

REPUBLIC OF KENYA



THE NATIONAL TREASURY AND PLANNING

STATE DEPARTMENT FOR PLANNING

KNOWLEDGE MANAGEMENT POLICY FOR KENYA

**TREASURY BUILDING
P.O. BOX 30005-00100
NAIROBI**

JULY 2020

FOREWORD

Knowledge Management is a Result-Based Initiative anchored on the premise that well managed and applied knowledge holds the key to finding appropriate development solutions for Kenya. Effective utilization of knowledge enhances good governance and service delivery. This Policy embraces Knowledge Management as a fundamental resource in national development.

The need for the Knowledge Management Policy for Kenya stems from the collective desire to establish a comprehensive policy and legal framework to guide efforts to harness its vast knowledge resources for national development. This Policy proposes establishment of Knowledge Management platforms; opening up access to knowledge platforms; strengthening existing knowledge networks and for a; and facilitation of sharing and utilization of knowledge across a wide range of stakeholders. The Policy focuses on enhancing the institutional capacities to capture, analyze, store, retrieve, protect, share and apply the knowledge assets at each organization's disposal.

In line with Kenya Vision 2030 that seeks to create a globally competitive and knowledge-based economy, this Policy aims at creating an enabling environment for the Government to promote mainstreaming of Knowledge Management principles and practices in public, private, and Non-State Actor institutions. The purpose is to provide supportive policy and institutional frameworks as well as to put in place the necessary legal provisions for promoting Knowledge Management practices in the public sector, private sector, academia, research and non-state organizations.

The Policy provides for a multi-pronged approach towards achieving a knowledge-based economy as highlighted in the Kenya Vision 2030. The Policy also sets the stage for mobilisation of financial resources and builds platforms for knowledge exchange by encouraging co-operation among knowledge generating institutions and development

REPUBLIC OF KENYA



THE NATIONAL TREASURY AND PLANNING

STATE DEPARTMENT FOR PLANNING

KNOWLEDGE MANAGEMENT POLICY FOR KENYA

**TREASURY BUILDING
P.O. BOX 30005-00100
NAIROBI**

JULY 2020

agencies. The Policy seeks to identify and bring together local knowledge and with expertise on various developmental challenges; link primary knowledge generators with applied research institutions in Kenya, the African continent and beyond, and; to increase the ability to mobilise and deploy knowledge for the successful social and economic transformation of the country.

This Policy brings together policy makers within National and County Governments; the private sector; non-state actors; and other knowledge-generating institutions such as universities, research institutions involved in management of Knowledge Management initiatives in the country. The Policy envisages that organizations will take appropriate steps to establish internal Knowledge Management units; develop internal Knowledge Management policies, procedures, strategies; and undertake capacity building on Knowledge Management procedures, processes and techniques, among others.

The Policy proposes measures towards operationalization and functional implementation of Knowledge Management at all levels. These measures will include establishment of Knowledge Management National Steering Committee and Knowledge Management units by Ministries, Counties, Departments and Agencies, the role of these institutions will be to oversee and coordinate inter Sectoral and intergovernmental knowledge management mainstreaming initiatives. All actors will establish Knowledge Management units, or hubs to capture, store and manage knowledge materials at all levels. To mainstream Knowledge Management in all sectors of the economy, all actors will prepare Knowledge Management action plans with budget lines, and appropriate monitoring and reporting frameworks aligned to this policy and the Kenya Vision 2030 and its successive Medium Terms Plans (MTPs).

The successful implementation of the Knowledge Management Policy for Kenya calls for dedication, support and commitment from all stakeholders.

**HON. (AMB) UKUR YATANI, EGH,
CABINET SECRETARY
THE NATIONAL TREASURY AND PLANNING**

DRAFT

PREFACE

World economies are moving towards a more advanced knowledge-based economy where knowledge is a strategic resource whose management is critical. Developing countries are faced with a scenario that requires competitiveness in the global economy. This can be accomplished through active Knowledge Management structures and application. Survival in the modern knowledge era requires that organizations implement effective strategies for managing knowledge, leveraging on knowledge and revamping human capital. As such, an environment of knowledge sharing as the main driver for Knowledge Management where people are encouraged to create, learn, share, and use knowledge to enhance innovation within their organizations is paramount. Today, knowledge is recognized as a factor of production in its own right and distinct from labour.

Knowledge is an acquaintance with facts, truth or principles as from study or investigation critical for decision making. The understanding that germinates from the combination of data, information, experience and individual interpretation is referred to as Knowledge. Within the context of an organization, knowledge is the sum of what is known and resides in the intelligence and competence of the people.

Kenya needs a supportive policy and institutional framework to ensure proper institutionalization and promotion of Knowledge Management practices; as well as adequate champions to drive Knowledge Management practice in the various institutions. Also needed is well coordination, protection, collaboration and partnership mechanisms; sufficient technical capacity on Knowledge Management; adequate financial operational budgets to fund Knowledge Management activities; and strong monitoring and reporting mechanisms for Knowledge Management activities.

One of the critical steps in developing the Knowledge Management framework is the development of a policy and institutional framework that will provide a plan of action, guide decisions and propose potential outcomes. This is in line with the third Medium Term Plan (MTP III) that recognizes the need for establishment of platforms for sharing and utilization of knowledge across all sectors. The MTP III also envisages the development and implementation of a framework for systematic management of knowledge as a critical recipe for sustainable development.

The objective of the Policy is to provide an enabling policy and institutional framework for promoting, mainstreaming and institutionalizing Knowledge Management practices among institutions and individual practitioners in the public sector, private sector and non-state organizations. Specifically, the Policy will act as a guide to operationalize and institutionalize Knowledge Management practice and principles in Kenya to foster a knowledge-driven economy for socio-economic growth and development.

In the journey of planning this Policy, we have been accompanied by reliable and consistent actors both at the National Steering Committee (NSC) and the Technical Committee. They have exhibited nothing but deep enthusiasm to ensure that the country moves forward to realizing the Vision 2030 anchored on sound Knowledge Management principles. As the Chairman of the NSC, I am indebted to NSC and Technical Committee for the unwavering commitment and contribution to this significant milestone.

The development of this Policy was achieved through elaborate and consultative process involving key stakeholders coordinated by Mr. Waweru Kamau, Acting Director Social and Governance Directorate, State Department for Planning. I am also grateful to technical committee members drawn from the academia, public sector, private and nonstate actors as well as those who invested invaluable time and effort towards the development of this policy. I also wish to acknowledge and thank the National Secretariat for their logistical

and secretarial support and for all who in one way or another have supported and facilitated this process.

