



**RDKMC**

**Research, Documentation and  
Knowledge Management Center**

DEPARTMENT OF DEVOLUTION, PUBLIC PARTICIPATION, COUNTY  
ADMINISTRATION AND SPECIAL PROGRAMS

**DRAFT POLICY**

**RESEARCH, DOCUMENTATION AND KNOWLEDGE MANAGEMENT**

Theme: Progressing, Innovative and Transformative Devolution that Works



**RDKMC**

**Research, Documentation and  
Knowledge Management Center**

**Wauni wa Kwika Nesa na Ulungalu**

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## ABBREVIATIONS & ACRONYMS

COG	Council of Governors
CBOs	Community Based Organizations
C& DE	Civic and Development Education
CEC	County Executive Committee
CO	Chief Officer
COI	Community of Interest
COP	Community of Practice
CG	County Government
CSOs	Civil Society Organizations
CGA	County Governments Act
CIDP	County Integrated Development Plan CSO
Civic Society Organizations	
DFRD	District Focus for Rural Development
FBOs	Faith Based Organization
KM	Knowledge Management
KMS	Knowledge Management Systems
NSA	Non- State Actors
PWD	People with Disabilities
SD	Sustainable Development
UNDP	United National Development Program

## PART ONE

### 1.0 OVERVIEW

#### 1.1 Introduction

The Research, Documentation and Knowledge Management Centre (RD&KMC), 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.

The functions of the Centre include:

- 1) To identify, collect, store, manage and make available relevant, quality and up-to-date sources of information to support devolved service delivery
- 2) To provide an efficient and effective library and information services that meet the information needs of the county departments and stakeholders
- 3) To provide exceptional research administrative services for bench marking teams, researchers and research institutions learning from the county's context
- 4) To facilitate value addition for community led research, data, monitoring and knowledge management initiatives
- 5) Lead the development and implementation of research, documentation and knowledge management policies, programs and projects 6) Establishment of the county government printing services

##### 1.1.1 Vision

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

### **1.1.2 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

## **1.2 Policy Background**

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 organises 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.

### **1.3 Policy Purpose**

The purpose of this policy is to: -

**a) Provide the framework for the operationalization of the county Research,**

Documentation and Knowledge Management Centre

- b) Ensure that Research and Knowledge Management initiatives in the county government are coordinated and managed consistently and effectively;
- c) Foster a culture of research, documentation and open sharing of innovation solutions for progressing implementation of devolution;
- d) Preserve knowledge that is critical to the government of Makueni County.

### **1.4 Policy Goal and Objectives**

#### **1.4.1 Policy Goal**

The primary goal of this policy is to enhance entrenchment of research and knowledge management for devolved service delivery in Makueni County.

#### **1.4.2 Overall Objective**

The overall objective of this Policy is to institutionalize Research, Documentation and knowledge management across departments in Makueni County while facilitating a coordination and management mechanism for the public sector, the private sector, communities and other non-state actors.

#### **1.4.3 Specific Objectives**

- a) To provide an institutional framework for the establishment and operationalization of the centre for research, documentation and knowledge management;
- b) To promote the culture and practice of research and knowledge management, while harnessing the potential of Information and Communication Technology;



- c) To provide a framework for collaboration and partnership of stakeholders for d inclusive research, documentation, data management and dissemination of research/knowledge findings;
- d) Strengthen knowledge management networks in the county;
- e) Establish mechanisms to harvest, store, share and apply knowledge;
- f) To provide mechanisms for effective monitoring, evaluation and reporting of the implementation of the research, documentation and knowledge management policy.

## **1.5 Policy Rationale**

In fulfilling the mandate of the centre for Research, Documentation and Knowledge Management, the Order NO. 2 of the county government requires the department of Devolution, Public Participation and Civic Education to coordinate and manage research and knowledge management activities on matters relating to devolved service delivery as articulated in the fourth Schedule of the Constitution of Kenya, 2010.

The Center seeks to use research and documentation of knowledge products across departments with a purpose to increase evidence-based knowledge on issues of devolution and devolved service delivery. gender equality, inclusion and freedom from discrimination. The Center applies research to produce quality data to inform policies for better decision making, and improve the availability of information on matters affecting devolution; further, the centre documents knowledge products to enhance learning from best practices, and continuous improvement.

