REPUBLIC OF KENYA

THE NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING

KNOWLEDGE MANAGEMENT POLICY FOR KENYA



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ABBREVIATIONS AND ACRONYMS

APRs	-	Annual Progress Reports
AU	-	African Union
CKOs	-	Chief Knowledge Officers
CoG	-	Council of Governors
GoK	-	Government of Kenya
KMA	-	Knowledge Management Africa (Kenya Chapter)
KMC	-	Knowledge Management Committees
ICT	-	Information Communication Technology
IPRs	-	Intellectual Property Rights
M&E	-	Monitoring and Evaluation
MDACs	-	Ministries, Departments, Agencies and Counties
MDAs	-	Ministries Departments and Agencies
MoU	-	Memorandum of Understanding
MTP III	-	Third Medium Term Plan
MTPs	-	Medium Term Plans
NDITC	-	National Development Implementation Technical Committee
NEPAD	-	New Partnerships for Africa's Development
NSC	-	National Steering Committee
NTC	-	National Technical Committee
SDP	-	State Department for Planning
SGD	-	Social and Governance Directorate
STEM	-	Science, Technology, Engineering, and Mathematics
ToTs	-	Trainers of trainers

DEFINITION OF TERMS

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.

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-to-face, virtually, or both.

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.

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.

Institutionalization - Refers to the process of embedding or embracing some conception within an organization, social system or society as a whole.

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.

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.

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.

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.

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.

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 managementrefers 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.

Knowledge Management Components – Knowledge management elements involve creation and use of knowledge in an organization. The components include People; Process; Technology; Culture; and Governance.

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.

Knowledge Management Principle and Practices – Refers to an enduring set of guidelines established by an organization, programme or team for managing knowledge.

Knowledge Management Systems – Any kind of information technology system that stores and retrieves knowledge to improve understanding, collaboration and process alignment.

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.

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.

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.

Tacit Knowledge – This is knowledge that resides in the mind of employees or individuals and is surfaced in response to situations or actions.

FOREWORD



The global economy is currently undergoing a major shift towards a knowledge-based 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 knowledge-driven supply chains and markets. In this regard, proper adaptation to specific knowledge related circumstances and effective knowledge management presents significant opportunities for sustainable development.

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, Engineering, and Mathematics (STEM) for the people of Africa can drive the development agenda for the continent.

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.

The Kenya Vision 2030 seeks to create a globally competitive and knowledge-based economy. The Third Medium Term Plan (MTP III) for 2018-22 proposes that the country develops and implements a knowledge management policy to provide a framework for systematic management of knowledge in the public service. Further, the research, technology and innovation programme, a flagship project contained in the MTP III under the manufacturing sector, envisages the investments in research, innovation and knowledge management to facilitate capability accumulation and technological upgrade.

Further, the Constitution of Kenya (2010) provides the overarching Constitutional framework for knowledge management in Kenya. In the recent past, several legislations have been enacted towards the implementation of the various Constitutional provisions with regard to knowledge management. However, it is noted that Kenya has not had a specific and robust policy and institutional framework on knowledge management.

This Policy on knowledge management, therefore, seeks to institutionalize knowledge management, as a fundamental resource in national development in the public sector as well as outline a broad provision for knowledge management in all sectors. The Policy provides for the establishment of implementation coordination mechanisms; promotion of a culture and practice for knowledge management; strengthening of knowledge management networks; establishment of mechanisms to document, store and share tacit knowledge; and strengthening of human and financial capacities for knowledge management.

Institutionalization of knowledge management in Kenya will be supported by the existing goodwill from stakeholders in driving the knowledge management agenda; national ICT infrastructure and expertise; a supportive legal framework; platforms that promote knowledge management practices (Communities of Practices); and engagement of knowledge generating institutions.

The Government commits to provide the necessary support to ensure full implementation of this Policy on knowledge management with the ultimate objective of achieving a knowledge-based economy. I urge all stakeholders to take up respective roles and responsibilities towards the successful implementation of this Policy.



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PREFACE



The purpose of this Policy is to guide and improve the implementation of knowledge management function in the public sector with necessary linkages with the private sector and other non-state actors so as to achieve a knowledge-based economy in Kenya. The need for this Policy arises from the collective desire to establish a comprehensive policy and institutional framework to guide the Country's efforts to harness existing vast knowledge resources for national development.

The Policy envisages that organizations will take appropriate steps to establish internal knowledge management function; develop internal knowledge management policies, procedures, and strategies; and to undertake capacity building on knowledge management procedures, processes and techniques. The Policy further provides for the establishment of an institutional framework to guide the implementation of the knowledge management function in the public sector as well as broad institutional linkages with other sectors that are crucial in knowledge management.

This Policy complements other existing policies and legislations related to knowledge management to promote the culture and practice of knowledge management in the Country's development agenda. The Policy in line with the Third Medium Term Plan (MTP III), 2018-2022 that recognizes the need for the establishment of platforms for sharing and utilizingknowledge across all sectors of the economy. The MTP III also envisages the development and implementation of a framework for systematic management of knowledge as a critical recipe for sustainable development.

This Policy is a product of a transparent, consultative and participatory process that was spearheaded by the State Department for Planning. The process of development of the Policy was coordinated through National Steering Committee (NSC) on development of Knowledge Management Policy. The process involved a review of various policies, laws and reports related to knowledge management. Views and comments were collected from various stakeholders including Ministries, Departments, Agencies and Counties (MDACs), Academia and research institutions, private sector among others.

I wish to acknowledge and appreciate all participants who in one way or another contributed in the development of this Policy. Finally, I would like to thank the staff from the State Department for Planning, especially those from the Social and Governance Directorate (SGD), for spearheading the development of this Policy.

This Policy can be accessed through the State Department for Planning website: www.planning.go.ke and the National Treasury and Planning resource centre.

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EXECUTIVE SUMMARY

The Knowledge Management Policy for Kenya provides for a multi-pronged approach towards achieving a knowledge-based economy as highlighted in the Kenya Vision 2030. The Policy aims at building platforms for knowledge management by encouraging co-operation among knowledge generating institutions and development agencies. The Policy seeks to identify and bring together local knowledge and expertise on various developmental challenges; link primary knowledge generators and applied research institutions in Kenya, the African continent and beyond; and to increase the ability to mobilize and deploy knowledge for the successful social and economic transformation of the country.

The Policy is organized into five chapters which address different thematic areas. Chapter One presents the Policy overview, rationale, goal, objectives and principles that will guide the knowledge management function in the public sector and other related sectors, as well as the scope and the organization of the Policy; Chapter Two presents the situational analysis on knowledge management with a focus on the status at the global, regional and Kenyan context. The Chapter also reviews the legal and policy framework related to knowledge management; Chapter Three outlines the policy provisions and implementation framework, which narrows down to the requirements, compliance, incentives, risk management, capacity building, promotion of research, innovation and technology, protection and commercialization of knowledge and financing arrangements for the implementation of the Policy; Chapter Four presents the coordination of the implementation of the Policy, how committees will be constituted, and the key institutional arrangements for the Policy; lastly, Chapter Five details the Monitoring, Evaluation and Reporting Framework for Knowledge Management Policy, as well as the provision on the review of the Policy.