**SAITOTI TOROME, CBS
PRINCIPAL SECRETARY
THE STATE DEPARTMENT FOR PLANNING**

DRAFT

TABLE OF CONTENTS

FOREWORD	i
PREFACE	iv
TABLE OF CONTENTS	vii
LIST OF ABBREVIATIONS AND ACRONYMS	ix
DEFINITION OF TERMS	x
CHAPTER ONE: INTRODUCTION	1
1.1. Overview	1
1.2. Context of Knowledge Management Practice	1
1.2.1. Global Context	1
1.2.2. African Context	3
1.2.3. Kenyan Context	5
1.3 The Role of Knowledge Management in National Development	6
1.4 Rationale	7
1.5 Applicability	8
1.6 Legal Landscape for KM in Kenya	9
CHAPTER TWO: POLICY GOAL, OBJECTIVES AND GUIDING PRINCIPLES	15
2.1. Policy Goal	15
2.2. Policy Objectives	15
2.3. Guiding Principles	16
2.4. Situational Analysis	16
2.4.1. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis-	16
2.4.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis.....	17
2.4.3 Stakeholder Analysis	18
2.4.4 Challenges	19
CHAPTER THREE: POLICY PROVISIONS ON KNOWLEDGE MANAGEMENT IN KENYA	20
3.1 Policy Requirements	20
3.2 Compliance/Enforcement	20
3.3 Incentives	21
3.4 Institutional Framework / Governance Framework	21
3.5 Risks Management	21
3.6 Capacity Building	22

3.7 Financing Arrangements	23
CHAPTER FOUR: POLICY IMPLEMENTATION AND INSTITUTIONAL FRAMEWORK	24
4.1 Policy Implementation	24
4.2 Policy Coordination	24
4.3 Creation of a Knowledge Management Professional Body	26
4.4 Key Institutions to Support Knowledge Management	27
CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND REVIEW	30
5.1 Monitoring, Evaluation and Reporting	30
5.2 The Review of the Policy	30
ANNEX I: KNOWLEDGE MANAGEMENT POLICY FOR KENYA PLAN OF ACTION	xiii
ANNEX II: INSTITUTIONAL ARRANGEMENTS FOR KNOWLEDGE MANAGEMENT COORDINATION, IMPLEMENTATION AND REPORTING	xvii

LIST OF ABBREVIATIONS AND ACRONYMS

APRs	-	Annual Progress Reports
ARCT	-	African Regional Center for Technology
AU	-	African Union
COG	-	Council of Governors
CSOs	-	Civil Society Organizations
DBSA	-	Development Bank of South Africa
KM	-	Knowledge Management
KMA	-	Knowledge Management Africa
KMC	-	Knowledge Management Committees
MDAs	-	Ministries Departments and Agencies
MCDAs ¹	-	Ministries, Counties, Departments and Agencies
MTP III	-	Medium Term Plan Three
NDITC	-	National Development Implementation Technical Committee
NEPAD	-	New Partnerships for African Development
NSC	-	National Steering Committee
M&E	-	Monitoring and Evaluation
MTPs	-	Medium Term Plans
SDP	-	State Department for Planning
SGD	-	Social and Governance Directorate

DEFINITION OF TERMS

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.

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

Explicit Knowledge – This 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; database; among others.

Critical Knowledge – Also known as strategic knowledge. This is knowledge that is valuable and durable enough to offer a sustainable, competitive advantage that justifies the cost of retaining it and transferring it from employee to employee. It includes experiences, viewpoints, and insights that are not taught in school or found on the internet and critical for business processes.

Organizational Knowledge – This is knowledge specific to an organization and resides in individual employees' heads or groups of employees. It comes either from its collective experience or from the individual experience of its persons.

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

Kenya Vision 2030 - Kenya's long term development blue print that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

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.

Knowledge Sharing - The act of making knowledge available to others. This is when an individual is willing to assist as well as to learn from others in the development of new knowledge, new competencies, and new expertise.

Knowledge Hoarding – The unwillingness to share knowledge for fear of losing competitive advantage or job security.

Knowledge culture- A way of organizational life that enables and motivates people to create, share and utilize knowledge for the benefit and enduring success of the organization.

Wisdom –The ability to utilize the knowledge to act critically or practically in a given situation. It represents a deeper understanding of the knowledge and the fundamental principles behind the knowledge.

Experience - Refers to the knowledge or competencies that a person develops over time in a specific role, usually through observation and direct participation in work activities. It refers to what we have done and what has happened to us in the past.

Competence – The ability to apply knowledge and skills to achieve intended results.

Personalization Strategy- This is a Knowledge Management orientation focusing on identifying, capturing and transferring tacit knowledge through socialization or face-to-face. It focuses on connecting people to people.

Codification Strategy - This is a Knowledge Management orientation focusing on identifying, capturing and transferring explicit knowledge through codification. It focuses on connecting people to codified corporate knowledge base.

Community of Practice (CoP) – Refers to a group of people who share a concern or passion for something they do, roles and responsibilities, learn to do it better as they interact regularly, face-to-face, virtually, or both.

Community of Interest – Refers to a group of people who share a common interest. They exchange ideas and thoughts about the subject but may know little about each other.

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.

Intellectual Capital - 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.

Subject Matter Expert (SME) – An employee who has extensive knowledge and experience on a particular subject or business process, is reCoGnized as go-to-person by

colleagues in the Institution/Organization because of their deep knowledge, expertise and can answer questions with high degree of accuracy.

Knowledge Creation – 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 (SECI).

Sponsorship - Refers to endorsement and support from senior leaders, either at the corporate, departmental or individual level.

Sharing behaviour – Refers to an outcome providing the means for people to share, collaborate and take pride in collective results.

CHAPTER ONE: INTRODUCTION

1.1. Overview

Knowledge Management (KM) is the capacity of organizations and or individuals to identify, create, capture, retrieve, share, protect and analyze the knowledge of individuals and groups across the organization(s) in ways that directly improve 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 multipronged approach towards achieving a knowledge-based economy as highlighted in the Kenya Vision 2030. The Policy aims at building platforms for knowledge exchange by encouraging co-operation among knowledge generating institutions and development agencies. To this end, 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.