Article 33 of the Constitution of Kenya, 2010 guarantees every person the right to freedom of expression, including freedom to seek, receive or impart information or ideas and freedom of scientific research. Further, Vision 2030 recognizes the role played by research and development in accelerating economic development in all the newly industrializing countries of the World. It also recognizes research and training as a tool for transformative leadership. This policy will guide research and knowledge management aimed at learning and continuous improvement for a devolution that works.

The policy resonates with the challenges faced by the centre as well as devolved service delivery. This is inadequate supportive policy and institutional framework to ensure proper institutionalization and promotion of research and knowledge management practices. The lack of a framework for the establishment of the centre and its visibility among county departments and partners has resulted in challenges such as inadequate champions to drive research and knowledge management practice in the various departments; poor documentation across departments; uncoordinated benchmarking and peer learning; weak coordination, collaboration and mechanisms for partnerships in the field of research and knowledge management; insufficient technical capacity on research and knowledge management; inadequate operational budgets to fund the operationalization of the centre for Research, Documentation and knowledge

management initiatives; and weak monitoring and reporting mechanisms for knowledge management and research initiatives.

In view of the aforementioned, the policy will be used to make the centre more visible and facilitative in its role to enhance evidence-based decision making at county, coordination and management of research and knowledge management.

## **1.6 Guiding Principles**

In addition to the values and principles of governance articulated in Article 10 and 232 of the Constitution of Kenya, the implementation of this Policy will be guided by the following principles:

Knowledge Sharing — Knowledge management will take cognizant of the fact that knowledge shared is power and knowledge gains value when shared.

- a) Security and Integrity — Knowledge assets will be adequately protected and access controlled.
- b) Participatory and Inclusiveness — Knowledge management practices will ensure participation and inclusion of all stakeholders.
- c) Promoting Innovation — research and Knowledge management will adopt innovative approaches and ensure continuous knowledge creation and knowledge flow through dynamic interplay of tacit and explicit knowledge.
- d) Timeliness and Accuracy — research and Knowledge management will ensure provision of accurate knowledge to the right persons at the right place and at right time to facilitate making of right decisions.
- e) Quality Assurance-Knowledge Management systems in place will ensure that the information and knowledge products comply to high-level standards as well as conform to identified knowledge management norms and standards.

## **1.7 Policy Scope of Application**

The Research and Knowledge Management Policy provides a framework for mainstreaming and harmonizing research and knowledge management principles and practices in the public sector, private sector and among non-state actors in the county.

This policy is issued under the Center for Research, Documentation and Knowledge Management, as the executing entity for coordination, management and harmonization of research and knowledge management in the county.

The Research and Knowledge Management Policy shall apply to all employees of the centre, county departments and includes partners, communities and individuals in Makueni county.

## 1.8 Legal Framework

This policy derives its mandate from the following legislation or prescripts.

- a) Constitution of Kenya (2010): The Constitution of Kenya provides the overarching constitutional framework for research and knowledge management. The relevant provisions are under Articles I 1, 31(c & d), 33, 34 and 35 among others implicitly support knowledge management in the Country.
- b) County Government Act, 2012: The Act (Part VIII and IX) provides for citizen participation, communication and access to information at the county level as well as mechanisms for knowledge creation and sharing without discrimination of any kind.
- c) The Intergovernmental Relations Act, 2012: The Act bestows the Council of Governors with a mandate to provide mechanisms for consultation amongst County Governments and for sharing of information on performance of counties in the execution of stated functions. Section 5(d) provides for establishment of a forum for sharing and disclosing of necessary data and information.
- d) Access to Information Act, 2016: The Act provides for routine and systematic information disclosure by public entities and private bodies on constitutional principles relating to accountability, transparency and public participation and access to information.
- e) Books and Newspapers Act, 1960 (Rev. 2012): The Act provides for the registration and deposit of books and newspapers, for the printing of books and newspapers, for the execution of bonds by printers and publishers of newspapers, and for related matters.
- f) Industrial Property Act, 2001 (Rev. 2012): The Act provides for the promotion of inventive and innovative initiatives to facilitate the acquisition of technology through the grant and regulation of patents, utility models, tech-novation and industrial designs to provide for the establishment, powers and functions of the Kenya Industrial Property Institute.
- g) Copyright Act, 2001 (Rev. 2016): The 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.
- h) Data Protection Act, 2019: Data Protection Act gives effect to Article 3 1 (c) and (d) of the Constitution; and provides for the regulation of the processing, storage and use of personal data.
- i) The Statistical Act, 2006 (Rev. 2019): The Act provides for the collection, compilation, analysis, publication and dissemination of statistical information.
- j) Science, Technology and Innovation Act, 2013 (Rev. 2014): The Act facilitates the promotion, co-ordination and regulation of the progress of science, technology and innovation of the country and assigns priority to the development of science,

technology and innovation and entrenching the same into the national production system.

