knowledge that drives and determines the ability of both public and private sector organizations, including non-state actors, to collectively harness the comparative advantage of knowledge assets accumulated over time.

Article 35 of the Constitution of Kenya provides for the right to access information held by the State to all citizens of Kenya. This right is further expounded upon by the Access to Information Act (Cap 7M), while Part VIII and IX of the County Government Act (Cap 265) provides for citizen participation, communication and access to information at the county level.

Both the constitutional and legal instruments thus obligate the state and public sector entities to respond to the increased demand for information and provide the same in an acceptable manner. We therefore urge all the players in the devolution space to take all the

necessary steps to ensure that knowledge management is entrenched in their institutions

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ACKNOWLEDGEMENT

The development and finalization of the Knowledge Management (KM) Strategy for the Devolved System of Government has been a major milestone made possible by efforts of the multi – agency technical team which comprised of the State Department for Devolution, State Department for Economic Planning, Council of Governors, the Intergovernmental Relations Technical Committee (IGRTC), the Technical University of Kenya (TUK), Kenya Institute of Public Policy and Research Analysis (KIPPRA), among other stakeholders. The contributions of various stakeholders and individuals have also been instrumental in the development of this document.

The Knowledge Management Strategy is a holistic architecture that sets out to coordinate and strengthen the operations of knowledge management structures and processes towards the achievement of performance excellence and socio-economic development for the devolved units.

In the course of developing this document, the State Department for Devolution undertook extensive consultations with various stakeholders whose valuable contributions were taken into consideration. The stakeholders consulted included: Ministries, Departments and Agencies (MDAs), Academia, Intergovernmental Relations Technical Committee, Council of Governors and officers from various County Governments.

I wish to extend my sincere gratitude to all those who, in one way or the other; provided invaluable contribution towards the enrichment of this document. I salute the work done by the technical team led by, the Director County Capacity Building and Technical Assistance, Mr. Kennedy Nyambati, for their commitment and dedication in developing this strategy. Further, I wish to thank the second Kenya Devolution Support Program (KDSP II) for the financial support that facilitated the development of this strategy.

Special thanks go to all the staff of the State Department for their dedication and tireless efforts in ensuring successful completion of this strategy. To all who availed themselves and gave their inputs in the actualization of this Strategy, accept my deepest appreciation. This document would not have been completed without your input.

Finally, I wish to extend my sincere appreciation to His Excellency, the Deputy President, Prof. Kithure Kindiki, EGH for providing policy direction and guidance

during the development process of this document.

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CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter provides background information on Knowledge Management, the constitutional and legal foundation of knowledge management, the rationale for Knowledge management and scope of Knowledge Management in Kenya.

1.2 Background

Knowledge Management has evolved as a discipline from the thinking of academics and pioneers such as the management guru Peter Drucker in the 1970s, Professor Karl Erick in the late 1980s, and Nonaka and Takeuchi in the 1990s. By the mid-1990s, management of knowledge assets was the basis of competitive advantage gained by some of the world's leading organizations.

The 21st century is referred as the “Knowledge economy” where knowledge will be a determining factor in organizational success. In the Public Sector, Knowledge Management is increasingly gaining traction. The Public Sector organizations have started taking responsibility in managing knowledge to enhance their capacity for effective service delivery.

In the global context, for example, The World Health Organization (WHO) developed a Global KM Strategy which focused on national policy-makers, WHO programs and health professionals. The objectives of the strategy were threefold; strengthening country health systems, establishing the principles and practice of KM as a public health science, and enabling WHO to become a better learning and knowledge-sharing organization.

In the African perspective, the collective desire to harness and share Africa’s rich knowledge for the benefit of Africans resulted into formation of Knowledge Management Africa (KMA). One of KMAs major achievements was the organization of Biennial International Conferences; The first KMA international conference, themed **“Knowledge to address Africa’s challenges”** was held in Johannesburg, South Africa in March 2005. The second, **“Knowledge to remobilize Africa”** was held in Nairobi, Kenya in July 2007. The third, **“Knowledge to reposition Africa”** was held in Dakar, Senegal in May 2009. In line with Agenda 2063, on the aspirations for Africa premised on the theme “The Africa we want”, Africa with a strong cultural

identity, common heritage, shared values and ethics can only be achieved if knowledge is well preserved for generations to come.

During the second and third Biennial conferences, Kenya was mandated to spearhead the institutionalization of KM in Eastern Africa with the mandate of capacity building and education. The State department for planning has been spearheading Knowledge Management Africa (KMA) - Kenya Chapter.

The ***Kenya Vision 2030*** acknowledges the central role of knowledge in boosting wealth creation, social welfare and international competitiveness. In view of this, it is imperative for Kenya's devolved system of governance to institutionalize the best practices in knowledge transfer and retention for accelerated achievement of the National Agenda, the global Sustainable Development goals(SDGs) and the African Agenda, 2063.

1.3. Constitutional and Legal Foundation of Knowledge Management

1.3.1 Constitution of Kenya 2010

The Constitution of Kenya provides a foundation for knowledge Management in Kenya. Article 35 of the Constitution provides every citizen the right of access to Information held by the State; and information held by another person and required for the exercise or protection of any right or fundamental freedom. Every person has the right to correction or deletion of untrue or misleading information that affects the person and that the State shall publish and publicize any important information affecting the nation.

Article 10 of the Constitution of Kenya recognizes the need for public involvement in knowledge management and use, and provides for inclusive and participatory governance.

1.3.2 Access to Information Act of 2016

The Access to Information Act, 2016 gives effect to the right of access to information under Article 35 of the Constitution. It requires information held by Government agencies made available to the public, unless reasons exist for withholding it. The Act specifies the reasons that are appropriate for an agency to withhold requested information. The Act sets out various rules that govern handling of requests for the release of official information.

1.3.3 County Government Cap 265

The County Government Act, Cap 265 promotes the concept of Access to information.

Part VIII and IX of the County Government Cap 265 provides for citizen participation, communication and access to information at the county level. This provides mechanisms for Knowledge creation and sharing. Section 96 of the CG Act stipulates that ‘every Kenyan citizen shall on request have access to information held by any county government or any unit or department thereof or any other State organ in accordance with Article 35 of the Constitution.”

1.3.4 The Intergovernmental Relations Act, (Cap. 265F)

Section 5 of the Intergovernmental Relations Act (IGRA, Cap. 265F) outlines the objects of intergovernmental structures under the Act to include *inter alia*; provide a forum for sharing and disclosing of necessary data and Information to promote cooperation and coordination between the National and County Governments and amongst the County Governments.

Under Section 20 (1) of the Act, the functions of the Council of Governors include sharing of information on the performance of the counties with the objective of learning and promotion of best practices. The IGR Act therefore, bestows upon the Council of Governors, a mandate to provide mechanisms for consultation amongst County Governments and sharing of information on performance of the counties in the execution of their functions amongst other issues.

1.3.5 The Kenya Communication Act, 1998

The Communications Authority of Kenya (CAK) executes its mandate in line within its establishing Act; the Kenya Communications Act, 1998, as amended by the Kenya Communications (Amendment) Act, 2009, and the Kenya Information and Communications (Amendment) Act , 2013. The two Acts promote routine and systematic information disclosure by public entities and private bodies on constitutional principles relating to accountability and transparency. KM provides the tools, processes and platforms to ensure knowledge availability and accessibility, e.g. through structuring of the knowledge base.

1.3.6 Copyright Act No. (Cap. 130)

The Copyright Act makes provision for copyright in literary, musical and artistic works, audio-visual works, sound recordings, broadcasts and for connected purposes. This Act promotes the progress of science and useful arts, by securing, for

limited times, to authors and inventors the exclusive right to their respective writings and discoveries. It takes into consideration both the tacit and explicit knowledge of the citizens thereby ensuring sanity in knowledge creation, sharing and application.

1.3.7 Data Protection Act (Cap. 411C)

Data Protection Act gives effect to Article 31(c) and (d) of the Constitution; to establish the Office of Data Protection Commissioner; to make provision for the regulation of processing of personal data; to provide for the rights of data subjects and obligations of data controllers and processors; and for connected purposes. It was developed to control how personal or organizations or government bodies use customer information. It protects people and lays down the rules about how data about people can be used. The Data Protection Act also applies to information or data stored on a computer or an organized paper filing system about living people. It governs the collection, sharing and use of an individual's personal information thereby affecting KM.