1.2. Context of Knowledge Management Practice

1.2.1. Global Context

World economies are moving towards a more advanced knowledge-based economy where knowledge is a strategic resource. Developing countries are especially faced with a scenario that demands competitiveness in the global economy. This can be accomplished through active Knowledge Management structures and applications. Survival in the modern Knowledge Era requires that organizations implement effective strategies for managing, leveraging knowledge and revamping their human capital. As such, an environment for knowledge sharing as the main driver of knowledge

management is paramount. In this environment stakeholders are encouraged to create, learn, share, and use knowledge to enhance innovation within their organizations. Today, knowledge is recognized as a factor of production in its own right and distinct from labour.

Knowledge management efforts have a long history, including on-the-job discussions; formal apprenticeship; 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 KM, and the new research field was formed. A significant number of large management consulting firms begun in-house knowledge management activities and several well established U.S., 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 until the late 2000s that politicians, school leaders, and other public officials started to understand the need for knowledge management in the public sector.

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 includes 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).

1.2.2. African Context

Knowledge Management Africa (KMA) is a participatory initiative whose main objective is to facilitate the harnessing of knowledge to improve development outcomes in Africa. The vision of KMA is informed by the declaration of the African Union (AU) that, 'as far as Africans are concerned, it is a question of being at the center of our own affairs and in control of our own destiny'. In contribution to the AU's agenda of advancing application of African solutions in the development of Africa through the New Partnerships for African Development (NEPAD) KMA will significantly contribute to the findings and applications of African Developmental solutions.

African leaders at the African Union Assembly of Heads of the State and Government declared this century as 'the AFRICAN CENTURY'. This declaration was informed by need to build Africa of democracy, peace and stability, sustainable development and a better life for its entire people. Notably, Africans have endured and survived many decades of hardships brought about by the history of slavery, colonialism, neo-colonialism, apartheid and other forms of repression. Political independence has not sufficiently reduced the hardships but entrenched poverty, poor governance and the plunder of national resources.

Knowledge Management Africa (KMA) movement began in 2003. The genesis was drawn from the collective desire to harness and share Africa's rich knowledge for the benefit of Africans. KMA is a result-based initiative anchored on the vision - 'The knowledge engine to drive appropriate development solutions for Africa.' The mission is 'To enhance governance and service delivery through the use of knowledge as a fundamental resource in development and establishment of Knowledge Management platforms to create access to existing networks and to facilitate the sharing and utilization of knowledge.

The KMA initiative is anchored on a strong vision for strategic direction and mission. KM Africa displays a multipronged approach toward achieving a mission that broadly seeks to facilitate research including 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 increase the ability to mobilize and deploy knowledge for the successful social and economic transformation of the continent.

Knowledge Management Africa encompasses three key groups of stakeholders namely: policy makers vis-à-vis Governments, Regional Organizations, United Nation Agencies among others; knowledge-generating institutions such as Universities, Finance development institutions, research institutions, and other Management Development Institutes, as well as civic and non-governmental organizations; and Knowledge Users like Public service, Industries, Business enterprises, Professional Organizations and Households.

Consistent with its vision and mission, KMA is focused on designing on-going knowledge exchange on an African stage in a managed way through structures and platforms created by the participants themselves. KMA seeks to establish Knowledge Management platforms; create access to and augment existing knowledge networks and forums; and to facilitate the sharing and utilization of knowledge across the African continent.

Knowledge Management Africa has organized three Biennial Conferences to bring together policy makers, development institutions, donors, international agencies, academics, sector professionals, and civil society organizations for knowledge dissemination and exchange in the effort to shape the future of Africa.

The first KMA International conference, "Knowledge to Address Africa's challenges" was held in Johannesburg in March 2005. One of the significant outcomes of the conference was to highlight the urgent need for the creation of indigenous knowledge solutions for the development agenda of Africa.

The Second KMA Biennial Conference "Knowledge to remobilize Africa" was in 2007 hosted by the Government of Kenya spearheaded by the Ministry of State for Planning, National Development and Vision 2030 in partnership with the Development Bank of Southern Africa (DBSA), the University of the Witwatersrand and supported by a number of public and private agencies and institutions. The milestone of this conference was the Nairobi Declaration, which resolved that Kenya spearhead the process of institutionalizing Knowledge Management in the eastern Africa.

The Third Biennial KMA Conference "Knowledge to Reposition Africa" was held in May 2009 in Dakar, Senegal and hosted by the African Regional Centre for Technology (ARCT). The third biennial conference articulated the Dakar Declaration whose resolution No. 27 seeks continued decentralization of sub-regional chapters of KMA with the following mandates:

- i. Promotion of indigenous knowledge – southern Africa;
- ii. Capacity building and education – eastern Africa;
- iii. Technological and scientific research – western Africa; and
- iv. Taking knowledge products and services to the market –northern Africa.

Since then, a KMA Advisory Board comprising of individuals initially nominated by the DBSA and the University of the Witwatersrand with a support Secretariat, have spearheaded the establishment of the KMA Country and Regional Chapters in the African continent.

1.2.3. Kenyan Context

Consistent 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 and operationalized under the leadership of the State Department for Planning. The Chapter is currently supported by

the National Steering Committee, a Technical Committee and an operational secretariat headed by the Director, Social and Governance Directorate within the State Department for Planning. The secretariat also serves as the KMA-Kenya Chapter National Coordinating office. KMA-Kenya Chapter envisages presence in all the 47 Counties of the Republic of Kenya.

KMA-Kenya Chapter's mandate is to build the capacities of individuals, teams, organizations and inter-organizations in Kenya to identify, capture, analyze, store, retrieve, protect, share and apply the knowledge available in Kenya. The capacity building processes will endeavor to generate intellectual value and innovation. The Chapter's Mandate of the chapter will at all times be aligned to and enhanced by KMA's evolving mandate in Knowledge Management as a strategic developmental resource.

Since the Nairobi Declaration, a number of activities have been carried out by the KMA-Kenya Chapter. These activities include: establishment of KMA Kenya Chapter National Steering Committee (NSC) in June 2009; development of the First and Second KMA-Kenya Strategic Plan; Capacity Development of KM champions from various MCDAs; and development of the Minimum Curriculum Guidelines on Knowledge Management for Kenya in 2015.

1.3 The Role of Knowledge Management in National Development

Knowledge Management is crucial for Africa's socioeconomic growth and development and should be at the center of the continent's development agenda. Knowledge is integral to people's lifestyles and, therefore, creation, processing, storage and systematic transfer of knowledge is necessary for ensuring transformative development of the continent. The increasing attention to knowledge and Knowledge Management from the international community is a positive trend, and may lead to more effective implementation of the 2030 Agenda and the SDGs.