- k) Protection of Traditional Knowledge of Cultural Expression Act, 2016: The Act provides for a framework for the protection and promotion of traditional knowledge and cultural expressions.
- l) Public Finance Management Act, 2012: This act provides for mobilization of mobilization domestic and external resources for financing national and county government budgetary requirements. The act further provides and guides the financing modalities for allocation new and ongoing priority programmes.
- m) Public Service Act, 2017: This act provides for knowledge management in the context of international commitments and obligations. Specifically, with focus on knowledge that works in specific countries and context to achieve the desired results and which can be adopted to develop and implement solutions to solve similar problems in the country context.
- n) Kenya National Library Service Board Act, 1965 (Rev. 2012): This Act provides for promotion, establishment, equipping, management, maintenance and development of libraries in Kenya as a National Library Service.
- o) Public Archives and Documentation Service Act, 1965 (Rev. 2012): The Act provides for the preservation of public archives and public records as well as a National repository for all knowledge works in Kenya, by Kenyans and for Kenya.
- p) National Museums and Heritage Act, 2006 (Rev. 2013): The Act provides for establishment, control, management and development of national museums and the identification, protection, conservation and transmission of the cultural and natural heritage of Kenya.
- q) The Evidence Act, 1963 (Rev. 2010): This Act gives officials wide discretion to decide whether (or not) the release of any information that they hold could be prejudicial to public policy. This, in turn, affects the people, process and technology approach of knowledge management.
- r) The Statutory Instruments Act, 2012: The Act provides for sharing of information between public sector entities and citizens. It calls for public participation in formulation of any policy, law, regulation or order touching on matters of national importance.

## **1.9 Definition of Concepts**

- a) Community of Interest: Refers to a group of people who share a common interest. This group of people exchanges ideas and thoughts about the subject but may know little about each other.
- b) Communities of Practice: Refers to a peer of networks for practitioners who share a concern or passion for something they do, roles and responsibilities, learn to do it better as they regularly interact, face-toface, virtually, or both.
- c) Confidentiality: The obligation to keep some types of information confidential or secret. In research, confidential information typically includes private data pertaining to research participants, personal records, and proprietary data.

- d) **Data:** Recorded information used to test a research hypotheses or a theory. Data may include field notes, transcribed interviews, spreadsheets, and digital images, audio or video recordings drawn directly from people
- e) **Ethics:** Moral principles that govern a person's behavior or the conducting of research. Many of the norms of research promote a variety of other important moral and social values, such as social responsibility, human rights, and compliance with the law, public health and safety.
- f) **Indigenous Knowledge:** Refers to understandings, skills and philosophies developed by local communities with long histories and experiences of interaction with their natural surroundings. In essence indigenous knowledge is a body of knowledge built by a group of people through generations of living in close contact with nature.
- g) **Informed consent:** The process of making a free and informed decision to participate in research. Individuals who provide informed consent must be legally competent and have enough decision-making capacity to consent to research.
- h) **Intellectual Capital:** Refers to an organization's documented and undocumented informational resources, including employee knowledge (whether tacit, explicit, documented, and/or undocumented), and intellectual property that can be used to produce value
- i) **Explicit Knowledge:** Refers to knowledge that can readily be articulated, codified, stored and retrieved. In essence, explicit knowledge is documented contextual information which is in the form of lessons learned reports; best practice reports; concept papers; strategy papers; work plans; corporate plan; status reports; research reports; performance contracts; procedures; manuals; rules and regulations; images; patents; and database among others.
- j) **Knowledge:** Refers to the fluid mix of framed experience, values, contextual information, intuition, judgement and expert insight that provides a framework for evaluating and incorporating new experiences and intelligence.
- k) **Knowledge Creation:** Refers to the continuous spiral transformation of tacit and explicit knowledge into new tacit and explicit in organizations through four modes of knowledge conversion namely Socialization; Externalization; Combination and Internalization.
- l) **Knowledge Culture:** Refers to the extent to which an organization values, beliefs and behavioural norms determine the effectiveness and efficiency in which knowledge is explained and used to gain competitive advantage.
- m) **Knowledge Flow:** Refers to the ease of movement of knowledge within and among departments/divisions/people. Knowledge must flow to be useful. Knowledge Management leverages on knowledge that resides in individuals and organizations.
- n) **Knowledge management:** The process of acquiring, storage, sharing and transferring expertise accumulated on process, operations and techniques