The Primary objective of the Policy is to institutionalize knowledge management in the public sector. The private sector and non-state actors may adopt and domesticate the Policy to ensure necessary linkages in the knowledge management space. Implementation of the Policy will address the creation, storage, adaptation and application of knowledge as a critical factor for national development as envisaged in the Kenya Vision 2030 and the Medium Term Plans (MTPs). The Policy provides a framework for mainstreaming and harmonizing knowledge management principles and practices in the public sector, private sector and non-state actors in Kenya.

Knowledge management practices have a long history including on-the-job discussions; student attachments and internships; formal apprenticeships; discussion forums; corporate libraries; professional training; and mentoring programs. The genesis of Knowledge Management in Africa draws from the collective desire to harness and share Africa's rich knowledge for the benefit of Africans. 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.

Kenya has not had a specific law or policy governing knowledge management. However, the Policy takes into account the existing key legal and policy frameworks which are relevant to knowledge management. The key legal and policy framework include Kenya Vision 2030;The Third Medium Term Plan (MTP III), 2018-22, the Constitution of Kenya (2010);the Industrial Property Act of 2001 and the Access to Information Act of 2016 among other related legal and policy frameworks.

The Policy gives policy provisions and implementation framework that the public sector needs to institutionalize knowledge management in Ministries, Departments, Agencies and Counties. Some of the policy requirements for the public sector will involve establishing an internal knowledge management function in the department that will be responsible for Economic Planning or a relevant department responsible for knowledge management; designating an officer in the department responsible for Economic Planning or an officer in relevant department responsible for knowledge management in Ministries Departments Agencies and Counties as the knowledge management focal person; Developing and implement action plans, procedures and strategies; undertaking internal baseline survey on the levels of knowledge management awareness and capacity needs assessment; undertaking annual knowledge management audits; and, conducting capacity building on knowledge management among other provisions.

Policy provisions for promoting compliance in the implementation of this policy have been articulated and will entail the State Department responsible for Economic Planning in collaboration with the relevant departments to assess the performance of individual institutions in mainstreaming knowledge management; develop and implement a Knowledge Management Award Scheme with reference to the existing public service award schemes; identify and train Trainers of Trainers who will then be required to capacity build staff in their respective institutions; and, to allocate adequate financial resources to coordinate the implementation of the knowledge management Policy.

The policy advances for promotion of research, innovation and technology by having a provision for bringing together key actors in knowledge management who will undertake research necessary for innovative initiatives and adoption of appropriate technologies. Further, to promote knowledge sharing whilst ensuring protection of the rights of the knowledge originators, 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. Consequently, Ministries Departments Agencies and Counties will be required to provide adequate budgetary allocations to implement knowledge management provisions.

The Knowledge Management Policy will be implemented by all Ministries, Departments, Agencies and Counties (MDACs). The MDACs will be required to establish an institutional

framework to guide the operationalization of the Policy. To this end, the Cabinet Secretary responsible for Economic Planning will provide the overall guidance and policy direction on Knowledge Management Initiatives. Further, the State Department responsible for Economic Planning will in collaboration with various knowledge management committees as stipulated in the institutional framework, provide overall coordination on implementation of the Knowledge Management Policy. To implement the Knowledge Management Policy, various committees will be constituted. These committees include the National Steering Committee, the National Technical Committee, Devolution Knowledge Management Inter – Agency Committee and MDACs specific Knowledge Management Committees. The Committees will be supported by the National Knowledge Management Secretariat.

Monitoring and evaluation (M&E) of this Policy will involve a systematic and continuous process of collecting and analyzing data and information on the implementation of knowledge management initiatives and activities in MDACs. To ensure successful implementation of the knowledge management policy, each MDAC will prepare a knowledge management action plan with appropriate monitoring, evaluation, and reporting framework. MDAs will be required to prepare and submit to the State Department responsible for Economic Planning the knowledge management annual monitoring and evaluation reports on the knowledge management initiatives and programmes.

CHAPTER ONE

OVERVIEW

This Chapter presents the overview, rationale, goal, objectives, and guiding principles that will guide the knowledge management function in the public sector, as well as the broad institutional linkages with other sectors necessary for knowledge management. In addition, the Chapter presents the scope and the organization of the Policy.

1.1. Introduction

Knowledge management is the capacity of organizations and, or individuals to identify, create, capture, analyze, store, retrieve, share, protect and apply tacit and explicit knowledge across the organization(s) in ways that directly improve productivity and performance. Knowledge management is the process through which organizations generate value from intellectual and knowledge-based assets for learning and growth.

The Knowledge Management Policy for Kenya provides for a multi-pronged approach towards achieving a knowledge-based economy. The Policy aims at building platforms for knowledge management by encouraging co-operation among knowledge generating institutions and development agencies. Further, the Policy seeks to identify and bring together local knowledge and expertise on various developmental challenges; link primary knowledge generators and applied research institutions in Kenya, the African continent and beyond; and to increase the ability to mobilize and deploy knowledge for the successful social and economic transformation of the country.The Policy is based on the premise that effective Knowledge Management presents significant opportunities for sustainable development.

1.2. Rationale

The Kenya Vision 2030 acknowledges the central role of knowledge in boosting wealth creation, social welfare and global competitiveness. The Vision envisages a knowledge-based economy where the creation, adaptation and use of knowledge is a critical factor for rapid socio-economic growth. In such an economy, technology, knowledge and skills play more profound roles in socio-economic growth and competitiveness than any other factors of production such as labour, capital and natural resources.

However, a review of the existing policies revealed that there is inadequate supportive policy and institutional framework to ensure proper institutionalization and promotion of knowledge management practices. This has resulted in challenges such as inadequate champions to drive knowledge management practice in the various institutions; poor succession management, weak coordination, collaboration and mechanisms for partnerships; insufficient technical capacity on knowledge management; inadequate operational budgets to fund knowledge management

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

The Third Medium Term Plan (MTP III) proposes the development and implementation of knowledge management policy to provide a framework for systematic management of knowledge in the public service. This is consistent with the collective desire to establish a comprehensive policy and institutional framework to guide the country's efforts in harnessing existing vast knowledge resources for national development.

In view of the aforementioned, the National Development Implementation Technical Committee (NDITC) through the NDITC Circular No. OP/NDITC/D/19/1 dated 9th September, 2019 directed the State Department for Planning (SDP) to formally take responsibility for the development of the Knowledge Management Policy and Framework for Kenya.

The Knowledge Management Policy for Kenya has been developed to entrench knowledge management in the public sector. The private sector and non-state actors may adopt and domesticate the Policy to ensure necessary linkages in the knowledge management space. Implementation of the policy will address the creation, storage, adaptation and application of knowledge as a critical factor for national development as envisaged in the Kenya Vision 2030 and the Medium Term Plans (MTPs).

1.3. Policy Goal

The goal of this policy is to enhance entrenchment of knowledge management for socio-economic development in Kenya.

1.4. Policy Objectives

The overall objective of this Policy is to institutionalize knowledge management in the public sector, the private sector and among other non-state actors.