1.3.8 Science, Technology and Innovation No.28 of 2013

This Act facilitates the promotion, co-ordination and regulation of the progress of science, technology and innovation of the country and it assigns priority to the development of science, technology and innovation and entrenching them into the national production system. KM plays a significant role in making explicit knowledge available for re- combinations into new and innovative ideas. KM provides the tools, processes and platforms to ensure knowledge availability and accessibility, e.g. through structuring of the knowledge base.

1.3.9 Media Council Act No. 46 of 2013

The Media Act provides for the importance of promoting and protecting the freedom and independence of the media. This piece of legislation also seeks to promote the constitutional freedom of expression and by extension the right of the public to receive information. Effective KM plan must have a communication channel and the media plays this crucial role.

1.3.10 KM Policy

Arising from the need to domesticate KM, the National Treasury and through the State Department for Planning spearheaded and coordinated the development of KM Policy to provide the base or foundation for institutionalizing KM in Kenya, knowledge

management space. The Knowledge Management Policy provides a framework for mainstreaming and harmonizing knowledge management principles and practices in the public sector, private sector and among non-state actors in Kenya. The Policy applies to all public sector institutions on the management of explicit and tacit knowledge acquired over time by individuals and organizations. The County governments private sector and non-state actors may adopt and domesticate the Policy to achieve comprehensive participation knowledge management space.

1.3 Mandate of State Department for devolution

The State Department for Devolution has a mandate to provide policy direction on the devolved system of government; promote harmonious Intergovernmental Relations; and coordinate capacity building and technical support to county governments for improved service delivery in accordance with Section 121 of the County Government Act (Cap 265).

1.4 Rationale for KM in Kenya

Survival in the modern knowledge era requires that organizations implement effective strategies for managing, leveraging knowledge and maximizing their human capital.

Kenya aspires to become a knowledge-based middle-income economy by the year 2030. This aspiration is drawn from the fact that knowledge is the main factor that determines and drives the ability of public and private organizations as well as non-state actors to collectively harness the comparative advantage of knowledge assets accumulated over time.

The devolved system is at the core of service provision to the public. In order for Kenya to achieve her socio-economic aspirations, there is need for continuous improvement in public service delivery. The success of the devolved system in Kenya necessitates adoption of the principle of Knowledge Management to ensure effective service delivery to the Kenyan Citizenry by leveraging on the lessons learnt.

The devolved system is at the core of service provision to the public. In order for Kenya to achieve her socio-economic aspirations, there is need for continuous improvement in public service delivery. The success of the devolved system in Kenya necessitates adoption of the principle of Knowledge Management to ensure effective service delivery to the Kenyan Citizenry by leveraging on the lessons learnt.

The development and implementation of the KM Strategy responds to the emerging KM needs arising from the implementation of a devolved system of Government. It will;

- i. Enable devolved system of governance to conduct and implement KM as foundations for planning and developing KM structure and process to achieve operational excellence.
- ii. Improve the processes of knowledge creation, storage/ retrieval, transfer, sharing and application for decision making and indeed overall socio-economic development.
- iii. Give visibility to initiatives undertaken by county Governments
- iv. Provide readily accessible information in the right formats to support program/ project design and development.

This strategy document will therefore ensure that KM is fully institutionalized in Kenyan Devolved System of Governance as required by the KM Policy as well as the State Department for Devolution's Strategic Plan 2023-2027.

1.5 Scope of KM devolution Strategy

The KM strategy will apply to all functions being implemented by the county governments. These functions include Agriculture, County Health Services, Cultural Activities, Pre-primary, Trade development, county Planning and Development and county public works.

The sources of information and administrators/managers of the knowledge will be domiciled and aligned to the two levels of government and constitutional intergovernmental structures.

CHAPTER 2

CONTEXT OF KNOWLEDGE MANAGEMENT IN KENYA'S DEVOLVED SYSTEM

2.1 Overview

This chapter provides a comprehensive exploration of knowledge management (KM) from global, regional, and national perspectives, with a specific focus on Kenya's devolved governance system. It aims to outline strategies for effective KM, highlighting best practices, analytical frameworks (SWOT and PESTEL), stakeholder roles, and challenges to implementation. The chapter underscores the importance of KM in enhancing decision-making, innovation, and service delivery in public and private sectors.

2.2 Global Perspective of Knowledge Management

World over, organizations consider elements of specific knowledge management practices, either as enablers, drivers or accelerators, and alignment to their mandate, mission and strategic direction. A review of organization-specific knowledge management frameworks establishes that early adopters of knowledge management have in place guiding a framework. The National Aeronautics and Space Administration (NASA), National Health Services (NHS) of United Kingdom, International Labour Organization (ILO), and Asian Productivity Organization (APO) are some of these organizations.

1. National Health Services of UK: NHS KM framework considers facilitated learning, collaboration and knowledge assets as key, in respect to learning before, during and after.
2. The National Aeronautics and Space Administration, espouse four separate but integrated engines that include people, processes and technology. These engines are supported by education and training, IT infrastructure, human resources, and security.
3. The Asian Productivity Organization: The KM framework is anchored on its mandate, mission, and vision of the organization and comprises of three levels: accelerators, knowledge processes, and outcomes.

4. The International Labor Organization: The framework considers enablers and processes. The enablers include leadership and Strategy, culture, and information technology. The process aspect comprises the responsibilities, identification, capture, organizing, sharing and use of knowledge.

2.3 KM Status of the Devolved Units

The devolved sector has seen efforts to enhance KM within the devolved space; Maarifa Centre was established in 2016 by the Council of Governors (COG) as a hub for sharing Kenya Devolution solutions. The centre provides a platform for sharing information on performance of counties in execution of their functions. It also facilitates physical and virtual peer to peer learning amongst counties. The model applied by the Maarifa Centre build around;

- Knowledge identification and capturing, Packaging, Sharing (digital platforms, media), Monitoring, Adaptation, and Pilots, scale ups and reviews.

The County Knowledge Management Capability Assessment Survey Report (CoG, *March – May, 2021*) established the following key findings, amongst others, to inform capacity needs in the institutionalization of KM to improve performance of the devolved units:

- i. **KM Governance:** Counties have mostly embedded their KM goals and strategies through the Integrated Development plans/Sectoral Plans (81%), Annual development plans (75%), communication strategy (65%), and M&E Frameworks (61%). About 35% of the Counties currently do not have KM goals and strategies anchored anywhere but are interested in a more strategic approach to KM in the Counties.
- ii. **KM Performance Management and recognition;** 59% of the counties recognize that KM responsibility is an integral part of departmental performance contract.

- iii. **KM Technical Skills;** Regarding training, 38% of the counties lacked a trained Technical Staff on KM, while 41% lacked a trained Executive on KM, and 57% of the counties lacked a trained non-technical staff.
- iv. **KM Systems and Platforms:** Most Counties (74%) were using technology to ensure the right information is available to the right people at the right time, and in information storage and easy retrieval, including virtually or remotely; 68% use technology for knowledge identification, capture and documentation; 58% for security procedures and 46% uses technology for multidisciplinary teams' coordination, collaboration and cooperation.

2.4 SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats within the devolved units in Kenya were analyzed and the summary is made in table 2.1

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Goodwill from stakeholders in driving KM agenda • Rich repository of information. • Existing enablers or capacities for knowledge management, which can be improved on i.e. (ICT Infrastructure and modern Technologies) websites and online portals. • Existing draft knowledge management policy. • Existing administrative structures. 	<ul style="list-style-type: none"> • Inadequate sharing of knowledge. • Inadequate institutionalization of KM in the public sector. • Limited implementation of research findings. • Poor succession management planning • Using existing knowledge in a reactive manner. • Limited promotion of continuous learning and collaboration. • Inadequate champions to drive KM practice. • Inadequate budgetary allocation.