in order to enhance service delivery. In other words, knowledge management refers to getting the right knowledge at the right place at the right time to enable the right person to make and implement the right decision to enhance performance. This is through an integrated set of initiatives, systems and behavioural interventions.

- o) Knowledge Management Components: Knowledge management elements involve creation and use of knowledge in an organization. The components include People; Process; Technology; Culture; and Governance.
- p) Knowledge Management Professionals: are individuals in the knowledge sphere who have skills, training and know-how to organize knowledge into systems and structures that facilitate the productive use of knowledge resources. The knowledge Management professionals are envisaged to have a scheme of service or career development guideline for the cadre.
- q) Knowledge Management Principle and Practices: Refers to an enduring set of guidelines established by an organization, programme or team for managing knowledge.
- r) Knowledge Management Systems: Any kind of information technology system that stores and retrieves knowledge to improve understanding, collaboration and process alignment.
- s) Knowledge Sharing: The act of making knowledge available to others. This is when individual(s) is/are willing to assist as well as to learn from others in the development of new knowledge, new competencies, and new expertise.
- t) Protocol: A set of steps, methods, or procedures for performing an activity, such as a scientific research.
- u) Research: A systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions.
- v) Research participant: A person participating in research as a respondent in data collecting through interaction or questionnaire method, observation, focus group discussion, or tests.
- w) Organizational Knowledge: Refers to the sum of all knowledge contained within an organization that can provide business value. It may be gained from intellectual property, product knowledge, lessons of failure and success, conferences and customer feedback.
- x) Subject Matter Expert: An employee who has extensive knowledge and experience on a particular subject or business process, and is recognized as go-to-person by colleagues in the Institution/Organization because of the deep knowledge, expertise and ability to answer questions with high degree of accuracy. In short, subject matter expert refers to a person who is an authority in a particular area or topic.
- y) Tacit Knowledge: This is knowledge that resides in the mind of employees or individuals and is surfaced in response to situations or actions.

## PART TWO

### 2.0 SITUATIONAL ANALYSIS

#### 2.1 Introduction

This Chapter presents the situational analysis on Research and knowledge management with a focus on the status in the global, Kenyan and County context.

#### 2.2 Global Context

The global economy is currently undergoing a major shift towards a knowledgebased economy. The increasing demand for knowledge management has created both challenges and opportunities for developing countries. Indeed, it is now acknowledged that to be competitive, countries must participate effectively in the The African Union Agenda 2063 requires Member States to invest in skills. To this end, there has been emphasis on skills that relate to Science; Technology,

In 2018, the African Union Commission officially unveiled an online knowledge management platform of the African Internet Governance Forum (AfIGF) in Addis Ababa Ethiopia. The platform is active with communities of interest and fora that allow stakeholders to address the Information and Communications Technology (ICT) challenges in general and internet policy issues in particular

Moreover, the East Africa Community (EAC) Vision 2050 lays out a broad perspective in which the region optimizes the utilization of resources to accelerate productivity and the social wellbeing of the East African people. The Vision portrays a future East Africa with rising personal prosperity in cohesive societies, competitive economies, and strong inter-regional interaction.

#### 2.3 Kenyan Context

In accordance with both the Nairobi and Dakar declarations that countries form national chapters to institutionalize knowledge management, the Knowledge Management Africa Kenya Chapter (KMA Kenya Chapter) was formed in 2009 and operationalized under the leadership of the Ministry responsible for Economic Planning. The KMA-Kenya Chapter mandate is to build the capacity of individuals, teams, organizations and inter-organizations to identify, capture, analyse, store, retrieve, protect, share and apply available knowledge.