The specific objectives of the Policy are to:



i. Establish a policy and institutional framework to support knowledge management;
ii. Promote the culture and practice of knowledge management;
iii. Strengthen knowledge management networks;
iv. Establish mechanisms to harvest, store, share and apply knowledge;
v. Strengthen human and financial capacities for knowledge management; and
vi. Establish and strengthen implementation, monitoring, reporting and coordination mechanisms for knowledge management.

1.5. 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:

i. **Knowledge Sharing** – Knowledge management will take cognizant of the fact that knowledge shared is power and knowledge gains value when shared.
ii. **Security and Integrity** – Knowledge assets will be adequately protected and access controlled.
iii. **Participatory and Inclusiveness** – Knowledge management practices will ensure participation and inclusion of all stakeholders.
iv. **Promoting Innovation** – Knowledge management will adopt innovative approaches and ensure continuous knowledge creation and knowledge flow through dynamic interplay of tacit and explicit knowledge.
v. **Timeliness and Accuracy** – 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.
vi. **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.

1.6. Scope of the Policy

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 private sector and non-state actors may adopt and domesticate the Policy to achieve comprehensive participation in the knowledge management space. The applicability will be in line with the processes in ISO 9001:2015 on Quality Management Standard and ISO 30401:2018 on Knowledge Management.

1.7. Organization of the Policy

The Policy is organized into five (5) chapters. Chapter one introduces the Policy; Chapter two presents the situation analysis of knowledge management; Chapter three gives Policy provisions and implementation framework; Chapter four provides the coordination and institutional framework for the Policy. Finally, Chapter five outlines the monitoring, evaluation, reporting, and review of the Policy.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Overview

This Chapter presents the situational analysis on knowledge management with a focus on the status in the global, regional and Kenyan context. The Chapter also reviews the legal and policy framework related to knowledge management.

2.1. Global Context

World economies are increasingly becoming more knowledge-based where knowledge is a strategic resource.Globally,knowledge is increasingly being recognized as a factor of production in its own right, and distinct from labour. Developing countries are particularly faced with a scenario that demands strategic actions needed to enhance competitiveness in the global economy.Survival in the modern knowledge era requires that organizations implement effective strategies for leveraging on knowledge and revamping existing human capital. It is notable that competitiveness can be accomplished through active knowledge management structures and applications. As such, an environment for knowledge sharing as the main driver of knowledge management is paramount. In the knowledge management environment stakeholders are encouraged to create, preserve, learn, share, and use knowledge to enhance innovation within the respective organizations.

Knowledge management practices have a long history including on-the-job discussions; student attachments and internships; formal apprenticeships; discussion forums; corporate libraries; professional training; and mentoring programs. Knowledge management emerged as a scientific discipline in the early 1990s with initial support from individual practitioners known as Chief Knowledge Officers (CKO), whose objective was to manage and maximize the intangible assets of organizations. Gradually, CKOs became interested in practical and theoretical aspects of knowledge management, and the new research field on knowledge management was formed. A significant number of large management consulting firms begun in-house knowledge management activities and several well established U.S.A, European, and Japanese firms instituted focused knowledge management programs. The agenda of many conferences also started to include knowledge management as a main item for discussion. However, it is not until the late 2000s that politicians, educationists, and other public officials started to understand the need for knowledge management in the public sector and other sectors.

According to the International Standards on Knowledge Management Systems (ISO 30401:2018), a successful knowledge management system will integrate knowledge management components also known as knowledge management enablers that include people (people are the source of knowledge); processes (outline all aspects involved in the actual management of knowledge

including identifying, creating, storing and sharing); technology and infrastructure (these are technological tools that enable us manage knowledge); and governance (comprising of strategies, expectations and means of ensuring the knowledge management system is working).

2.2. African Context

Africa has suffered and continues to face myriad problems since the pre-colonial period. Indeed, conflict, poverty, instability and under-development have characterized Africa over the years. In addition,there has been over dependence on foreign powers to drive the development agenda in Africa. The African Union (AU) and the New Partnership for Africa's Development (NEPAD) have sought to address these shortcoming by steering the continent towards renewal and regeneration. The African Union Agenda 2063 obliges Africa to invest in skills; specifically, in Science, Technology, Engineering, and Mathematics (STEM) to drive the development agenda for the African continent. Moreover, restructuring of international economic and financial institutions in a way that will create more political and economic order has been advocated as part of the renewal and development.

In an effort to contribute to the AU's agenda of advancing application of African solutions in the development of Africa, Knowledge Management Africa (KMA) was launched in 2003. The main objective of KMA was to facilitate the harnessing of knowledge to improve development outcomes in Africa. Further, KMA seeks to create an enabling environment encouraging the adoption of knowledge management practices in Africa, and the utilization of indigenous knowledge assets as an important input in sustainable development.

KMA embraces a multi-pronged approach that seeks to facilitate research; mobilization of enabling resources; build platforms for knowledge exchange by encouraging co-operation between knowledge institutions and other development agencies; identify and bring together African expertise on various developmental challenges; link primary and applied research on the African continent and beyond; and to increase the ability to mobilize and deploy knowledge for social and economic transformation of the continent.

Since inception, KMA has held three (3) Biennial Conferences bringing together policy makers, development partners, international agencies, academia, knowledge management professionals, and civil society organizations for knowledge dissemination and exchange. The first KMA Conference, held in Johannesburg in 2005, emphasized the need for the creation of indigenous knowledge solutions for the development agenda in Africa. The second KMA Biennial Conference, held in 2007 and hosted by the Government of Kenya, resolved that Kenya spearheads the process of institutionalizing knowledge management in eastern Africa; while the third Biennial

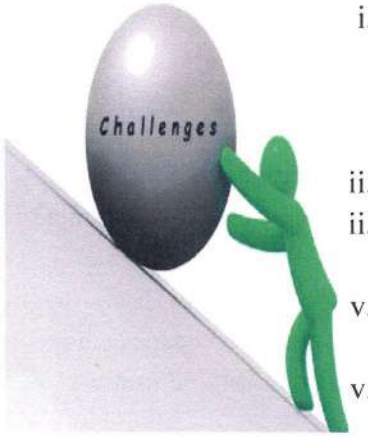
KMA Conference, held in May, 2009 in Senegal, articulated the Dakar Declaration whose resolution No. 27 sought continued decentralization of sub-regional chapters of KMA.

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, analyze, 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.

Notwithstanding the achievements mentioned above, efforts to institutionalize knowledge management in the public sector has been faced with challenges that include:



i. Inadequate national policy, legal and institutional framework for coordination of knowledge management in identifying, creating, capturing, analyzing, storage, retrieving, sharing, protecting and application of knowledge;
ii. Inadequate capacity to drive knowledge management practice;
ii. Inadequate financial resources to fund knowledge management activities;
v. Weak monitoring, evaluation and reporting mechanisms of knowledge management activities; and
v. Weak knowledge management culture and practice that hinders knowledge flow.

2.4. Legal and Policy Framework for Knowledge Management in Kenya

Hitherto, Kenya has not had a specific law or policy governing knowledge management. Even so, this Policy on knowledge management takes into account the existing key legal and policy frameworks are as listed hereunder.