The Kenya Vision 2030 acknowledges the central role of knowledge in boosting wealth creation, social welfare and international competitiveness. The Vision envisages a knowledge-led economy where the creation, adaptation and use of knowledge is a critical factor for rapid socio-economic growth notably fundamental thread that runs through the Kenya Vision 2030 is the desire for Kenya to ultimately become a knowledge-based economy. 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.

The Third Medium Term Plan (MTP III) has proposed that Kenya develops and implements a Knowledge Management (KM) policy to provide a framework for systematic management of knowledge in the public service. Further, 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 and its implementation 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 Third Medium Term Plan.

1.4 Rationale

Kenya aspires to become a knowledge-based middle income economy by the year 2030. This aspiration is drawn from the fact that knowledge is the main factor that determines and drives the ability of public and private organizations as well as non-state actors to collectively harness the comparative advantage of knowledge assets accumulated over time. Further to this, Knowledge Management (KM) helps the country learn from past failures and successes, redeploy and reuse existing knowledge assets; solve problems;

and innovate, foster and develop the right competencies need to succeed in competitive environments.

The country however, lacks a supportive policy and institutional framework to ensure proper institutionalization and promotion of Knowledge Management practices; other challenges: inadequate champions to drive Knowledge Management practice in the various institutions; weak coordination, protection, collaboration and partnership mechanisms; insufficient technical capacity on Knowledge Management; inadequate financial operational budget to fund KM activities; and weak monitoring and reporting mechanisms for KM activities.

In this respect, the third Medium Term Plan (MTP III) has recognized the need for establishment of platforms for sharing and utilization of knowledge across all sectors. MTP II envisages the development and implementation of a framework for systematic management of knowledge. This Policy is developed to anchor Knowledge Management within the operations of institutions, as a critical recipe for sustainable development, within the operations of all institutions.

1.5 Applicability

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. The Policy applies to everyone in public service on the management of explicit and tacit knowledge acquired over time by individuals and organizations. The applicability will be in line with the processes in ISO 9001:2015 on Quality Management Standard and ISO 30401:2018 on Knowledge Management.

1.6 Legal Landscape for KM in Kenya

Kenya does not have a specific Law governing the implementation of Knowledge Management. However, this Policy takes into account the legal landscape provided by:

a. Constitution of Kenya 2010

The Constitution of Kenya 2010 (CoK) provides for right to information under article 35. It states that:

- (1) Every citizen has the right of access to--
 - (a) Information held by the State; and
 - (b) Information held by another person and required for the exercise or protection of any right or fundamental freedom.
- (2) Every person has the right to correction or deletion of untrue or misleading information that affects the person.
- (3) The State shall publish and publicize any important information affecting the nation.

b. County Government Act, 2012

Part VIII and IX of the County Government Act provides for citizen participation, communication and access to information at the county level. This provides 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 sharing of information on performance of the counties in the execution of their functions amongst other functions. Thus, KM and sharing within and among the Kenyan County Governments could be facilitated through the Council of Governors.

d. Access to Information Act No.31 of 2016

Gives effect to Article 35 of the constitution. It also promote 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 among other functions.

e. Public Officer Ethics Act No. 4 of 2003

The Public Officer Ethics Act advances the ethics of public officers by providing for a Code of Conduct and Ethics for public officers and requiring financial declarations from certain public officers. Knowledge Managers are not an exception to this Act.

f. Books and newspapers act Cap. 111 of 1960

The Books and Newspapers Act make provisions 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 matters connected. This promotes the management of explicit knowledge.

g. Computer Misuse and Cybercrime Act No.5 of 2018

This Act provides for offences relating to computer systems; to enable timely and effective detection, prohibition, prevention, response, investigation and prosecution of computer and cybercrimes; to facilitate international co-operation in dealing with computer and cybercrime matters; and for connected purposes. The Knowledge Management approach is based on balance among people, process and technology in order to get better output. This act ensures that the technology bit is well coordinated for effective Knowledge Management.

h. Industrial Property Act No. 3 of 2001

The Act provides for the promotion of inventive and innovative activities, to facilitate the acquisition of technology through the grant and regulation of patents, utility models, tech-novations and industrial designs, to provide for the establishment, powers and functions of the Kenya Industrial Property Institute. Innovation is one of the rewards of effective Knowledge Management acquired from organizational learning, research and development.

i. Copyright Act No. 12 of 2001

The Copyright Act makes provision for copyright in literary, musical and artistic works, audio-visual works, sound recordings, broadcasts and for connected purposes. This Act promotes the progress of science and useful arts, by securing for limited times to authors and inventors the exclusive right to their respective writings and discoveries. It takes into consideration both the tacit and explicit knowledge of the citizens thereby ensuring sanity in knowledge creation, sharing and application.

j. Data Protection Act No. 24 of 2019

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

k. Science, Technology and Innovation No.28 of 2013

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

l. Protection of Traditional Knowledge of Cultural Expression No.33 of 2016

The Act provides a framework for the protection and promotion of traditional knowledge and cultural expressions. It gives effect to the constitution Articles 11 on culture and 69(1) (c) on protection and enhancement of intellectual property in, and indigenous knowledge of, biodiversity and the genetic resources of the communities.

m. Kenya National Library Service Board Act Cap. 225 of 1965

This Act provides for the board to promote, establish, equip, manage, maintain and develop libraries in Kenya as a National Library Service. Libraries are important assets in Knowledge Management in that they are the repositories for explicit knowledge materials and dissemination centers.

n. Public Archives and Documentation Service No.19 of 1965

This governing legislation provides for the establishment of the Kenya National Archives and Documentation Service and to provide for the preservation of public archives and public records. This Act provides for a National repository for all knowledge works in Kenya, by Kenyans and for Kenya.

o. Records Disposal Act Cap.14 of 1962

Records Disposal Act provides for the disposal of records, books and paper in the custody of the High Court or of the Registrar-General. This provides for knowledge creation, sharing, application and destruction in the legal sector in Kenya.

p. National Museums and Heritage Act No. 6 of 2006

The Act is provided to consolidate the law relating to national museums and heritage; to provide for the establishment, control, management and development of national museums and the identification, protection, conservation and transmission of the cultural and natural heritage of Kenya. This Act provides for the management of traditional and indigenous knowledge.

q. Kenya Cultural Centre Cap. 218 of 1950

To provide a centre for the use and enjoyment of the citizens of Kenya without distinction of race or creed, and to provide for the performance of music, drama and dancing, for the exhibition of works of art and craft and for the holding of meetings for discussion of matters of literary, historical, scientific or educational interest or importance, and such other purposes generally as may be approved by the Council. Traditional and modern knowledge are promoted through such events.

r. Media Council Act No. 46 of 2013

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

s. Films and Stage Plays Act Cap. 222 of 1962

Designed to control the making and exhibiting of films and plays. This contains provision that govern Access to Information by the public. Films and plays are Knowledge Management tools used for sharing best practices, mentoring and coaching among other strategies.

t. The Penal Code Cap. 63. Of 1930

The Penal Code empowers the Cabinet Secretary for internal security to ban the importation or production of any publication on grounds of among others, national security. Publications play a big role in management of explicit knowledge.

u. The Evidence Act Cap. 80. of 1963

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.