KMA-Kenya Chapter has carried out a number of activities which include establishment of KMA Kenya Chapter National Steering Committee (NSC); development of the first and second KMA Kenya Strategic Plan; capacity development of knowledge management champions from

various MDACs; and development of the Minimum Curriculum Guidelines on knowledge management for Kenya.

Under Devolved governments, have a constitutional responsibility to find sustainable ways through which they can meet material, social, and economic responsibilities of improving the quality of the lives of their constituents by providing high-quality services and decent work for their employees. Most of the counties are grappling with the growing volumes of information that they need to work with in order to meet their respective constitutional mandates. They also lack policy frameworks to enable research and innovation for effective devolved service delivery. It is important that the county governments have appropriate structures for identification, acquisition, assimilation, transformation and exploitation of relevant knowledge to help them improve on the effectiveness and efficiency of their service delivery.

## **2.4 County Context**

In the efforts for Makueni county to ensure the establishment of effective structures for identification, acquisition, assimilation, transformation and exploitation of relevant knowledge to help them improve on the effectiveness and efficiency of their service delivery, the centre for research, documentation and Knowledge management was established.

The centre, therefore exists for the mitigation of the following challenges facing the county: -

- 1) Inadequate County policy, legal and institutional framework for coordination of research and knowledge management in identifying, creating, capturing, analysing, storage, retrieving, sharing, protecting;
- 2) Challenges in application of new knowledge;
- 3) Inadequate capacity to drive Research and knowledge management practice;
- 4) Inadequate financial resources to fund Research and knowledge management activities;
- 5) Weak monitoring, evaluation and reporting mechanisms of knowledge management activities; and
- 6) Weak knowledge management culture and practice that hinders knowledge flow.

## **PART THREE**

### **3.0 POLICY PRIORITY AREAS**



### **3.0 Introduction**

This Chapter presents the policy priority areas for research, documentation and Knowledge Management.

#### **3.1 Key Policy Areas Addressed by the Policy**

The policy addresses the following key thematic areas: - 1.  
Knowledge Management Procedure

2. Research Development Procedure
3. Capacity development for Research, Documentation and Knowledge Management
4. Research and Knowledge Management Practices for the People
5. Policy Incentives
6. Risk Management
7. Protection and Commercialization of Knowledge
8. Financial Arrangements

##### **3.1.1 Knowledge Management Procedure**

The broad process of managing knowledge in the centre for Research, Documentation and Knowledge Management shall be conceptualized into four stages.

- a Stage 1: Create / Capture — Identify the required knowledge domains in alignment with Knowledge Management strategy, locate the sources of these knowledge, (internal / external), and acquire or generate the required knowledge.
- b Stage 2: Collate- Classify or codify the knowledge object (documents and create knowledge- bases), synthesize (seek patterns across different knowledge objects, identify the target groups for the different knowledge objects, represent (refine, organize and present the knowledge objects in users friendly manner), and adapt (translate the knowledge object to the local context).
- c Stage 3: Share — Implement and maintain knowledge sharing system on knowledge management portal (like groupware, bulletin boards, meetings, etc.)
- d Stage 4: Capitalize — Monitor usage, assess/measure the benefits of knowledge management in terms of the specified knowledge goals, get feedback, review and renew the knowledge basis (including identification of knowledge to be captured) and embedded knowledge into the organization's value creating activities (services and /or information).

##### **3.1.2 Research Development Procedures**

In this policy, the following specific research processes are considered as mandatory and critical. 1. Planning phase 2. Identification of research problem 3. Conceptualization of research 4. Identification of research personnel 5. Identification of research areas 6. Preparation of data collection tools 7. Conduct of fieldwork for data capture 8. Data management 9. Preparation of research reports 10. Recommendations for further research and dissemination of research findings to intended users.

Other additional processes may be considered from time to time based on complexity of the research activity or advisory from government research bodies responsible for the research approval and regulatory work.

### **3.1.3 Capacity development for Research, Documentation and Knowledge Management**

The Center for Research, Documentation and Knowledge Management in consultation with county departments will undertake capacity need assessment, and identify and train Trainers of Trainers (ToTs). The TOTS will be required to capacity build staff in the respective departments and lead in championing research, documentation and knowledge management within the departments. In addition, the centre shall train research and knowledge management champions and sensitize all knowledge management committees in the departments.