2.4.1. Legal Context for Knowledge Management in Kenya

i. **Constitution of Kenya (2010):** The Constitution of Kenya provides the overarching constitutional framework for knowledge management. The relevant provisions are under Articles 11, 31(c & d), 33, 34 and 35 among others implicitly support knowledge management in the Country.

ii. **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.

iii. **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.

iv. **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.

v. **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.

vi. **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.

vii. **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.

viii. **Data Protection Act, 2019:** Data Protection Act gives effect to Article 31(c) and (d) of the Constitution; and provides for the regulation of the processing, storage and use of personal data.

ix. **The Statistical Act, 2006 (Rev. 2019):** The Act provides for the collection, compilation, analysis, publication and dissemination of statistical information.

x. **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.

xi. **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.

xii. **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.

xiii. **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.

xiv. **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.

xv. **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.

xvi. **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.

xvii. **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.

xviii. **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.

2.4.2. Policy Context for Knowledge Management in Kenya

i. **The Kenya Vision 2030:** A fundamental thread that runs through Kenya Vision 2030 is the desire for Kenya to ultimately become a knowledge-based economy. Further education and training are considered as key to the success of Kenya Vision 2030. The provision is that education and training facilitate the necessary knowledge and understanding to steer Kenyans to the aspired economic and social goals of the Vision.

Furthermore, Kenya Vision 2030 recognizes that science and technology will play a bigger role in socio-economic development in the coming decades as well as the source of national competitive advantage. The basis for this recognition is the realization that knowledge is the only factor of production that increases with use as opposed to other factors of production.

ii. **Third Medium Term Plan (MTP III), 2018-22:** The Kenya Vision 2030 is implemented in five year rolling plans. Given the strong connection between the MTPs and the Vision 2030, it follows that the goals and objectives in the MTPs are also anchored strongly on the aspect of knowledge management. The MTP III proposes that the country develops and implements a knowledge management policy to provide a framework for systematic management of knowledge in the public service. Further, the research, technology and innovation programme, a flagship project of MTP III in the manufacturing sector, advocates for investing in research, innovation and knowledge management to facilitate capability accumulation and technology upgrade.

CHAPTER THREE

POLICY PROVISIONS AND IMPLEMENTATION FRAMEWORK

3.0 Overview

This Chapter presents the policy provisions and implementation framework for knowledge management. The Chapter specifically outlines the requirements, compliance, incentives, risk management, capacity building, and financing arrangements for the implementation of the Policy. Notably, the private sector and non-state actors may adopt and domesticate the Policy provisions to ensure cross-sectional linkages in the stated Policy goal.

3.1 Policy Requirements

The public sector will institutionalize knowledge management in the MDACs by:

i. Establishing an internal knowledge management function in the Department responsible for or a relevant department responsible for knowledge management;
ii. Designating an officer in the Department responsible for Economic Planning or an officer in the relevant department responsible for knowledge management in MDACs as the knowledge management focal person;
iii. Developing and implementing action plans, procedures and strategies;
iv. Undertaking internal baseline survey on the levels of knowledge management awareness and capacity needs assessment;
v. Undertaking annual knowledge management audits;
vi. Conducting capacity building on knowledge management;
vii. Promoting knowledge management in day-to-day processes and procedures;
viii. Undertaking knowledge management awareness initiatives;
ix. Establishing knowledge management repositories, platforms and knowledge transfer mechanisms;
x. Strengthening existing knowledge sharing networks and collaboration, and identify communities of practice;
xi. Documenting and disseminating best practices and lessons learnt in implementation of policies, programs and projects;
xii. Promoting research and innovation, and enhancing intellectual property rights; and
xiii. Preparing annual progress reports on the implementation of knowledge management.

3.2 Policy Compliance

The State Department responsible for Economic Planning will develop knowledge management norms and standards that all MDACs will be required to adhere to. Further, to promote compliance in the implementation of this policy, the State Department responsible for Economic Planning in collaboration with the State Department responsible for performance contracting will assess the performance of individual institutions in mainstreaming knowledge management.

Furthermore,MDACs will be required to prepare and submit annual reports on mainstreaming of knowledge management to the State Department responsible for Economic Planning. The State Department responsible for Economic Planning will also undertake annual knowledge management audits in order to assess the levels of implementation of the Knowledge Management Policy.

3.3 Policy Incentives

To entrench the culture of knowledge management in the public sector, the State Department responsible for Economic Planning 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 organization levels in the public sector institutions 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.

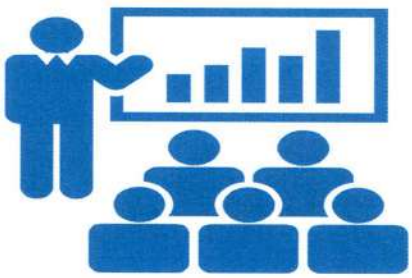
Further, the State Department responsible for Economic Planning will identify and document the best practices and success stories from different fields and share for purposes of recognition and dissemination. An annual forum will also be held to encourage knowledge sharing, discussions and networking.

3.4 Risk Management

This policy will be implemented within the established risk management framework at respective agencies and/or organization level. MDACs will also 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 knowledge management. In this regard, the baseline survey on associated risks will be undertaken and disseminated to all stakeholders.

3.5 Capacity Building

The State Department responsible for Economic Planning, in consultation with MDACs, will undertake capacity need assessment, and identify and train Trainers of Trainers (ToTs). The ToTs will be required to capacity build staff in respective institutions. In addition, the department responsible for economic planning will train knowledge management champions and sensitize all knowledge management committees specified under the institutional framework.



The State Department responsible for Economic Planning, in collaboration with the Kenya School of Government (KSG) and other relevant stakeholders, will develop and review a 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. MDACs will also be required to undertake continuous training and provide necessary infrastructure and adequate human resource. To advance professionalism in the area of knowledge management, career progression guidelines for Knowledge Management Professionals will be developed with the guidance of State Department responsible for Public Service in collaboration other stakeholders.

Furthermore,MDACs will be required to 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, MDACs will be required to 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 a Public Service Emeritus Strategy shall be implemented. Further, the Policy on Knowledge Management will anchor the Emeritus Strategy and especially to safeguard critical and irreplaceable skills lost through retirement due to inadequate human resource planning, knowledge management and lack of structured learning culture.

3.6 Promotion of Research, Innovation and Technology

To advance knowledge management, it is envisaged that key actors in knowledge management will undertake research necessary for innovative initiatives and adoption of appropriate technologies. The Knowledge Management Policy will provide for the coordination of knowledge generation on research, innovations, inventions, indigenous knowledge and technology in various sectors. The objective is to enhance and promote knowledge creation, gathering, acquisition, storage, sharing and utilization in the public and private sector. Notably, the academia, research institutions and MDACs responsible for knowledge generation will spearhead the formulation of policies and laws to regulate standards and services in the thematic areas.

3.7 Protection and Commercialization of Knowledge

The Policy on Knowledge Management 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 Knowledge Management 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.