	<ul style="list-style-type: none"> • Lack of defined organizational culture and parameters for KM. • Insufficient KM implementation tools at the devolved units. • Inadequate KM professionals • Resistance of new executives to progress the programs of predecessors
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Political goodwill • Goodwill from stakeholders • Available National and County ICT infrastructure and expertise. • Handbook for county governments on knowledge capturing and sharing • Existing staff who require minimal capacity building for competency in KM • Integration of KM in the drive for the Kenya government's Vision 2030 and the Big 4 Agenda BETA and, the KM-SDDs 2030. • The Constitutional provisions. • Abundant knowledge generating institutions and organizations. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Limited allocation of human and financial resources for KM activities in partnering institutions. • Unstructured KM within the National /County governments, not-for-profit organizations and the private sector. • Increasing sophisticated security risk in using ICT in knowledge sharing. • Resistance of knowledge generators from sharing their knowledge. • Lack of a professional association to promote KM agenda in Kenya/Counties and regulate KM activities. • Government bureaucracies which may impede implementation. • Occasional political and economic instability.

<ul style="list-style-type: none"> • Existing partnerships with various categories of stakeholders. • Existence of institutions to protect and promote knowledge patents and copyrights. • Existing rich culture of the African communities from which knowledge can be tapped. • Availability of various KM sharing platforms. • Availability of KM experts from the region and globe. • Existing KM research and body of evidence to make a case for increased recognition. • Lack of sustainability due to heavy reliance on donor funding 	
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Table 2.1: Strengths, Weaknesses, Opportunities and Threats

2.5 PESTEL Analysis

The Political, Economic, Social, Technological, Environmental and Legal aspects of KM within the devolved units in Kenya were analyzed and summary made in table 2.2

Category	Issue(s)	Strategic Implication
Political factors	Political goodwill	Provides an opportunity to enhance and promote KM practices in the devolved units.
Economic factors	Labor unrests	Labor unrests affect the quality of service delivery.
	Fiscal policies	They dictate allocation of resources. Failure to prioritize KM activities in planning and budgeting could lead to inadequate operationalization of KM practices.
	Economic Performance	Slowdown in economic performance can lead to inadequate revenue collection thus affecting budget allocation leading to budget cuts and ultimately affecting KM activities.
	Globalization	Globalization has led to knowledge, skills and technology transfer as well as enhance e-commerce.
Social factors	Social media	Social media environment has changed people's culture with regard to norms of communication and access to information and knowledge. While implementing knowledge management, consideration must be given in terms of integration of the deployed technology with existing social media.
	Education	Mainstreaming of KM in education curriculum will enhance KM awareness and practices.
	Youthful population	A youthful population presents both opportunities and challenges for knowledge management. While young people are often more

Category	Issue(s)	Strategic Implication
		Adaptable to new technologies and possess a strong capacity for innovation, they may also lack experience and face barriers in accessing and sharing knowledge within established systems. This can lead to missed opportunities for economic growth and social progress if not properly addressed
	Health	Use of indigenous knowledge to provide solutions to health care.
Technological factors	Digital literacy	Increase in digital literacy in the country, has enhanced the opportunity for learning, knowledge transfers and sharing.
	ICT infrastructure	Improved ICT infrastructure in the country promotes knowledge capturing, sharing and storage amongst stakeholders.
Environmental factors	Climate change	Altering environmental conditions affects resource management, livelihoods, and community resilience, requiring tailored knowledge sharing and adaptation strategies.
Legal factors	Constitutional and legal framework	The Constitution provides for the rights to access to information by citizens. This calls for collection, storage and dissemination of information.
		The legal framework guiding KM practices in Kenya is inadequate to reinforce KM implementation.

Table 2.2: Strategic implications arising from PESTEL Analysis

2.6 Stakeholder Analysis

SDD recognizes the role of stakeholders in the implementation of the strategy. Table 2.5 summarizes the stakeholders' and their roles in KM.

Name of Stakeholder	Role
State Department for Devolution	Mandate to support capacity development for county governments.
State Department for Planning	Leadership on KM policy
Other Ministries, Departments and Agencies (MDAs)	Support in capacity development. Implement KM policy.
Council of Governors	Coordinate counties on KM initiatives
County Assemblies Forum	Strengthen counties capacity on KM initiatives
IGRTC	Submit/escalate matters to the Summit Conduct research on intergovernmental and devolution matters Support exchange of best practices across counties and ministries enhancing institutional learning. Capture devolution related experiences, successes and challenges.
CAJ	Audit and review information practices in public institutions and ensure knowledge is responsibly shared.
Academia	Support knowledge creation and dissemination through Research, Learning, and Capacity Building

Parliament (National Assembly/ / Senate) County Assemblies	Enactment of Laws on KM.
County Governments	Implement KM initiatives. Mainstream KM into policies, programs, projects and performance management.
Development Partners, CBOs, CSOs FBOs and Not- for-profit Organizations	Offer technical and financial support for partnership in promoting KM practices
Private Sector	Support implementation of KM practices.
Public/Citizens	Support in knowledge creation and sharing

2.7 KM Challenges and Barriers within the devolved sector

- i. Limited awareness on knowledge management
- ii. Lack of KM structures in Public Sector institutions such as policies, central units, skilled personnel and focal persons to coordinate Knowledge Management;
- iii. Lack of collaborations, coordination and integration among MDACs hinders knowledge sharing;
- iv. Lack of back-up mechanisms for storage of knowledge in Public Sector institutions that heavily rely on computers which are vulnerable to cyber-attacks, and malfunction from viruses, damages, and obsolescence;

CHAPTER 3

DEVOLUTION KNOWLEDGE MANAGEMENT FRAMEWORK

3.1 Overview

This Chapter presents the devolution Knowledge Management Framework which seeks to align the knowledge management structure and processes in the devolved governance to their infrastructure in a manner that supports achievement of goals, strategies and desired outcomes for socio-economic development.

3.2 Knowledge Management Framework

A knowledge management framework is a structure designed to help an organization map, create, share, scale, and perfect its knowledge and knowledge resources. The devolution knowledge management framework includes four key components: people, process, content or technology governance and measurement.

The intent of a KM framework is to enable development of an organization-specific KM program to retain, share, and apply the most valuable knowledge and make it available to people as needed.

World over, organization-specific knowledge management frameworks consider elements of knowledge management, either as enablers, drivers or accelerators, and alignment to their mandate, mission and strategic direction.

3.3 Importance of a knowledge management framework

- i. Enhances decision making: Provides access to relevant information leading to more informed and effective decisions.
- ii. Prevents knowledge and information loss.
- iii. Improves efficiency and productivity: Streamlines processes by making information readily available, reducing time spent searching for information.

- iv. Fosters collaborations and learning: Facilitates better communication and knowledge sharing across teams and departments.
- v. Drives innovation: Encourages the sharing of best practices and lessons learned, fostering a culture of continuous improvement.
- vi. Reduced redundancy: Minimizes duplication of efforts by ensuring that knowledge is captured and shared effectively.
- vii. Enhances service delivery: Enables employees to access the organization knowledge base swiftly without delay.
- viii. Supports compliance and risk management: Access to the most current and accurate information reduces the likelihood of errors and inconsistencies or deviations from established protocols that could lead to operational failures.

3.4 The Knowledge Management Framework in the devolved system

Leadership and governance form the foundation of the framework and is supported by 3 pillars namely, people, processes, and technology. It is expected that adoption/adaptation of this framework in the counties will steer improved service delivery and enhance productivity and growth in the devolved system of governance for social-economic development. This should be supported by knowledge sharing and use (learning, innovation, enhance capacity and productivity).

The Devolution Knowledge Management framework is presented in Fig. 3.1.



Figure 3.1: Knowledge Management Framework in Devolved System

3.4.1 Organizational culture, Governance, and Leadership

Organizational culture, governance and leadership form the foundation of the Knowledge Management Framework for devolution. This is because:

- i. Knowledge management thrives in an organizational culture that supports knowledge capture, sharing and use.
- ii. Governance in Knowledge Management is a set of policies, roles, responsibilities, processes and structures put in place to ensure the effective management and use of an organization's knowledge resources.
- iii. Leadership commitment and support is fundamental in institutionalization of KM in the devolution ecosystem.