The centre shall adopt and domesticate the knowledge management curriculum for the public sector in line with the "Minimum Curriculum Guidelines on Knowledge Management for Kenya, 2015 ". Further, manuals will be developed for use in training and sensitization. The centre shall continuously undertake training and provide necessary infrastructure and adequate human resource. To advance professionalism in the area of knowledge management, career progression guidelines for research, documentation and Knowledge Management Professionals will be developed.

Furthermore, the centre shall institutionalize mentoring programmes where experienced and soon-to-retire employees will collaborate and work closely with younger employees in tasks that espouse knowledge management within the respective institutions. Institutions will facilitate the aforementioned by allowing the soon-to retire officers to work flexible hours and allocate time to help transition other officers and transfer the knowledge they have accumulated over the years. Moreover, the centre run programmes for soon to-retire officers and subject matter experts to document relevant reports and share all the files screenshots and videos that are beneficial to enhance knowledge flow.

To provide a structured system of capturing, retaining, and utilizing knowledge, skill and competencies of retired public servants the centre shall adopt the national Public Service Emeritus Strategy for implementation at the county level.

### **3.1.4 Research and Knowledge Management Practices for the People**

Below are critical research and knowledge management practices adopted by the centre for the people:

- a Communities of good practice formed in respect to specific research and knowledge areas
- b Mentor-Mentee Programs adopted to transfer knowledge and research results to interns, new staff and benchmarking teams
- c Documentation of an annual compendium of knowledge management d Periodic awareness programs to inculcate knowledge management practices e Database for all publications produced and accessed through the centre f Provide ongoing learning of staff to consistently update new knowledge

### 3.1.5 Policy Incentives

To entrench the culture of research and knowledge management in the county service delivery, the centre for research, Documentation and knowledge Management will develop and implement a Knowledge Management Award Scheme with reference to the existing public service award schemes. The Knowledge Management Award Scheme will be segmented at individual, team/groups and devolved service delivery units under the thematic areas of knowledge management components that include People, Process, Technology, Governance and Culture. Awardees will be determined through a participatory process involving a wide spectrum of stakeholders. In administering the Awards, key consideration will be given to best practices with a focus on Kenya Vision 2030 goals and knowledge management aspects related to significance, innovativeness, adaptability, sustainability, inclusivity, and partnerships.

Further, the centre in collaboration with the department of Devolution, Public Participation and Civic Education will identify and document the best practices and success stories from different fields and share for purposes of recognition and dissemination. A county forum will also be held to encourage knowledge sharing, discussions and networking.

### 3.1.6 Risk Management

This policy will be implemented within the established risk management framework at the county government. The departments will be required to develop and implement risk management strategies. Notably, risk management will provide for mitigation of human, technological and operational risks and guarantee realization of full potential in research and knowledge management. In this regard, the baseline survey on associated risks will be undertaken and disseminated to all stakeholders. Conflicts in community development can arise from the interactions either between individuals, communities, development actors or from their interventions. However, with effective management, conflicts provide an opportunity to strengthen the bond between the parties involved and could lead to enhanced implementation. Therefore, there is need for peace building mechanism/alternative dispute resolutions as a prerequisite for harmonious coexistence.

### **3.1 7 Protection and Commercialization of Knowledge**

The Policy duly acknowledges that the Intellectual Property Rights (IPRs) are legal strategies that protect Intellectual Capital and creations of the mind that have commercial value such as inventions; literary and artistic works; designs; and symbols, names and images. The IPR grants exclusive rights to the creators (right-holders) to protect access to and use of their property from unauthorized use by third parties. The forms of Intellectual Property Rights in Kenya include patents, copyright, trademarks and trade secrets, which enable people to earn recognition or financial benefit from what they invent or create.

The Policy will promote knowledge sharing by enabling 'owners' of knowledge to share as well as to learn from others in the development of new knowledge, new competencies, and new expertise. It is envisaged that key actors in protection of intellectual property related to knowledge management that include Kenya Copyright Board and Kenya Industrial Property Institute among others, will advance the principle of knowledge sharing for reuse and value addition while protecting the right of the Knowledge owner.

#### **3.1.8 Financing Arrangements**

The department of Devolution, public participation, county administration and special programs will allocate adequate financial resources to ensure full operationalization of the centre as well as coordinate the implementation of the Research and knowledge management Policy. In addition, the department shall be required to develop and implement resource mobilization strategies to ensure availability of adequate resources to implement research and knowledge management initiatives and to strengthen partnership and collaboration with development partners.