3.8 Financing Arrangements

The State Department responsible for Economic Planning will allocate adequate financial resources to coordinate the implementation of the knowledge management Policy. Similarly, MDACs will be required to provide adequate budgetary allocations through the Medium Term Expenditure Framework (MTEF) process to implement knowledge management initiatives. In addition, MDACs will be required to develop and implement resource mobilization strategies to ensure availability of adequate resources to implement knowledge management initiatives and to strengthen partnership and collaboration with development partners.

To advance Knowledge Management, a Fund will be established. The Ministry responsible for Economic Planning will provide oversight in the administration of the Fund. The Fund will consist of monies appropriated by parliament for the purposes of the Fund; grants, donations, bequest or other gifts made to the Fund; and monies from any other source approved by the Cabinet Secretary responsible for national budget.



3.9 Policy Implementation Framework

The Knowledge Management Policy will be implemented by all MDACs. The State Department responsible for Economic Planning and the National Steering Committee on knowledge management will provide guidance and oversight implementation of the policy plan. In this regard, each MDAC will be required to 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).

Further, to capture, store and manage knowledge at all levels, all MDACs will be required to establish knowledge management repositories and hubs. The State Department responsible for Economic Planning will collaborate 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 be expected to provide the necessary infrastructure to support implementation of knowledge management.

Furthermore,the State Department responsible for Economic Planning will develop knowledge management norms and standards; guidelines; award scheme; capacity building strategy; communication strategy; knowledge management curriculum; and a resource mobilization strategy to facilitate the implementation of this Policy.

Moreover,to support and promote usage of knowledge actors all sectors, the knowledge management steering committee will organize and convene knowledge forums and platforms to bring together communities of interest.

CHAPTER FOUR

POLICY COORDINATION AND INSTITUTIONAL FRAMEWORK

4.0 Overview

This Chapter outlines how the implementation of this Policy will be coordinated, how Committees will be constituted, as well as the key institutional arrangements for the Policy.

4.1 Policy Coordination



The Cabinet Secretary responsible for Economic Planning will provide the overall guidance and policy direction on Knowledge Management Initiatives. The State Department responsible for Economic Planning will provide overall coordination on the implementation of the Knowledge Management Policy in collaboration with various knowledge management committees as stipulated in the institutional framework.

Specifically, the State Department responsible for economic planning will:

i. Spearhead the development of the knowledge management policy
ii. Coordinate establishment of institutional framework for implementation of Knowledge Management Policy;
iii. Develop and disseminate Knowledge Management Guidelines.
iv. Provide secretariat services and convene meetings of NSC, NTC, and the Devolution Knowledge Management Inter – Agency Committee;
v. Facilitate harmonization and standardization of knowledge management processes at national and devolved levels;
vi. Conduct baseline survey on the levels of knowledge management awareness and capacity needs assessment;
vii. Undertake and disseminate a baseline survey on knowledge management related risks;
viii. Undertake capacity building and create awareness on knowledge management;
ix. Prepare and implement knowledge management resource mobilization strategy;
x. Carry out annual knowledge management audits in public sector;
xi. Prepare and implement knowledge management communication strategy;
xii. Develop/review knowledge management action plan;
xiii. Coordinate reviews of the Knowledge Management Policy; and
xiv. Disseminate annual progress reports on implementation of knowledge management initiatives.

4.2 Institutional Framework

To implement the Knowledge Management Policy, various Committees will be constituted. The Committees include the National Steering Committee, the National Technical Committee, Devolution Knowledge Management Inter – Agency Committee and MDACs specific Knowledge Management Committees. The Committees will be supported by the National Knowledge Management Secretariat. The roles, responsibilities and composition of the Committees are presented as follows:

4.2.1 National Steering Committee (NSC)

The NSC will be the policy advisory body for the knowledge management. NSC will comprise of representatives from National Government (Principal Secretaries of selected Ministries/State Departments); Academia and Research Institutions; Council of Governors; Kenya Private Sector Alliance (KEPSA); Non-State Actors; and Development partners. The NSC shall meet at least once a year. The Principal Secretary for the State Department responsible for Economic Planning will be the Chair of the NSC. The Director responsible for knowledge management in the State Department responsible for Economic Planning will be the Secretary to the Committee. The NSC will report to the Cabinet through NDITC.

The NSC will be responsible for:

i. Providing policy guidance and oversight in the mainstreaming of knowledge management at the national and county levels;
ii. Reviewing and approving knowledge management strategies, standards and guidelines developed by the Technical Committee and National Secretariat;
iii. Reviewing and approving work plans of the National Secretariat;
iv. Reviewing annual progress reports on implementation of knowledge management; and
v. Mobilizing resources for knowledge management.

4.2.2 National Technical Committee (NTC)

The NTC will be the technical advisory organ supporting the knowledge management operations. The Committee will provide technical advice and submit reports to the NSC. The Technical Committee will comprise senior officers drawn from selected Ministries/State Departments; the Council of Governors (CoG); research institutions; academia and development partners. The Committee shall meet at least once quarterly. The Director responsible for Knowledge Management in the State Department responsible for Economic Planning will be the Chair of the Technical Committee.

The National Technical Committee will be composed of two (2) sub-committees namely People and Culture sub-committee and the Process, Technology and Governance sub-committee. The sub-committees will submit quarterly reports to the NTC.

The NTC will be responsible for:

i. Preparing and submitting annual progress reports on status of implementation of knowledge management;
ii. Developing knowledge management strategies, reports, standards and guidelines;
iii. Carrying out baseline surveys on the knowledge management awareness and practices;
iv. Undertaking capacity needs assessment and design capacity development strategies;
v. Conducting annual knowledge management audits;
vi. Undertaking periodic assessment to ascertain the effectiveness, sustainability and replication of knowledge management initiatives; and
vii. Developing and administering aKnowledge Management Award Scheme in line with the existing Public Service Excellence Award Scheme.

4.2.3 National Secretariat

The National Secretariat will be responsible for the day to day coordination of knowledge management. The Secretariat will provide support to the National Steering Committee and the National Technical Committee. The National Secretariat will be domiciled in the State Department responsible for Economic Planning under the Directorate responsible for knowledge management. The specific roles of the secretariat will include:

i. Preparation of the annual work plans aligned to the budget;
ii. Training and sensitization on knowledge management;
iii. Provide technical support to the NSC and NTC; and
iv. Mainstreaming knowledge management in the State Department responsible for Economic Planning.

4.2.4 Knowledge Management Intergovernmental Committee

This Committee will be responsible for coordinating intergovernmental knowledge management activities and ensuring linkages between knowledge management at National and County levels. This Committee will be chaired by the Economic Planning Secretary and co-chaired by a representative from the Council of Governors (COG) or the Director responsible for matters relating to knowledge management in the State Department responsible for Devolution. The members of the Committee will be Directors in charge of Economic Planning or relevant department responsible for knowledge management in Counties and representatives of National Government County Directors of Planning.