CHAPTER TWO: POLICY GOAL, OBJECTIVES AND GUIDING PRINCIPLES

This Chapter presents the goal, objectives and guiding principles that will guide the KM function. In addition, the chapter also highlights the situation analysis of the KMA-Kenya Chapter.

2.1. Policy Goal

The goal of the policy is to ensure that Knowledge Management in the country fully institutionalized in Kenya.

2.2. Policy Objectives

The overall objective of this Policy is to strengthen KM systems in the public sector, private sector and among non-state actors; and to enhance a culture of Knowledge Management, sharing, impacting skills, understanding and application of Knowledge Management.

Specifically, the Policy intends to:

- i. Strengthen the legal and institutional framework supporting Knowledge Management;
- ii. Establish and strengthen implementation, coordination, collaboration and partnerships mechanisms for Knowledge Management;
- iii. Promote the culture of integrating KM in performance management;
- iv. Strengthen Knowledge Management networks, create communities of knowledge generators, practitioners, users, among others;
- v. Set standards and procedures for harmonizing KM practices;
- vi. To ensure that strategic knowledge is harvested and shared effectively to enhance performance; and

- vii. Create awareness of Knowledge Management through continuous capacity building, mentorship and coaching in the public sector.

2.3. Guiding Principles

This Policy will be guided by the following principles:

- i. **Knowledge Sharing** – Knowledge sharing is powerful than power and knowledge gains value when shared;
- ii. **Security and Integrity** – knowledge assets are adequately protected and access controlled;
- iii. **Participatory and Inclusiveness** – Learning is an act of participation and failure to learn is the result of exclusion from participation in knowledge sharing;
- iv. **Promoting Innovation** – Continuous knowledge creation through dynamic interplay of tacit and explicit knowledge leads to innovation; and
- v. **Timeliness and accuracy** – provision of accurate knowledge to the right person at the right place at the right time to make right decision.

2.4. Situational Analysis

2.4.1. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

This SWOT analysis outlines the KMA Kenya Chapter's Strengths, Weaknesses, Opportunities and Threats. The analysis identifies the key needs and issues within the Chapter and provides a framework for addressing them. Below is a summary of the SWOT analysis.

Strengths	Weaknesses
i. The KMA-Kenya Chapter has an existing organizational structure.	i. Lack of KM policy and legislations to support institutionalization and the promotion of Knowledge Management.
ii. Existing platforms that promote Knowledge Management practices.	ii. Inadequate champions to drive Knowledge Management practice.
iii. Existing Knowledge Management curriculum.	

iv. Good will from stakeholders in driving the Knowledge Management agenda.	iii. Inadequate budgetary allocation.
Opportunities	Threats
i. Goodwill from stakeholders. ii. Available national ICT infrastructure and expertise. iii. Abundant knowledge generating institutions and organizations. iv. Existing partnerships with various categories of stakeholders. v. Integration of KM in the drive for the governments Kenya Vision 2030 and the Big 4 Agenda and the SGDs 2030 Agenda. vi. The Constitution of Kenya 2010 promotes right to information and the need to uphold integrity, good governance, inclusiveness and transparency that are ideal for Knowledge Management practice. vii. Rich African community and its culture. viii. Existence of institutions to protect and promote knowledge patents and copyrights.	i. Lack of a professional association to promote KM agenda in Kenya and regulate KM activities. ii. Non-allocation of human and financial resources for KM activities in partnering institutions. iii. Resistance of knowledge generators from sharing their knowledge. iv. Cybercrime. v. Increasing sophisticated security risk in using ICT in knowledge sharing. vi. Unstructured Knowledge Management within the government, not-for-profit organizations and the private sector.

2.4.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

Category	Issue(s)	Description
Political	Political goodwill	National and County Government leadership are appreciating the importance of Knowledge Management in development and are willing to promote KM practices
Economic	Unemployment	Inadequate knowledge regarding information on existing employment and income generating opportunities especially among the youth may lead to unemployment and poverty

Category	Issue(s)	Description
Social	Social media	Social media environment has changed people's culture with regard to norms of communication and access to information and knowledge.
	Youthful population	The youth has high appetite for information and knowledge.
	Education	Knowledge Management has been mainstreamed in education curriculum.
	Health	e-Health is used in diagnosis and treatment of diseases.
Technological	Digital literacy	A big percentage of the country's population are digitally literate.
	ICT infrastructure	Well-developed ICT infrastructure country-wide that will promote KM practices.
	The Big data phenomenon	Institutions are opting to store large data digitally and can be leveraged on as way of promoting KM practices.
Environmental/ Ecological	Climate change	Knowledge trends are changing especially in agriculture where change of weather is affecting a known climate of an area based on the available Knowledge.
Legal	Constitutional and legal framework	The Constitution provides for the rights to access to information by citizens. This calls for collection, storage and dissemination of information.
		There exists legislations guiding access and utilization of digital content such as Industrial Property Act, Intellectual property Act among others.
		There is no legal framework that guides Knowledge Management practices in Kenya.

2.4.3 Stakeholder Analysis

Name of stakeholder	Stakeholder expectation	Knowledge Management Africa Kenya Chapter expectation
Ministries, Departments and Agencies (MDAs)	- Support in capacity building. - KM policy guide.	Mainstream KM into Policies, programmes, projects and performance management.