This foundational layer ensures that KM efforts are aligned with strategic goals and are supported by the organizational structure. It fosters a culture that encourages learning, transparency, and collaboration and ensures top-level commitment to modeling knowledge sharing behavior.

3.4.2 KMF Pillars

The Framework provides People, Technology and Processes as key pillars in KM. This creates a robust KM environment that fosters innovation, improves service delivery and enhances institutional memory. Integration of these pillars into daily operations and tailoring into the specific capacities and needs of each institution leads to the effectiveness of this framework.

3.4.2.1 People

The Human Pillar focuses on nurturing the human resources that drive knowledge creation and sharing within an institution. It encompasses:

- i. **Motivation:** Encouraging staff through recognition and rewards for knowledge-sharing practices. Promoting a positive attitude toward collaboration and innovation. and establishing incentives for knowledge sharing, such as performance recognition, awards, or promotions tied to contributions in KM.
- ii. **Capacity Building:** Conducting regular training needs assessments

and organizing targeted capacity-building initiatives such as workshops, mentoring programs, and peer-to-peer learning. Conducting continuous professional development through training, workshops, and coaching. Focusing on both technical and soft skills related to knowledge management.

- iii. **Change Management Roles:** Senior leadership should actively model and champion KM practices to build trust and encourage adoption across all levels. Identify and empower KM champions in each department. Lead organizational change by advocating for KM adoption and managing resistance.
- iv. **HR Practices:** Conducting knowledge capture during onboarding and exit interviews. Integrate KM responsibilities into job descriptions and performance appraisals.

3.4.2.2. Processes

The Institutional Integration Pillar ensures that KM practices are embedded in core and support processes within institutions operations. It encompasses

- i. **Creation:** Identify key devolution and support processes (e.g., budgeting, service delivery) and map where and how knowledge is generated, used, or lost. Facilitating innovation and knowledge generation through brainstorming sessions, research, and reflection after activities. Encouraging documentation of new experiences and best practices.
- ii. **Retention:** Establishing both digital and physical repositories to store institutional knowledge. Promoting succession planning and mentoring programs for knowledge continuity and embedding KM practices in Standard Operating Procedures (SOPs) to ensure knowledge is captured and transferred systematically.
- iii. **Capture:** Developing standard operating procedures (SOPs), templates, and reports for consistent knowledge capture. Institutionalize knowledge audits, lessons learnt documentation practices and knowledge audits after major projects or initiatives.

3.4.2.3 Technology

Technology is a digital catalyst that supports the KM framework by enabling easy access, storage, and dissemination of knowledge. This includes;

- i. **Repositories:** Deploying knowledge management systems (KMS) such as SharePoint, intranets, or cloud-based document repositories for structured content storage and retrieval. Digital libraries and databases for storing reports, policy documents, toolkits, and manuals.
- ii. **Integration:** Implementing collaborative technologies (e.g., Teams, Google Workspace, WhatsApp groups) to connect teams across locations. Linking KM systems with HR, M&E, procurement, and other operational systems. Enabling cross-platform knowledge sharing through cloud solutions.
- iii. **Team Sites:** Utilize collaboration platforms like SharePoint, Microsoft Teams, or Google Workspace. Facilitate real-time document sharing, version control, and team discussions.
- iv. **Directories:** Maintaining internal knowledge directories to identify subject matter experts. Map internal skills and knowledge resources for easier access. Ensure policies are in place for data privacy, access control, version management, and archiving.
- v. **Software:** Deploying KM-focused tools such as knowledge bases, intranets, learning management systems (LMS), and search engines.

An effective Knowledge Management Framework enables institutions to capture institutional memory, improve service delivery, and foster innovation. The coordinated application of the People, Processes, and Technology pillars anchored by a strong organizational culture, governance and leadership ensures that institutions are well-equipped to manage and leverage their knowledge assets for sustainable development.

CHAPTER FOUR

STRATEGIC DIRECTION OF DEVOLUTION KNOWLEDGE MANAGEMENT

4.1 Overview

This Chapter provides strategic direction for knowledge management which entails the vision, mission, values, strategic pillars, objectives and guiding principles. The Vision statement describes what the State Department for Devolution (SDD) desires to achieve in the long run within the spheres of knowledge management while Mission statement underpins the purpose for knowledge management.

The values communicate the fundamental beliefs upon which the State Department for Devolution shall facilitate implementation of knowledge management in the devolved system. The strategic pillars provide the broad categorization of issues upon which specific objectives can be pursued in the implementation of knowledge management within the devolved system.

4.2 Vision Statement for Knowledge Management

Integrated knowledge-driven devolved system

4.3 Mission Statement for Knowledge Management

To harness knowledge as a fundamental resource for socio-economic development in the devolved system of government

4.4 Core Values

This KM strategy will endeavor to uphold the following core values:

- i. Integrity
- ii. Innovation
- iii. Communication

- iv. Team spirit
- v. Professionalism
- vi. Leadership

4.5 Guiding Principles of Knowledge Management

The planning and subsequent implementation of knowledge management will be guided by the following principles:

- i. **Knowledge sharing:** Knowledge gets value when shared and should be available to the right person, at the right time and in the right format
- ii. **Participatory and inclusivity:** The framework shall endeavor to promote synergy and partnerships amongst stakeholders in the devolution space;
- iii. **Promoting innovation:** Continuous knowledge creation through dynamic interplay of tacit, explicit and creative knowledge.
- iv. **Security and integrity:** adequate protection of knowledge with controlled access
- v. **Cost effectiveness:** effective utilization of resources for socio economic development.
- vi. **Openness and transparency:** willingness to let known, share, declare and take part in group assignments and brainstorming sessions for KM.

4.6 Goal and Objectives

The goal of this strategy is to institutionalize KM in the devolved system in Kenya, to promote quality service delivery for sustainable socio-economic development.

4.7 Strategic Objectives

The strategic objectives of this devolution Knowledge Management strategy include:

- i. To enhance knowledge creation and capture
- ii. To promote KM storage and retention sharing and collaboration
- iii. To improve access to knowledge resources
- iv. To promote technology and innovation in KM
- v. To institutionalize a knowledge driven culture
- vi. To enhance Knowledge Management performance
- vii. To build capacity for knowledge management in the devolved units

These strategic objectives are derived from the Knowledge Management Framework for the Devolved System of governance in Kenya (see Figure 3.1)

They will be realized using the following strategies

4.7.1 Strategy on Leadership and Governance

The strategies under leadership and governance will be to:

- i. Identify, appoint, empower and deploy knowledge ambassadors to champion the culture of knowledge sharing in the devolved system of governance in Kenya;
- ii. Develop and implement a change management plan to ensure KM readiness in the devolved system of governance in Kenya;
- iii. Establish national and devolved knowledge management committees to customize and coordinate the implementation of knowledge management functions and activities in their respective jurisdictions;
- iv. Harness the potential of knowledge assets in enhancing productivity and service delivery; and
- v. Mobilize and allocate resources for the knowledge management function and activities.

4.7.2 Strategy on People

To underscore the role of people in effective knowledge management, this strategy will seek to:

- i. Enhance the capacity of Kenya's devolved system of governance to institutionalize knowledge management (KM) through strategic institutional and technical strengthening programmes.
- ii. Assess institutional capacity and identify training needs in the devolved units;
- iii. Develop institutional and technical strengthening programmes, including training modules for various audiences (leadership, staff and stakeholders);
- iv. Identify, train and deploy trainers of trainers in the devolved units;
- v. Mainstream knowledge management functions in the HR practices in the devolved units;
- vi. Develop and execute an incentives and rewards system to promote the sustainable acquisition and sharing of personal knowledge while respecting intellectual property rights thereof; and
- vii. Integrate the principles of personal data and privacy protection in compliance with the Data Protection Act (2019) in knowledge management practices.

4.7.3 Strategy on Processes

To streamline and enhance operational processes through knowledge management, the strategies are:

- i. Embed KM in projects (Government and donor funded) and operational functions of devolved units by building knowledge management plans in every process;
- ii. Document all strategic and operational processes in the devolved units to ensure effective capture, codification and retention of tacit knowledge from processes;
- iii. Produce and share quality explicit knowledge products, including innovations, through activities and systems; and
- iv. Establish and deploy topical Communities of Practice in all devolved units to promote the creation, validation and application of domain-specific knowledge.