The reporting mechanism for the Committee will be through the NSC. Specifically, the roles of the Devolution Knowledge Management Inter – Agency Committee will be to:

i. Institutionalize knowledge management in respective Counties;
ii. Undertake knowledge management awareness initiatives;
iii. Coordinate the establishment of knowledge management repositories, platforms and knowledge transfer mechanisms;
iv. Identify communities of practice and promote knowledge sharing networks;
v. Promote knowledge sharing, collaboration and strengthen existing knowledge networks;
vi. Document and disseminate best practices and lessons learnt reports;
vii. Carry out county specific baseline surveys on the levels of knowledge management awareness and capacity needs assessment;
viii. Coordinate development and implementation of County Specific Knowledge Management policy, procedures and strategies;
ix. Prepare annual progress reports on the implementation of knowledge management;
x. Develop knowledge management action plans with appropriate monitoring and reporting framework aligned to this Policy and the County Integrated Development Plans; and
xi. Prepare and implement a knowledge management resource mobilization strategy.

4.2.5 Knowledge Management Committees (KMC)

The knowledge management function will be coordinated by Directors in charge of Economic Planning or relevant departments responsible for knowledge management. A Knowledge Management Committee (KMC) will be constituted in each MDAC to coordinate knowledge management activities within the organization; collect information; and prepare knowledge management reports.

The KMC will be chaired by the Director responsible for Economic Planning in the MDACs. Other members of this committee will be the Heads of relevant Departments within the MDACs.

Specifically, the role of KMC will be to:

i. Institutionalize knowledge management in the respective institutions;
ii. Undertake knowledge management awareness initiatives;
iii. Establish knowledge management repositories, platforms and knowledge transfer mechanisms;
iv. Strengthen existing knowledge sharing networks and collaboration, and identify communities of practice;
v. Document and disseminate best practices and lessons learnt;

vi. Undertake internal baseline surveys on the levels of knowledge management awareness and capacity needs assessment;

vii. Undertake capacity building on knowledge management procedures, processes and techniques;

viii. Develop and implement internal action plans, procedures and strategies;

ix. Undertake staff capacity building on knowledge management;

x. Carry out annual knowledge management audits, prepare and submit reports to the National Secretariat;

xi. Prepare annual progress reports on the implementation of knowledge management in the MDACs and submit to the National Secretariat; and

xii. Cascade knowledge management to downstream institutions and agencies.

4.3 Key Institutions to Support Knowledge Management

i. **The State Department responsible for Economic Planning** will coordinate institutionalization of knowledge management in the public sector.

ii. **The Council of Governors** will be responsible for promoting the implementation of knowledge management in the Counties and recommending appropriate strategies and policy actions;

iii. **County Governments** will ensure institutionalization of knowledge management at the County level and aid resource mobilization for knowledge management activities.

iv. **The State Department responsible for Devolution,** in collaboration with the Council of Governors, will oversee the promotion and mainstreaming of knowledge management in the Counties.

v. **The Ministry responsible for Public Service Performance Management** will ensure that appropriate performance indicators for knowledge management are integrated in annual performance contracting guidelines. The Ministry will also coordinate the creation of a platform for retired public servants and subject matter experts to facilitate knowledge sharing and learning across the public service. This will be advanced through implementation of the Public Service Emeritus Strategy. The objective of the Emeritus Strategy is to provide a structured system of capturing retaining and utilizing knowledge, skills and competencies of retired public servants. Notably, the strategy will also provide a mechanism for tapping managing and transferring talents and knowledge of retiring public servants.

vi. **The Public Service Commission of Kenya** will develop career progression guidelines for Knowledge **Management** Professionals within the Public Service.

vii. **The Ministry responsible for Information Communication and Technology** willformulate policies and laws that regulate standards and services related to knowledge management in Information, Communication and Technology (ICT), Telecommunications, and Media. In doing so, The Ministry will develop and administer ICT knowledge management standards, store

knowledge generated through ICT, build capacity on mass media and ICT, and disseminate information to the general public.

viii. The Agency responsible for Copyright and related rights on knowledge management will administer and enforce copyright and related rights on knowledge management. In this regard, the Agency will ensure advancement of the principle of knowledge sharing for reuse and value addition while ensuring protection of the right(s) of knowledge owner(s) including rights related to intellectual capital, patents, copyrights, trademarks and trade secrets, among others.

ix. **The Ministry responsible for Education** will coordinate the formulation of national programmes and policies that enhance research to promote knowledge creation, gathering, acquisition, storage, sharing and utilization in the public and private sector.

x. **The Ministry responsible for Industrialization through the Kenya Industrial Property Institute (KIPI)** will identify industrial innovations and administer property rights that enhances utilization of knowledge for the benefit of knowledge owner(s). Further, the Ministry through the Kenya Industrial Research and Development Institute (KIRDI) will harness, store and share the knowledge generated during the multidisciplinary research and development in industrial and allied technologies.

xi. **The Ministry responsible for Health** will provide the overall guidance in fostering knowledge creation, storage, sharing and utilization through medical training and research institutions such as Kenya Medical Training College (KMTC) and the Kenya Medical Research Institute (KEMRI) or any other medical training and research bodies.

xii. **Ministry responsible of Culture** will promote preservation and retrieval of tacit and explicit knowledge products for reference through national museums, national heritages and national archives. Further, the Ministry responsible for culture, through the Institute responsible for Primate Research (IPR)will promote generation, storage, sharing and utilization of knowledge emanating from pre-clinical biomedical and bio-conservation research on ecology/primatology, reproductive biology, tropical infectious diseases and non-communicable diseases.

xiii. **The Ministry responsible for Agriculture, Livestock and Fisheries** through the affiliate training and research institutions such as Kenya Agricultural and Livestock Organization (KALRO), Kenya Marine and Fisheries Research Institute (KEMFRI) among others will create, store and share the knowledge generated to advance the socio-economic development of the country.

xiv. **Non-State Actors** that include Development Partners, Civil Society Organizations, Private Sector Organizations, and Foundations will undertake promotion of knowledge management practices as well as advocate for the institutionalization of knowledge management. These Non-state actors will mobilize resources and provide technical support for knowledge management activities in the country.

xv. **Learning and Research institutions:** For effective and efficient capacity enhancement, training institutions such as Universities, Vocational and Technical Training Institutions, the Kenya School of Government, Professional bodies among others, will support knowledge management skills development, capacity building, training, research and innovation.

4.4 Creation of a Knowledge Management Professional Body

The Knowledge Management Policy will promote and support the establishment of a knowledge management professional body. The mandate of the professional body will be to:

i. Set and enforce standards and review national curriculum for knowledge management training;
ii. Register, accredit and certify knowledge management professionals ;
iii. Provide expert strategic advice related to promotion of knowledge management; and
iv. Spearhead research and innovation.

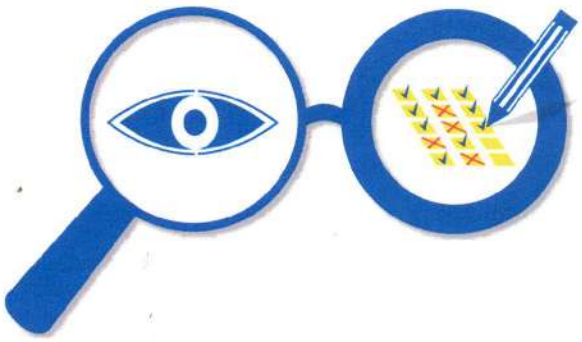
CHAPTER FIVE

MONITORING, EVALUATION, REPORTING AND REVIEW

5.0 Overview

This Chapter presents the monitoring, evaluation and reporting mechanisms for the Knowledge Management Policy, as well as the provision on the review of the Policy.