Name of stakeholder	Stakeholder expectation	Knowledge Management Africa Kenya Chapter expectation
County Governments	• Support in capacity building. • KM policy guidelines.	• Mainstream KM into Policies, programmes, projects and performance management.
Development Partners	• Planned KM programmes and projects. • Programmes and projects reports.	• Technical and financial support. • Continued partnership in promoting KM practices.
Private Sector	• Support in capacity building. • KM policy guidelines	• Progress reports on institutionalization and implementation of KM practices. • Partnerships.
Public/Citizens	Sensitize and create awareness on Knowledge Management.	Formation of communities of practice (COPs).
Not-for-profit organizations	Policy guidelines on KM.	Partnerships on the KM agenda.
Parliament	Enactment of Laws on Knowledge Management.	Collaboration.

2.4.4 Challenges

The challenges associated with knowledge management include:

- Disjointed national legal framework and policy to ensure proper institutionalization and promotion of Knowledge Management practices;
- Inadequate champions to drive Knowledge Management practice in institutions;
- Insufficient technical capacity on Knowledge Management development in public, private and not-for-profit organizations;
- Inadequate financial resources and operational budgets to fund KM activities;
- Lack of KM professional association as an advocacy structure; and
- Weak monitoring and reporting mechanisms of KM activities.

CHAPTER THREE: POLICY PROVISIONS ON KNOWLEDGE MANAGEMENT IN KENYA

3.1 Policy Requirements

The Public Sector, Private Sector and non-state Actors will take appropriate steps to establish Knowledge Management capabilities by undertaking, among others, the following:

- i. Establish internal Knowledge Management functions/roles/units.
- ii. Develop internal Knowledge Management policies, procedures, strategies, among others.
- iii. Undertake Capacity Building on KM Procedures, Processes and Techniques.
- iv. Promote role of knowledge and Knowledge Management in their day-to-day processes and procedures
- v. Promote the use of best practices in knowledge identification, capture, retention, utilization, and sharing of collective know-how on programs and projects.
- vi. Undertake Knowledge Management Awareness campaigns and Initiatives.
- vii. Establish Knowledge Retention and Transfer processes Initiatives.
- viii. Establish Knowledge Management Repository and platform.
- ix. Promote establishment of communities of knowledge sharing networks.
- x. Promote Knowledge Sharing Culture and Collaboration.
- xi. Publish knowledge resources including best practices and lessons learned reports.
- xii. Undertake Knowledge Management performance Monitoring and evaluation.
- xiii. Establish measures to manage knowledge transfer among officers travelling abroad on official international assignments.

3.2 Compliance/Enforcement

The Policy provides guidelines to be applied by the Ministry (or State Department) responsible for Knowledge Management in collaboration with other relevant institutions

specified in the Policy. The State Department responsible for KM will ensure compliance and enforcement of the policy by stakeholders at all levels.

3.3 Incentives

Rewards and sanctions will be determined to entrench the practice and culture of Knowledge Management in the public sector.

3.4 Institutional Framework / Governance Framework

The Government will establish an institutional framework to guide the operationalization of this policy and functional implementation of Knowledge Management at all levels. The institutional management will include establishment of KM National Steering Committee and KM units by MCDAs, to oversee and coordinate inter-sectoral and inter-governmental KM mainstreaming initiatives. All actors will establish Knowledge Management repositories and/or hubs to capture, store and manage KM materials at all levels.

To mainstream KM in all sectors of the economy, all actors will prepare KM action plans with appropriate monitoring and reporting frameworks aligned to this Policy and the Kenya Vision 2030.

3.5 Risks Management

This policy will be implemented within the established Enterprise Risk Management framework at individual unit and or organization level. Risk Management will allow for mitigation of the higher risk of delay in undertaking a baseline survey on the status of KM awareness and practices as a basis for planning and programming. The proposal will be to promptly undertake the baseline survey among knowledge generators and users.

Medium risk on low levels of awareness on KM principles and practices in both the public and private sector will be mitigated by continuous capacity building programs. The Medium risk on Inadequate Financial resource will be mitigated by developing and implementing a resource mobilization strategy. The conflict between National and County Governments will be diffused by ensuring constant stakeholder consultations.

3.6 Capacity Building

The State Department responsible for KM in collaboration with MCDAs will coordinate a KM status assessment study to provide baseline data/ benchmarks for monitoring progress.

The State Department responsible for KM in collaboration with MCDAs will undertake capacity assessment on KM in the public sector. The State Department responsible for KM in collaboration MCDAs, and other key stakeholders will also develop a capacity development strategy to guide KM capacity enhancement in the country.

Capacity development will include continuous training of the KM units in the MCDAs, development of procedures for creation, storage, protection and sharing of knowledge, purchase of equipment, technical support and enhance staffing and technical support among others.

Knowledge Management will be mainstreamed in all levels of education including Early Childhood Development Education (ECDE), Basic and Tertiary level education curricula in line with the *"Minimum Curriculum Guidelines on Knowledge Management for Kenya, 2015"*.

3.7 Financing Arrangements

To finance implementation of Knowledge Management initiatives, programmes and projects in the public sector, all the implementing MCDAs will provide appropriate annual budgets and enhance collaborations and partnerships with other stakeholders.

To enhance the capacity of Knowledge Management units/roles/focal desks, all MCDAs, the private sector and non-state actors will develop and implement resource mobilization strategies for this purpose. In addition, all public sector ministries and agencies will observe prudent financial management of the mobilized Knowledge Management resources and finances in line with the Public Finance Management Act (PFMA).

CHAPTER FOUR: POLICY IMPLEMENTATION AND INSTITUTIONAL FRAMEWORK

4.1 Policy Implementation

The Knowledge Management policy will be implemented by all MCDAs. Private sector, non-state actors and other stakeholders can also adopt the policy to guide the implementation of the KM function. For this policy to take full effect, the State Department responsible for Knowledge Management and the National Steering Committee will provide guidance and oversight on the policy implementation plan.

4.2 Policy Coordination

The **National Steering Committee (NSC)** will be the highest Policy advisory body under the KM institutional arrangements. NSC will comprise of members drawn from the National Government, County governments, the Private Sector, Non-state Actors, Development partners and other relevant organizations. The NSC shall meet at least twice a year. Further, the NSC will be sub-divided into five (5) sub-committees based on the core KM components namely People, Processes, Technology, Structure and Culture. The Principal Secretary for the State Department responsible for National Economic Planning will be the Chair of the NSC with the Director responsible for Knowledge Management as the Secretary to the committee. The NSC will be responsible for:

- i. Providing policy guidance and oversight on matters Knowledge Management;
- ii. Providing oversight in the mainstreaming of Knowledge Management at the national and county levels;
- iii. Approve Knowledge Management strategies, reports, standards and guidelines developed by the Technical Committee and National Secretariat;
- iv. Reviewing and approving work plans of the National Secretariat, ensuring alignment with budget requests.
- v. Mobilize resources for Knowledge Management in the National government, County governments and development partners.