## PART FOUR

### 4.0 INSTITUTIONAL & IMPLEMENTATION FRAMEWORK

#### 4.1 Coordination Mechanism

The Department responsible for Research, Documentation and Knowledge Management function will provide the overall guidance and policy direction on the operationalization of the centre, general research and Knowledge Management Initiatives. The Department will provide overall coordination on the implementation of the Policy in collaboration with various committees as stipulated in the institutional framework.

#### 4.2 The Role of Stakeholders in Research, Documentation and Knowledge management

Each participating entity has a critical role to play in the effective implementation of the policy as shown below:

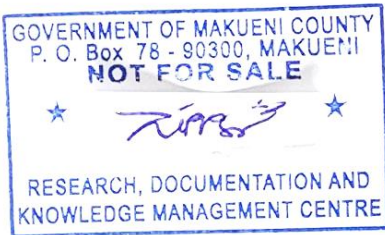
S/no.	Stakeholder	Roles and responsibilities
1.	County  Department  Responsible for  Research,  Documentation and Knowledge  Management  Function	<ul style="list-style-type: none"><li>• Spearhead the development of the policy;</li><li>• Coordinate establishment of institutional framework for implementation of Policy;</li><li>• Develop and disseminate policy related Guidelines, strategies and initiatives;</li><li>• Provide secretariat services and convene meetings of committees established in this policy;</li><li>• Facilitate harmonization and standardization of research and knowledge management processes 'at county level;</li><li>• Conduct baseline survey on the levels of knowledge management awareness and capacity needs assessment;</li><li>• Undertake and disseminate a baseline survey on knowledge management related risks;</li><li>• Undertake capacity building and create awareness on knowledge management;</li><li>• Prepare and implement Research and knowledge management resource mobilization strategy;</li><li>• Carry out annual Research and knowledge management audits in county public sector;</li><li>• Prepare and implement Research and knowledge management communication strategy;</li><li>• Develop/review Research and knowledge management action plan;</li><li>• Coordinate reviews of the Policy; and</li></ul>

		<ul style="list-style-type: none"> <li>Disseminate annual progress reports on implementation of research and knowledge management initiatives.</li> </ul>
2.	County Steering Committee	<ul style="list-style-type: none"> <li>Preparing and submitting annual progress reports on status of implementation of Research and knowledge management;</li> <li>Developing Research and knowledge management strategies,</li> </ul>
S/no.	Stakeholder	Roles and responsibilities
		<p>Preparing reports, standards and guidelines;</p> <ul style="list-style-type: none"> <li>Carrying out baseline surveys on the knowledge management awareness and practices;</li> <li>Undertaking capacity needs assessment and design capacity development strategies;</li> <li>Developing and administering a Research and Knowledge Management Award Scheme in line with the existing Public Service Excellence Award Scheme.</li> </ul>
3.	County Secretariat	<ul style="list-style-type: none"> <li>Preparation of the annual work plans aligned to the budget;</li> <li>Training and sensitization on research and knowledge management;</li> <li>Provide technical support to the center and related committees;</li> <li>Mainstreaming research and knowledge management in the county Department responsible for Devolution Affairs.</li> </ul>
3.	Development partners (donors and Local Non-State Actors)	<ul style="list-style-type: none"> <li>Provide financial and technical support to targeted interventions in the Clusters</li> <li>Contribute to the financing of programs, projects or any other community development activities;</li> <li>Support and advise the government on improving coordination including the harmonization of interventions;</li> <li>Organize and participate in consultative meetings with all stakeholders through clusters or joint action development fora;</li> <li>Assist development committees in the conception, development, implementation, monitoring and evaluation of development projects;</li> <li>Build capacity of the development committees and communities and provide financial support in form of grants or credits;</li> <li>Assist technically in utilization of proven new technologies.</li> </ul>
10	Communities	<ul style="list-style-type: none"> <li>Benefiting in sharing information and learning</li> </ul>

### 4.3 Policy Review

The Policy will be reviewed every five (5) years and as when the need arises. The review will be coordinated by the Centre for Research, Documentation and Knowledge Management through the Department of Devolution, Public Participation, County Administration and Special Programs.

Prepared by



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