5.1 Monitoring, Evaluation, and Reporting



Monitoring and evaluation (M&E) of this Policy will involve a systematic and continuous process of collecting and analyzing data and information on the implementation of knowledge management initiatives and activities in MDACs. To ensure successful implementation of the knowledge management policy, each MDAC will prepare a knowledge management action plan with appropriate monitoring, evaluation, and reporting framework. MDAs will be required to prepare and submit to the State Department responsible for Economic Planning the knowledge management annual monitoring and evaluation reports on the implementation of the knowledge management initiatives and programmes. In turn, Counties will be required to prepare and submit the knowledge management annual implementation reports to the Knowledge Management Intergovernmental Committee

The National Technical Committee will consolidate reports from MDACs and prepare an annual national status report on implementation of the knowledge management initiatives and programmes. The State Department responsible for Economic Planning will disseminate the national status report on knowledge management. In collaboration with other stakeholders, the State Department will also organize annual conferences to share achievements, experiences, challenges, lessons learnt, and best practices on knowledge management in Kenya.

The National Technical Committee will undertake periodic assessments to ascertain the effectiveness and sustainability as well as the opportunities for replication of knowledge management programmes and projects.

5.2 Review of the Policy

The Policy will be reviewed every five (5) years and as when the need arises. The review will be coordinated by the State Department responsible for Economic Planning.

ANNEXES

ANNEX I: KNOWLEDGE MANAGEMENT POLICY IMPLEMENTATION PLAN

Activity	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs. Million)	Source of funding	Responsibility	
	Year 1	Year 2	Year 3	Year 4	Year 5				LEAD AGENCY	OTHER AGENCIES
	(July 2020-June 2021)	(July 2021-June 2022)	(July 2022-June 2023)	(July 2023-June 2024)	(July 2024-June 2025)					
Harmonization and Standardization										
Develop and disseminate Knowledge Management Guidelines	-		1st Q To 4th Q	-	-	Guidelines	10	GoK	State Department responsible for Economic Planning	MDACs
Develop and disseminate Knowledge Management Norms and Standards	-	2nd Q	-	-	-	Hand book of Knowledge Management Norms and Standards	15	GoK	State Department responsible for Economic Planning	MDACs
Performance Management										
Review the Knowledge Management Targets in the Performance Contracting Guidelines	3rd Q	-	-	-	-	Reviewed Knowledge Management PC Targets	Nil	GoK	State Department responsible for Economic Planning& Ministry responsible for Public Service and Performance Management	MDACs

Activity	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs. Million)	Source of funding	Responsibility	
	Year 1 (July 2020-June 2021)	Year 2 (July 2021-June 2022)	Year 3 (July 2022-June 2023)	Year 4 (July 2023-June 2024)	Year 5 (July 2024-June 2025)				LEAD AGENCY	OTHER AGENCIES
Develop and implement Knowledge Management award scheme	-		1st Q to 4th Q	1st Q to 4th Q		Knowledge Management award Scheme	4	GoK/Partners	State Department responsible for Economic Planning	MDACs Development partners
Prepare and consolidate Annual Progress Reports on the implementation of Knowledge Management			1st Q	1st Q	1st Q	Annual Progress Reports	15	GoK	State Department responsible for Economic Planning	MDACs
Coordination and Institutional Framework										
Constitute/ reconstitute of Knowledge Management committees (National Steering Committee, National Technical Committee, Devolution Knowledge Management Inter Agency Committee, and MDA specific	-	1st Q	1st Q	1st Q	1st Q	4 Committees in place	5	GoK	State Department responsible for Economic Planning & MDACs	Development Partners.

Activity	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs. Million)	Source of funding	Responsibility	
	Year 1 (July 2020-June 2021)	Year 2 (July 2021-June 2022)	Year 3 (July 2022-June 2023)	Year 4 (July 2023-June 2024)	Year 5 (July 2024-June 2025)				LEAD AGENCY	OTHER AGENCIES
Knowledge Management Committee)										
Strengthen Knowledge Management partnership and collaboration	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q To 4th Q	Meetings, MoU	6	GoK/Partners	MDACs	Development partners
Knowledge Management Capacity Development										
Conduct and disseminate Knowledge Management Baseline survey on Knowledge Management awareness and practices in the Public Service	4th Q	1st Q to 4th Q	1st Q To 4th Q	-	-	Baseline Survey Report	30	GoK/Partners	State Department responsible for Economic Planning	MDACs & Development Partners
Conduct Capacity Needs Assessment in MDACs			1st Q To 4th Q			Assessment Report	10	GoK	State Department responsible for Economic Planning	MDACs
Develop Knowledge Management	-	-	1st Q to 4th Q	1st Q To 4th Q	-	Capacity development strategy	20	GoK/Partners	State Department responsible for	MDACs & Development Partners