4.7.4 Strategy on Technology

The strategies under technology are:

- i. Develop and maintain a robust technological knowledge infrastructure across all counties;
- ii. Establish both centralized and decentralized knowledge repositories to collect, store, and manage county-level knowledge, including policies, procedures, reports, and best practices across departments;
- iii. Identify, develop and deploy safe and secure knowledge sharing and collaboration platforms, to promote seamless knowledge exchange;
- iv. Automate key workflows to streamline the capture, classification, and retrieval of operational knowledge generated during service delivery and public administration; and
- v. Deploy robust cybersecurity and data backup solutions to protect sensitive knowledge assets.

4.7.5 Strategy on Knowledge sharing and use

To promote knowledge sharing and use, the strategies will:

- i. Leverage on externally generated knowledge through strategic partnerships and collaborations;
- ii. Develop proactive knowledge sharing and information services through effective county and community libraries;
- iii. Develop and institutionalize knowledge sharing and use policies and standard operating procedures;
- iv. Integrate knowledge uptake and use in key processes, including planning and budgeting, in all counties; and
- v. Document and disseminate success stories, failures, best practices, and case studies from devolved units to promote peer learning and horizontal knowledge sharing through regular learning platforms at the national and county levels.

CHAPTER FIVE

DEVOLUTION KNOWLEDGE MANAGEMENT IMPLEMENTATION AND COORDINATION MECHANISM

5.1 Overview

The chapter covers the Knowledge Management implementation, coordination mechanism, framework assumptions and risks assessment and management.

5.2 Strategy and Framework Implementation

All county governments will be expected to implement the strategy. An Inter-Agency committee will provide guidance and oversight on the implementation plan.

Fig. 5.1 gives a diagrammatic presentation of the coordination framework.

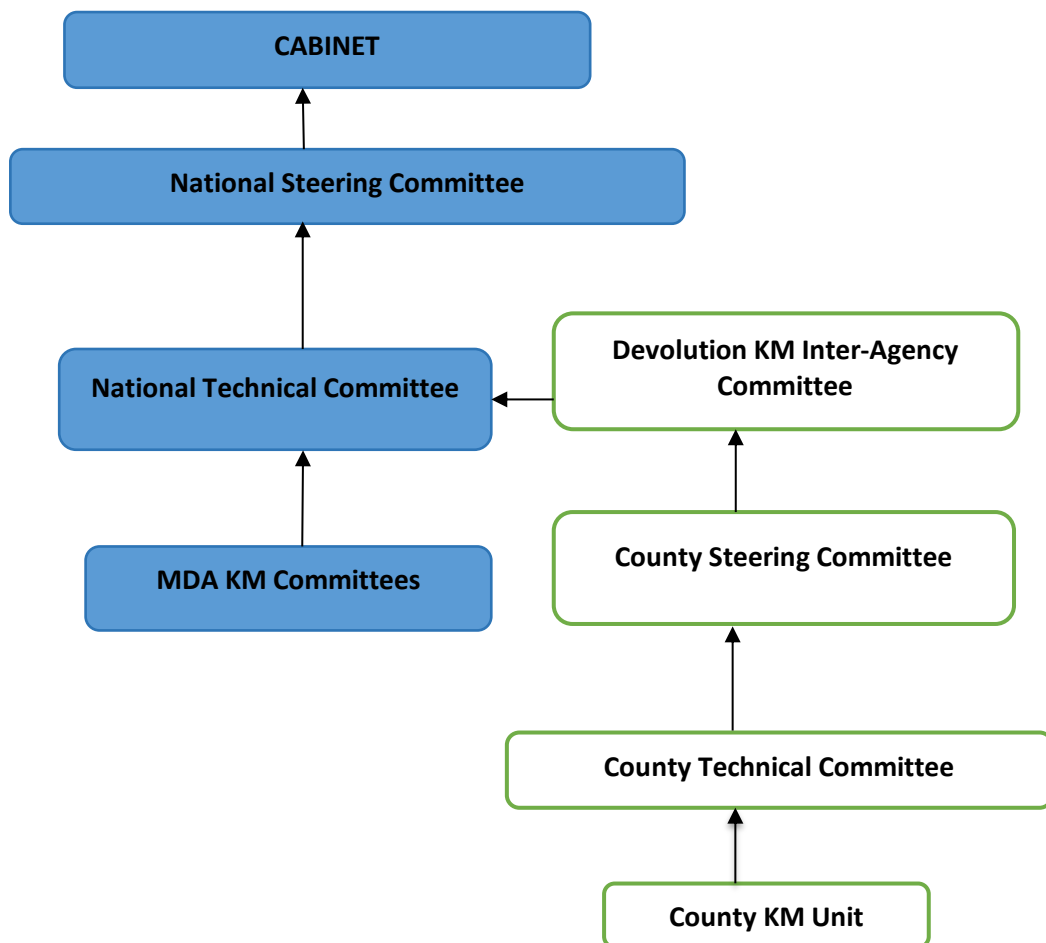


Figure 5.1: KM Coordination Framework

5.3 KM Coordination

Coordination structures will be established at both National and County government levels.

5.3.1 Devolution Knowledge Management Inter-Agency Committee

The committee will be responsible for coordinating intergovernmental knowledge management activities and ensuring linkages between knowledge Management at the National and County levels. The State Department for devolution will be the convener of the Devolution Knowledge Management Inter-Agency Committee. The committee will comprise of representation from:

-

- i. State Department for Devolution
- ii. The State Department for Economic Planning
- iii. Council of Governors,
- iv. IGRTC,
- v. Director responsible for matters Knowledge Management – SDD
- vi. CAF
- vii. Co-opted Members
- viii. KIPPRA

The Director responsible for matters relating to knowledge management in the State Department for Devolution will chair the Devolution KM Inter – Agency Committee.

The Devolution Knowledge Management Inter-Agency Committee will be responsible for: -

- i. Coordinating KM strategy implementation at the devolved system.
- ii. Guiding inter-county KM activities
- iii. Facilitate KM linkages at both county and national levels
- iv. Facilitate harmonization and standardization of KM processes at devolved levels;

- v. Coordinate preparation of work plans for the implementation of the KM strategy in devolved eco system
- vi. Prepare semiannual KM reports and submit reports to the National technical KM committee
- vii. Provide technical support to Devolved Systems with respect to building capacity on KM
- viii. Coordinate monitoring, evaluation and reporting on the status of implementation of KM strategy in the devolved system

5.3.2 County Steering Committee

Each County Government will establish County Steering committee to spearhead the implementation of devolution KM strategy. The membership will comprise of Chief officers in charge of the devolved functions and chaired by the County Secretary.

County Steering committees will be responsible for providing policy direction and oversight in the mainstreaming of Knowledge Management Strategy at the county level.

5.3.3 County Technical Committee

Each county government will establish a County Technical committee comprising of technical directors in charge of devolved functions and chaired by the County Secretary.

County Technical Committee will directly be responsible to the County Steering Committee and will perform the following roles: -

- i. Prepare and submit annual progress reports;
- ii. Develop, strategies, standards and guidelines;
- iii. Carry out baseline surveys on knowledge management;
- iv. Conduct needs assessments and capacity development strategies;
- v. Initiate and carry out annual KM audits;
- vi. Organize and administer KM Award Scheme.

5.4 Functions of KM Units

KM units will be established in all the devolved units to coordinate the implementation of KM initiatives. This function will be spearheaded by a senior officer in charge KM in the office of the county secretary. The knowledge management function will be coordinated by Directors of respective technical units in the county.