The **National Technical Committee** will be the technical advisory organ supporting the KM operations. The Committee provide technical advice and backstopping to the NSC. The Technical Committee shall comprise of senior officers drawn from National government; the Council of Governors (CoG); the private sector; non-state actors, research institutions; academia and development partners. The Committee shall meet at least once quarterly. The Director responsible for matters Knowledge Management in the State Department responsible for National Economic Planning will be the Chair of the Technical Committee.

The **National Secretariat** will be responsible for day to day coordination of KM. The Secretariat will facilitate the National Steering Committee and the National Technical Committee. The National Secretariat will be domiciled in the Directorate responsible for Knowledge Management in the State Department responsible for National Economic Planning.

The **Devolution Knowledge Management Inter – Agency Committee** will be responsible for coordinating Knowledge Management at the devolved level. This Committee will be chaired by the Director, responsible for Knowledge Management in the State Department for Devolution and co-chaired by a representative from Council of Governors (COG) responsible for matters relating to Knowledge Management. The Committee will be responsible for guiding intergovernmental KM activities and ensuring linkage between KM at national and county levels. The reporting mechanism for the Committee will be through the National Technical Committee.

Knowledge Management Units will be established in each Ministry, Department, County, Agency, and Non-State actor to coordinate the implementation of Knowledge Management initiatives. These units will be led by a senior officer in charge of Economic Planning who will be the focal point person responsible for Knowledge Management.

Respective MCDAs and Non-State actor organizations shall have the responsibility to ensure that the KM units are established and operationalized. Specifically, the role of KM Units shall be to:

- i. Promote role of knowledge and Knowledge Management in all their operational processes.
- ii. Undertake Knowledge Management Awareness Initiatives.
- iii. Establish Knowledge Management Repository.
- iv. Promote establishment of communities and knowledge sharing networks.
- v. Implement Knowledge Retention and Transfer Initiatives.
- vi. Establish Knowledge Leadership and defined Subject Matter Expertise.
- vii. Promote Knowledge Sharing Culture and Collaboration.
- viii. Promote Publication of knowledge resources including best practices and lessons learned reports.
- ix. Undertake Staff Capacity Building on Knowledge Management Procedures, Processes and Techniques.
- x. Undertake Knowledge Management performance Monitoring

Knowledge Management Committees will be constituted in each MCDA to coordinate KM activities within the organizations, collect information and prepare KM reports. The KMC is chaired by the Principal Secretary/Accounting Officer/CEO or a senior officer appointed by the Accounting Officer/CEO; with the KM Unit/Role head as its Secretary. Other members of this committee shall be the heads of relevant departments within the MCDAs. The reporting mechanism for the Committee will be through the National Secretariat.

4.3 Creation of a Knowledge Management Professional Body

The policy will promote and support the establishment of a KM professional body to:

- i. Set and enforce standards, review national curriculum for KM training;

- ii. Register, accredit and certify Knowledge Management practitioners;
- iii. Provide expert and strategic advice in relation to promotion of Knowledge Management; and
- iv. Spearhead research on best practices.

4.4 Key Institutions to Support Knowledge Management

The **Ministry (or State Department) responsible for National Economic Planning** will coordinate Knowledge Management initiatives in the public sector. Specifically, the State Department will:

- i. Coordinate Knowledge Management strategic planning;
- ii. Ensure establishment and operationalization of the coordination arrangements for Knowledge Management;
- iii. Provide Secretariat services and convene meetings of NSC, and National KM Technical committee;
- iv. Facilitate harmonization and standardization of KM processes at national and devolved levels;
- v. Provide technical support to public sector institutions with respect to building capacity and inculcation of KM standards and practices;
- vi. Prepares specific KM reports including but not limited to Annual Progress Reports (APRs) of the Medium-Term Plans;
- vii. Oversee preparation of KM capacity building and resource mobilization strategies;
- viii. Foster international and regional KM partnerships and networks;
- ix. Prepare a communications strategy to promote KM; and
- x. Provide technical backstopping to entrench best practices in Knowledge Management in the public sector.

The Ministry responsible for Devolution in collaboration with the Council of Governors will oversee the promotion and mainstreaming of KM in the counties.

The Ministry responsible for Performance Contracting will ensure that an appropriate performance indicator for Knowledge Management will form part of performance contracting guidelines.

All Ministries Departments and Agencies will establish and operationalize KM Units/Roles/desks to coordinate KM within their mandates and provide secretariat support to the Knowledge Management MCDA committees. They will also constitute KM committees to mainstream KM activities within the organizations.

The Public Service Commission of Kenya will review and implement a KM performance management system, establish a scheme of service for KM practitioners within the public service and ensure incorporation of the updated KM targets in the performance contracting guidelines.

Relevant Parliamentary Standing Committee. In relation to KM, this committee will review and recommend appropriate budget provisions, investigate, inquire into and report on all matters relating to co-ordination, financing and institutionalization of KM.

The **Council of Governors** will be responsible for, among other functions, promoting the implementation of KM in the counties and recommending appropriate strategy and policy actions; and coordinating and harmonizing the relevant county governments' policies on Knowledge Management.

The County Governments will ensure coordination and operationalization of KM within their Departments.

Non-State Actors including Development Partners, Non-Governmental Organizations, Philanthropies, Foundations, Faith Based and Community based organizations will not only undertake KM promotion practices but also advocate for the institutionalization of KM and mobilization of resources for KM activities in the country.

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 KM skills development, capacity building, training and research.

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND REVIEW

5.1 Monitoring, Evaluation and Reporting

The monitoring and evaluation (M&E) of this Policy will involve a systematic and continuous process of collecting and analyzing information and data on the implementation of Knowledge Management activities. To ensure successful implementation of the KM policy, MCDAs will develop a Monitoring and Evaluation framework. MCDAs will also prepare and submit to the State Department responsible for KM annual monitoring and evaluation reports on the implementation of the Knowledge Management programmes and initiatives.

The State Department responsible for KM will prepare an annual report on the status of implementation of the KM policy. The State Department responsible for KM in collaboration with other stakeholders will also organize an annual conference to share achievements, experiences, challenges and good practices on Knowledge Management in Kenya.