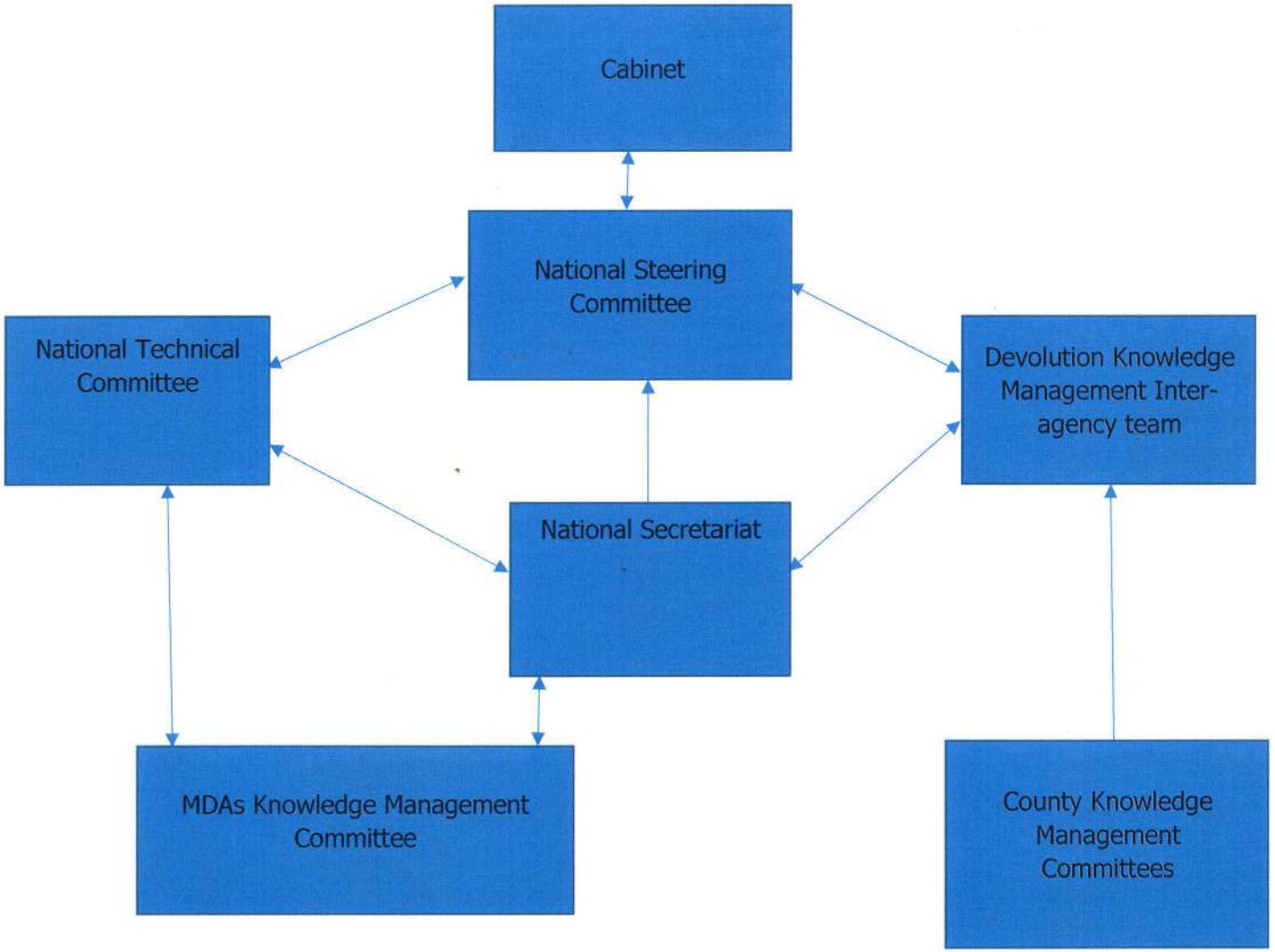
Activity	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs. Million)	Source of funding	Responsibility	
	Year 1 (July 2020-June 2021)	Year 2 (July 2021-June 2022)	Year 3 (July 2022-June 2023)	Year 4 (July 2023-June 2024)	Year 5 (July 2024-June 2025)				LEAD AGENCY	OTHER AGENCIES
Knowledge Management Committee)										
Strengthen Knowledge Management partnership and collaboration	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q To 4th Q	Meetings, MoU	6	GoK/Partners	MDACs	Development partners
Knowledge Management Capacity Development										
Conduct and disseminate Knowledge Management Baseline survey on Knowledge Management awareness and practices in the Public Service	4th Q	1st Q to 4th Q	1st Q To 4th Q	-	-	Baseline Survey Report	30	GoK/Partners	State Department responsible for Economic Planning	MDACs & Development Partners
Conduct Capacity Needs Assessment in MDACs			1st Q To 4th Q			Assessment Report	10	GoK	State Department responsible for Economic Planning	MDACs
Develop Knowledge Management	-	-	1st Q to 4th Q	1st Q To 4th Q	-	Capacity development strategy	20	GoK/Partners	State Department responsible for	MDACs & Development Partners

Activity	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs. Million)	Source of funding	Responsibility	
	Year 1 (July 2020-June 2021)	Year 2 (July 2021-June 2022)	Year 3 (July 2022-June 2023)	Year 4 (July 2023-June 2024)	Year 5 (July 2024-June 2025)				LEAD AGENCY	OTHER AGENCIES
Capacity Building Strategy									Economic Planning	
Implement the Public Service Emeritus Strategy	-	-	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Progress reports	100	GoK	Ministry responsible for Public Service Management and County Public Service Boards	MDACs& retired public servants
Protection and Commercialization of Knowledge	-	-	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Knowledge management patents and copyrights registered	500	GOK	Kenya Copyright Board and Kenya Industrial Property Institute	MDACs
Develop and implement a Communications Strategy for Knowledge Management	-	-	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Communication Strategy	5	GoK/Partners	State Department responsible for Economic Planning	MDACs& Development Partners
Organize and Convene Public Sector- wide Knowledge Forum	-	-	-	1st Q to 4th Q	1st Q to 4th Q	Forum reports	20	GoK	State Department responsible for Economic Planning	MDACs& Development Partners

Activity	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs. Million)	Source of funding	Responsibility	
	Year 1 (July 2020-June 2021)	Year 2 (July 2021-June 2022)	Year 3 (July 2022-June 2023)	Year 4 (July 2023-June 2024)	Year 5 (July 2024-June 2025)				LEAD AGENCY	OTHER AGENCIES
Develop Knowledge Management Curriculum for public Sector	4th Q	-	-	1st Q To 4th Q	1st Q To 4th Q	Knowledge Management Curriculum	5		State Department responsible for Economic Planning & KSG	MDACs& Development Partners
Develop Knowledge Management training Manual	4th Q	-	-	-	-	Knowledge Management Training Manual	5	GoK/Partners	State Department responsible for Economic Planning	MDACs & Development Partners
Promotion of Research Innovation add technology	-	-	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Knowledge Management Research and Innovations	500	GoK/Partners	MDACs	Learning and Research Institutions
Training of Knowledge Management TOTs	-	1st Q	-	-	-	Training Report	5	GoK/Partners	State Department responsible for Economic Planning	MDACs & Development Partners
Undertake Capacity Building and Sensitization at all levels	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Capacity Building/ Sensitization Committees	20		State Department responsible for Economic Planning	MDACs
Develop Career Progression Guidelines Knowledge	-	-	-	-	1st Q to 4th Q	Scheme of service for Knowledge	10	GoK	Ministry responsible for Public Service Management	MDACs

Activity	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs. Million)	Source of funding	Responsibility	
	Year 1 (July 2020-June 2021)	Year 2 (July 2021-June 2022)	Year 3 (July 2022-June 2023)	Year 4 (July 2023-June 2024)	Year 5 (July 2024-June 2025)				LEAD AGENCY	OTHER AGENCIES
Management Professionals						Management Professionals				
Knowledge Management support systems										
Develop and Implement Resource Mobilization Strategy	-	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Resource mobilization Strategy	2	GoK/Partners	State Department responsible for Economic Planning	MDACs
Establish and operationalize Knowledge Management and Research Fund			1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Knowledge Management and Research Fund	500	GoK	Ministry responsible for Finance and Economic Planning	
Strengthen the National Knowledge Management Secretariat	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Adequate human and financial resources	15		State Department responsible for Economic Planning	MDACs & Development Partners
Establish and operationalize Knowledge Management repository			1st Q to 4th Q	1st Q to 4th Q	1st Q to 4th Q	Knowledge Management repository	100	GoK	MDACs	Academia and Research Institutions
Review of Knowledge Management Policy	-	-	-	1st Q to 4th Q	-	Reviewed Policy	3	GoK/Partners	State Department responsible for Economic Planning	MDACs

ANNEX II: INSTITUTIONAL ARRANGEMENTS FOR KNOWLEDGE MANAGEMENT COORDINATION, IMPLEMENTATION AND REPORTING



THE NATIONAL TREASURY AND PLANNING

STATE DEPARTMENT FOR PLANNING

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