A KM unit will responsible for:

- i. Providing secretariat service to KM committees
- ii. Guiding in embedding of KM practices with organizational processes
- iii. Guiding on the appropriate technologies to support KM
- iv. Preparing work plan for KM
- v. Promoting knowledge sharing forums
- vi. Ensuring awareness and capacity on KM

5.5 Role of KM Champions

- i. Knowledge support- The KM champions will connect their team with relevant knowledge, resources, and expertise within the organization
- ii. Change management- They will help their teams to adapt to new KM systems or processes and address any concerns or resistance
- iii. Communication- They will handle communication between the central KM team and their group, ensuring that feedback and information flow effectively
- iv. Demonstrating value and identifying opportunities- They will be in charge of identifying new KM opportunities and show the tangible benefits of KM to their colleagues and leaders, helping to build support for the initiative.
- v. Advocacy- They will champion the importance of KM within their group and encourage the adoption of KM practices

5.6 Risks Assessment and Management

Devolved units and individuals within the units as well as State Department for Devolution will play an active role in risk detection, identification and

prevention for the overall benefit of knowledge management strategy. The strategy has developed a risk matrix under the following broad categories:

- i. **Strategic Risks** are the prospective adverse impacts on the implementation of knowledge management arising from poor strategic decisions, improper implementation of decisions; or lack of responsiveness to changes in the operational environment.
- ii. **Organizational Risks:** implementation of knowledge management in devolved systems encompasses SDD and County Governments. Thus organizational risks are those that threaten the very existence of devolved system of governments due to extraneous factors in the operational environment.
- iii. **Operational Risks:** are those that arise from capacity inadequacies in the course of implementation of planned knowledge management programs and initiatives.
- iv. **Financial Risks:** arise from failure to either mobilize adequate funds or lack of prudence in financial resource utilization.
- v. **Technological Risks** are associated with the deficiencies in Information and Communication Technology adopted by the devolved system in actualization of knowledge management practice.

The overall responsibility for risk mitigation in this dispensation will rest with the State Department for Devolution. Appendix 2 provides a matrix of potential risks and corresponding mitigation measures and responsibilities.

5.7 Knowledge Management Framework Assumptions

This KMF makes the following assumptions:

- i. Existing legislative framework will facilitate its implementation;
- ii. Where necessary, legislation will be reviewed and amended, or new legislation enacted to facilitate evolving Devolved System KM;
- iii. Existing and new policies will be harmonized with this KMF;
- iv. KMS will operate within the existing public officers' codes of conduct;
- v. KMS will be mainstreamed in the devolved system;
- vi. County Governments will adopt to the core values as contained in the

KM Strategy and Framework;

- vii. Adequate resources will be availed for the implementation of the KMSF;
and
- viii. ICT infrastructure in place is adequate and will be used.
- ix. There will be stable operating macro environment in terms of economic,
political and social stability

CHAPTER SIX

MONITORING, EVALUATION, LEARNING AND REPORTING

6.1 Overview

This Chapter presents the requirements and methodology for tracking progress of implementation of the KM Strategy, through Monitoring, Evaluation, Learning and Reporting (MELR) Tool. The qualitative and quantitative indicators specified in the MELR Implementation Tool will form the basis for data collection. The Tool is based on budget, process, output and outcome related indicators.

6.2 Monitoring and Evaluation

M&E is the process of continuously and closely checking and keeping track of a program, project, policy or activity for a specific period of time or at specified intervals to assess its progress or performance. M&E is intended to improve performance especially outputs, outcomes and impact of knowledge management.

The MELR Tool will enable the Devolved Units to collect data on implementation of each strategic issue and related activities on a quarterly basis. Reports generated to be submitted to the Devolution KM Inter-Agency Committee. Each Devolved Unit will set annual targets based on each KM indicator specified in the MELR Tool and thereafter compare the targets with the actual achievement on quarterly basis. Quantitative and qualitative data will be analyzed to reveal any KM challenges or opportunities for further exploration of the products of Knowledge.

6.3 Implementing the Monitoring and Evaluation process

In implementing the M&E processes in the Devolved Units, the following will be considered:

- i. Activity plans will be developed on an annual basis using the MER Tool as the guiding framework. Based on this, there will be continuous monitoring of progress with a view to taking timely

decisions in case of need for adjustments in the planning period.

- ii. There will be annual evaluation which will entail measuring actual performance against set targets as in the implementation plan. It will also establish variances, identify any causal factors for the variances and recommend remedial measures. Some of the measures may call for review of the plan objectives and strategies.
- iii. Monitoring will be a continuous activity in the devolved units which will be done at process, output and outcome levels using the developed MER Tool as the guiding Framework.
- iv. Sufficient number of resources (financial and human resource) to facilitate the monitoring and evaluation process will be set aside to facilitate the monitoring and evaluation activities planned.

6.4 Learning

Learning refers to the process of collecting the information throughout the implementation phase of projects and programs in order to improve ongoing and future endeavors. The success stories, best practices and failures are documented through knowledge management systems for uploading into the knowledge management hub at the county levels and the CoG “Maarifa centre” this is guided by the county government on knowledge management, capturing and sharing.

6.5 Reporting

All Devolved Units will prepare annual reports that include data collected each quarter, analysis of the results and a record of lessons learnt. The reports will be submitted to the Devolution KM Inter-Agency Committee who will analyze, compile and prepare the National Annual Report for forwarding to the Summit. The Devolution KM Inter-Agency Committee may select some outstanding KM opportunities and challenges for further documentation. Separate reports will be prepared by the implementing devolved units upon request. Reports may be accessed by libraries, research institutions, bookshops and individuals.

The Monitoring, evaluation and Reporting tool is provided here below.

6.5.1 KNOWLEDGE MANAGEMENT PERFORMANCE CONTRACT INDICATOR REPORTING TEMPLATE

County Knowledge Management Mainstreaming Reporting Tool Reporting period: From.....To..... Name of County/Agency:		
Reporting checklist		
a) Activity	Yes	No
1. The Knowledge Management Committee (KMC) has been fully Constituted		
2. A Focal Person/Champion has been appointed		
3. The KMC has been sensitized on Knowledge Management		
4. Top Leadership and Staff have been sensitized on Knowledge Management		
5. Knowledge Management Capability Assessment Has been Conducted (refer to KM Capability Assessment Tool in Annex I)		

b) Performance assessment indicators

Targets/Key Activities	Output	Performance Indicator	Achievements	Comments
1. Train the KM Committee and Focal Person	KM Committees and Focal Person Trained	No. Committees and Focal Person Trained		
2. Develop and Implement a County Knowledge	IKMP developed	Level of completion of the IKMP (%)		

Management Policy (CKMP) (see annex II for the County KM Policy model)				
3. Establish and utilize Knowledge Sharing Forums	Knowledge Sharing forums held	No. of Knowledge Sharing forums held		
4. Submit Quarterly KM Mainstreaming Performance Reports	Quarterly Reports Submitted	No. of Reports Submitted		

6.6 Review of the Knowledge Management Strategy

This strategy will be reviewed every five (5) years with a mid-term review after every 3 years to address the ever-changing knowledge management environment.

6.6.1 Strategy Implementation Matrix/Plan

Strategies	Activities	Responsibility	2025/26	2026/27	2027/28	2028/29	2029/30
Establish mechanisms to harvest, store, share and apply knowledge	Awareness/Sensitization on the Handbook for County Governments for Capturing and sharing Knowledge	Inter-agency Committee					
Promote the	Establish	County					

culture of KM	KMC and appointment of Champions at County levels Establish knowledge exchange forums	Governments /Agencies																		
Build capacity on KM	Conducting of KM capability assessment Develop county knowledge management Policies/strategies and capacity building plan	IAC County																		
Build networks, collaborations and partnerships on KM	Exchange visits Hold annual KM forums	COG SDD IGRTC																		
Apply technology and innovation in KM	Establishment of knowledge hubs	County Governments IAC																		
Operationalize governance systems to support KM	Undertake annual KM audits	Counties IAC																		

ANNEX I: KNOWLEDGE MANAGEMENT CAPABILITY ASSESSMENT TOOL FOR PUBLIC SERVICE ENTITIES

Purpose: The KM Capability Assessment Tool (KMCAT) helps Counties to understand their current KM practices, identify areas for improvement, and develop a plan to strengthen their KM capacity.

Confidentiality: The information you provide will remain confidential and the results will be analyzed and reported collectively. Your views, in collaboration with others are extremely important in implementing Knowledge Management in the Counties.

INSTRUCTIONS:

The following statements refer to the level of knowledge management implementation in the Counties. Kindly indicate by rating the level at which the Counties is performing in line with the following statements. Once completed the results are interpreted against the Maturity Model

Ratings should be assigned as per the table below:

Below average	Average	Above Average	Good	Very Good
1	2	3	4	5

Knowledge Management Capability Assessment Tool

S/N	Question	Rating
CATEGORY 1: LEADERSHIP		
1	The County has shared Knowledge, Vision, and Strategy strongly linked to the vision, mission, and goals.	
2	Organizational arrangements have been undertaken to formalize KM initiatives (Constitution of KMC, Appointment of Focal Person/Champion)	

3	Financial resources are allocated and utilized for KM initiatives.	
4	The County has an Institutional Policy/Strategy for safeguarding knowledge	
5	Heads of Departments/Divisions/Units role-model the values of knowledge sharing and collaborative working.	
6	Heads of Departments/Divisions/Units promote, recognize, and reward performance improvement, organizational and employee learning, sharing of knowledge, and knowledge creation and innovation.	
CATEGORY 2: PROCESSES		
7	The County determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns them to their mission and strategic goals.	
8	The County designs its work systems and key processes to create value to customers and achieve performance excellence.	
9	New technology, knowledge shared in the organization, flexibility, efficiency, and effectiveness are factored into the design of processes.	
10	The County has an organized system for managing crisis situations or unforeseen events that ensures uninterrupted operations, prevention, and recovery.	
11	The County implements and manages its key work processes to ensure that Stakeholder requirements are met and organizational results are sustained.	
12	The County continually evaluates and improves its work processes to achieve better performance, to reduce variations,	

	to improve products and services, and to be updated with the latest trends, developments, and directions.	
CATEGORY 3: PEOPLE		
13	The County education, training, and career development program builds employee knowledge, skills, and capabilities, supports the achievement of overall objectives, and contributes to high performance.	
14	The County has a systematic induction process for new staff that includes familiarity with KM and its benefits, the KM system, and KM tools.	
15	The County has formal mentoring, coaching, and tutoring processes.	
16	The County has a database of staff competencies.	
17	Knowledge sharing and collaboration are actively encouraged and rewarded/corrected	
18	Employees are organized into small teams/groups (i.e., quality circles, work improvement teams, cross-functional teams, communities of practice) to respond to workplace problems/concerns.	
CATEGORY 4: TECHNOLOGY		
19	Management has established an IT infrastructure (i.e., Internet, intranet, and website) and has developed capabilities to facilitate effective KM.	
20	The IT infrastructure is aligned to County KM strategy.	
21	Everyone has access to a computer.	

22	Everyone has access to the Internet/intranet and an email address.	
23	Information delivered in the website/intranet is updated on a regular basis.	
24	Intranet (or a similar network) is used as a major source of the organization-wide communication to support knowledge transfer or information sharing.	
CATEGORY 5: KNOWLEDGE PROCESSES		
25	The County has systematic processes for identifying, creating, validating, storing, sharing, and applying knowledge.	
26	The County maintains a knowledge inventory that identifies and provides procedures to access knowledge assets or resources throughout the organization.	
27	Knowledge accrued from completed tasks or projects is documented and shared.	
28	Critical knowledge from employees leaving the organization is retained.	
29	The County shares best practices and lessons learned across the organization so that there is no constant re-inventing of the wheel or work duplications.	
30	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.	
CATEGORY 6: LEARNING AND INNOVATION		
31	The County articulates and continually reinforces the values of learning and innovation.	

32	The County regards risk-taking or committing mistakes as learning opportunities, so long as they are not performed repeatedly.	
33	Cross-functional teams are organized to tackle problems/concerns that cut across the different units in the organization.	
34	People feel empowered and that their ideas and contributions are generally valued by the organization.	
35	Management is willing to try new tools and methods.	
36	Individuals are given incentives to work together and share information.	
CATEGORY 7: KM OUTCOMES		
37	The County has a history (and maintains measures) of successfully implementing KM and other change initiatives.	
38	Measures are in place for assessing the impact of knowledge contributions and initiatives.	
39	The County has achieved higher productivity through reduced cycle time, bigger cost savings, enhanced effectiveness, more efficient use of resources (including knowledge), improved decision-making, and increased speed of innovation.	
40	The County has realized its outcomes/goals as a result of productivity, quality, and customer satisfaction improvements.	
41	The County has improved the quality of its products and/or services as a result of applying knowledge to improve business processes or customer relationships.	

42	The County has sustained its growth as a result of higher productivity and better-quality products and services.	
Total Score	 /210

MATURITY LEVELS

KM Capability Assessment Tool rating organization's capability on standard KM Accelerators including Leadership, People, Processes, Technology, KM Processes, Learning and Innovation and KM Outcomes. The maturity scale ranges from 42 as the least and 210 as the highest. Maturity Levels fall in different categories with the first level of maturity being Reaction Stage (42-83), the second level Initiation Stage (84 – 125), the third level Expansion Stage (126-146), fourth level Refinement Stage (147-188) and the highest level of maturity being Maturity Stage (189-205).

LEVEL 1: BEGINNERS STAGE (42-83)

This is the most basic level of maturity and the place where most organizations begin their knowledge management journeys. At this level, the organization lacks consistent processes or practices for successfully identifying, capturing, sharing, transferring, and applying its core knowledge. The key characteristic of a level 1 organization is random and informal knowledge sharing and transfer that, in turn, yields no impact to the organization.

In order to move quickly through this level of KM maturity, the following objectives should be communicated and acted on.

- i. Explain knowledge management in a way that leaders and others in your organization can relate to;
- ii. Create a compelling picture of what is possible to achieve in terms of business outcomes;
- iii. Expand interest and understanding among key stakeholders; and
- iv. Look for areas of the organization that will benefit most from improving the flow of knowledge.

LEVEL 2: INITIATION STAGE (84-125)

The primary focus during this second level is to establish the first iteration of a KM strategy. The strategy should link tightly to the organization's broader strategic objectives and should identify organizational opportunities to apply knowledge sharing and transfer approaches. The opportunities and value of those opportunities should be assessed and theory of change. The Strategies should articulate expected outcomes and secondary impacts that can be measured by undertaking KM projects focused on the work of the organization.

The objectives to create level 2 KM capability include:

- i. Develop KM thought leadership and generate buy-in
- ii. Create and build support for the integrated KM strategy
- iii. Select and secure buy-in for business opportunities to test KM approaches and tools
- iv. Find resources to support the initial KM initiatives

Governance and sponsorship are critical success factors for ensuring successful movement through level 2 activities. Senior-level support is important for establishing executive accountability for the performance of the organization's knowledge management activities and for sponsorship of the KM strategy and program to improve the organization's processes.

LEVEL 3: STANDARDIZE STAGE (126-146)

The primary focus at Level 3 is to manage the KM strategy, processes, and approaches identified and defined in Level 2. During this third level, the KM team often evolves into a shared resource center of excellence with oversight responsibilities for the KM approaches and processes.

The objectives to create level 3 capability include:

- i. Identify opportunities to apply select KM approaches and processes
- ii. Secure funding and resources for the pilots
- iii. Market and communicate the strategy
- iv. Implement a change management strategy
- v. Refine the KM approaches and processes into standard, replicable methodologies

Key activities during this third level include:

- i. Manage the KM approaches and processes so that they are standardized and replicable;
- ii. Design and implement pilot opportunities;
- iii. Capture lessons learned to facilitate continuous improvement of the methodologies; and
- iv. Communicate and market the KM methodologies.

LEVEL 4: REFINEMENT STAGE (147-188)

By Level 4, the foundations for KM have been established and standardized. Level 4 involves expanding KM initiatives throughout the organization by leveraging the standardized KM approaches and processes (aligned with the KM strategy). At this level, the organization's KM approaches and processes should work together to create a powerful organizational capability. The primary objective is to develop and market an expansion strategy that leverages the standardized KM processes and approaches. Tangentially, the organization also needs to manage the growth resulting from that expansion.

Key activities for level 4 include:

- i. Develop an expansion strategy that includes leveraging standard KM methodologies across the organization and expanding to new divisions or functional areas;
- ii. Manage the expansion effort and control any concerns or confusion that result from leveraging the established KM methodologies across the organization; and

- iii. Continue to communicate and market the KM methodologies to a broader, more diverse audience within the organization

LEVEL 5: MATURITY STAGE (189-210)

When an organization reaches Level 5, top management is beginning to count on KM capabilities to support the organizational strategy and core mandate. However, while the organization leverages standard KM approaches and processes as part of its expansion strategy in Level 4, it may not be capable of achieving desired outcomes through the KM processes and approaches alone. The primary objective at this fifth level of maturity is to improve core processes by optimizing standard KM approaches and processes and embedding them, end-to-end, within the same processes to achieve desired outcomes and breakthrough Maturity in readiness for innovation.

To optimize the approaches and processes, Top leadership needs to deploy proactive continuous improvement activities to close the gaps between current KM capabilities and desired outcomes. Continuous improvement should be institutionalized so that it occurs at the individual, departmental/functional, and organizational levels. At the same time, it should also re-align performance assessments with the KM strategy.

Key activities for level 5 include:

- i. Embed standard KM methodologies in organizational processes;
- ii. Monitor the health of the KM methodologies;
- iii. Align employee performance evaluation and recognition processes with actions and behaviors needed to support KM strategy;
- iv. Balance an organization-wide- wide KM framework with the flexibility needed to meet unique needs and circumstances in different parts of the organization; and
- v. Continuously improve.

ANNEX II: COUNTY KNOWLEDGE MANAGEMENT POLICY MODEL

INTRODUCTION

The Knowledge Management Performance Contracting indicator target, on institutional Knowledge Management Policies, aims to enhance the entrenchment and institutionalization of knowledge management in the public sector both at national and county levels for socio-economic development. Ministries, Departments, Counties and Agencies (MDCAs) will be required to develop Institutional Knowledge Management Policies, in line with the Knowledge Management Policy for Kenya, 2022.

PURPOSE OF THE TEMPLATE

The purpose of the template is to:

- i. Provide MDCAs with a guide for preparation of institutional Knowledge Management Policies as part of the Knowledge Management Performance Contracting Indicator target requirements;
- ii. Ensure uniformity in the development of Institutional Knowledge Management Policies across MDCAs; and
- iii. Ensure alignment of Institutional Knowledge Management Policies for MDCAs, with the Knowledge Management Policy for Kenya, 2022.

PRELIMINARIES

1. **Cover Page:** Court of Arms, MDCA Logo if any, Title, Name of MDCAs, Month and year of development
2. **Table of Contents**
3. **List of Tables**
4. **List of Figures:** (If any)
5. **Abbreviations and Acronyms**

6. **Definition of Terms**

7. **Foreword:** Should include the MDCAs policy development, rationale and commitment towards mainstreaming Knowledge Management, should be signed by the Cabinet Secretary or Heads of Agencies where applicable.
8. **Preface and Acknowledgement:** Should include a brief content of the Institutional Knowledge Management Policy, process followed in the development and acknowledgement of key stakeholders involved in the preparation process. The Accounting Officers of MDAs where applicable should sign it.
9. **Executive Summary:** This should be between 1-2 pages and should reflect a summary of the contents of the document.

SECTION ONE

1. **Introduction:** Overview of what the chapter entails (One paragraph); Summary of the Vision, Mission and Mandate of the MDCAs in relation to Knowledge Management. For example, “The MDCAs recognizes Knowledge as a strategic asset critical in its business operations and strategies and that managing the flow of resources effectively is impactful to the future success of the MDCA’s mandate.” and History/Background).
2. **Rationale:** Why is the MDA developing the Knowledge Management Policy? (Justify why it is a requirement); Why and how is the Policy is important to the MDA?
3. **Policy Goal:** The Policy goal is the expected or anticipated ultimate achievement of the Knowledge Management Policy prescription towards the success of the MDCA’s strategies. This may also refer to the purpose.
4. **Policy Objectives:** Clearly define the reason for implementing Knowledge Management in the MDCAs. Provide one broad objective and at least two specific objectives. The objectives should align with the strategic objectives of the MDA.
5. **Guiding Principles:** Implementation of the Knowledge Management Institutional Policies should be guided by qualities and characteristics

that function as a standard of Knowledge Management operation in the MDCAs. The Knowledge Management principles should be aligned to the strategic principles of the MDCAs. Refer to the Knowledge Management Policy for Kenya, 2022 and adopt as may be applicable.

6. **Scope of the Policy:** The Policies will apply to the MDCA's processes and internal and external stakeholders.
7. **MDCAs of the Policy:** Specify the structure of the Policy in terms of content. Institutional Knowledge Management Policies should be structured along five (5) sections.

SECTION TWO: SITUATIONAL ANALYSIS

1. **Overview:** Give a brief highlight of the contents of the section.
2. **Context of the KM Policy (Global, Regional and Institutional)**
3. **Legal and Policy Framework for Institutional Knowledge Management:** Explore existing laws and policies that may provide an anchor for the Institutional Knowledge Management Policies, beginning with the Knowledge Management Policy for Kenya, 2022.
4. **Results of the Knowledge Management Capability Assessment:** MDACs, should analyze their immediate operating environment and describe the Knowledge Management development that has both direct and indirect impacts on their performance by applying the Capability Assessment Tool. The findings of the Capability Assessment will be in terms of Human Resource Capacity, Gaps, Challenges, Achievements, Financial Resources, and Technical Know-How among other issues.

SECTION THREE: POLICY PROVISIONS AND IMPLEMENTATION FRAMEWORK

Outline the areas of interest specific to the institution which the Knowledge Management Policy seeks to address. This may include policy requirements, compliance, incentives, risk management, capacity building, and financing

arrangements for the implementation of the Policy. In addition, indicate necessary linkages with players in the private sector and non-state actors where applicable.

The sub-sections under this section may be as follows:

1. **Overview:** Give a highlight on what the section entails.
2. **Policy Statements and Interventions:** Discuss Policy Statements/Strategies and interventions aligned to the Key Result Areas of the institutional Strategic Plans.
3. **Other Policy Statements and Interventions**
4. **Risk Management:** Discuss risk management strategies to provide for mitigation of human, technological and operational risks and guarantee realization of full potential in knowledge management. In this regard, the baseline survey on associated risks will be undertaken and disseminated to all stakeholders.
5. **Capacity Building:** Discuss a framework that provides for necessary infrastructure and adequate human resources. Outline how the MDCAs will advance professionalism for knowledge management about their core mandate. Further, outline how mentoring programmes espouse knowledge management within the respective institutions.
6. **Resource Mobilization for Policy Implementation:** include a strategy for mobilization of the required resources for the development and Implementation of the Policy,
7. **Policy Implementation Framework:** Prepare a knowledge management action plan with budget lines and appropriate monitoring and evaluation (M&E) framework aligned to this Policy. Further, MDACs will also be required to establish an institutional framework to guide the operationalization of this Policy as outlined in chapter four (4) of the Knowledge Management Policy for Kenya. 2022.

Further, to capture, store and manage knowledge at all levels, all MDACs will be required to establish knowledge management repositories and hubs in consultation with the State Department in charge of ICT to identify appropriate knowledge management system(s) to be used in ensuring compatibility and linkages. MDACs will also be expected to adhere to the knowledge management norms and standards as well as provide the necessary infrastructure to support implementation of knowledge management. Further, MDACs will be expected to organize and participate in knowledge forums and platforms to bring together communities of interest.

SECTION FOUR: POLICY COORDINATION AND INSTITUTIONAL FRAMEWORK

In this section, outline how the implementation of this Policy will be coordinated, how Committees will be constituted, as well as the key institutional arrangements for the Policy. The sub-sections under this section may be as follows:

1. **Overview**
2. **Policy Coordination**
3. **Institutional Framework**

SECTION FIVE: MONITORING, EVALUATION, REPORTING AND REVIEW

In this section, present the monitoring, evaluation and reporting mechanisms for the Knowledge Management Policy, as well as the provision on the review of the Policy. The sub-sections under this section may be as follows:

1. **Overview**
2. **Monitoring, Evaluation, and Reporting**
3. **Review of the Policy**

ANNEXURE

The Knowledge Management Policy Implementation Plan/work plan/roadmap and a reporting template may be presented in the annexure.

Note* The Knowledge Management Policy for Kenya, 2022 can be accessed from the SDEP website www.planning.go.ke for reference