5.2 The Review of the Policy

The policy will be reviewed after every five years of implementation or as need may arise. The review will be initiated and coordinated by the State Department responsible for Knowledge Management. The findings of the review will be used to improve the policy and to inform on the performance of the policy.

ANNEX I: KNOWLEDGE MANAGEMENT POLICY FOR KENYA PLAN OF ACTION

The action plan identifies implementation steps, responsibilities, timeframes and communication strategies for new or substantially amended procedures thus strengthening demand and supply-side issues of the Knowledge Management Policy for Kenya both in the short and long-term. Key priority areas will be fast-tracked as follows:

- i. Approval of the Draft KM Policy
- ii. Defining of Norms, Guidelines and KM Standards
- iii. Establishment and Strengthening KM structures and partnerships
- iv. Knowledge Management Capacity Building

Table 1: Kenya National KM Policy Action Plan

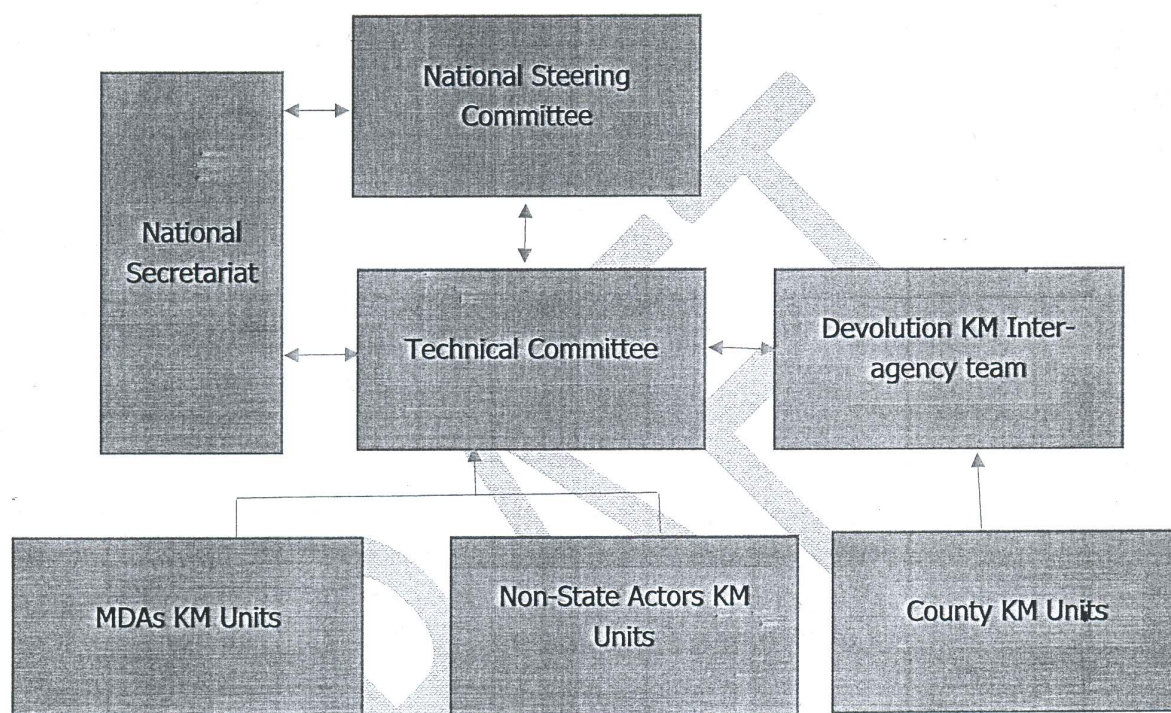
Implementation Issues	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs.)	Source of funding	Responsibility
	Year 1	Year 2	Year 3	Year 4	Year 5				
	(July 2019- June 2020)	(July 2020- June 2021)	(July 2021- June 2022)	(July 2022- June 2023)	(July 2023- June 2024)				
Development and Approval of KM Policy									
Drafting of the KM Policy	3rd and 4th Quarters					Report	8M	GOK	PS Planning Director SGD
Stakeholders Engagement on the Draft KM Policy		1 st and 2 nd Quarters				Report	20M	GoK	PS Planning Director SGD
Submission of KM Policy to the CS National Treasury and Planning		3 rd Quarter				Copy of Minutes, Letter of submission		N/A	PS Planning Director SGD
Submission of KM Policy by CS National Treasury	-	3rd Q	-	-	-	Copy of Minutes,	NA	NA	CS The National Treasury& Planning/SGD

Implementation Issues	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs.)	Source of funding	Responsibility
	Year 1 (July 2019- June 2020)	Year 2 (July 2020- June 2021)	Year 3 (July 2021- June 2022)	Year 4 (July 2022- June 2023)	Year 5 (July 2023- June 2024)				
and Planning to the Cabinet						Letter of submission			
Defining of Norms, Guidelines and KM Standards									
Development of KM Norms and Standards		-	2 nd Q 2021/22	-	-	KM Norms and Standards hand book Sets of Standards Reporting Skills development	15M	GoK/Partners	Director SGD
KM Guidelines			2 nd Q 2021/22			Guidelines Manual	5M	GoK/Partners	Director SGD
Development of Incentives, Benefits and Sanctions scheme for individuals and institutions.				-	-	List of Incentives and Sanctions	4M	GoK/Partners Public Service Commission	PS Planning/ Director SGD
Establishment of KM Structures and Partnerships									
Establishment of Departmental KM Units in each Ministry, Department and Agency to be in charge of the			3 rd Q 2021/22	-	-	Letters of appointment; List of departmental KM Units members in each	5M	GoK	1. CSs/CEOs 2. SGD 3. Public Service Commission

Implementation Issues	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs.)	Source of funding	Responsibility
	Year 1 (July 2019- June 2020)	Year 2 (July 2020- June 2021)	Year 3 (July 2021- June 2022)	Year 4 (July 2022- June 2023)	Year 5 (July 2023- June 2024)				
Department's KM functions						department/a gency ToR of KM Units Minutes			
Establishment/Strengthening of collaborative/partnership structures and linkages with Development Partners for the purpose of Institutionalizing KM activities			2021/22	2022/23	2023/24	List of partnerships/ networks ToR of established partnerships/ networks Membership	6M	GoK/Partners	Director SGD
KM Capacity Development									
Development of Communications Strategy for KM			2 nd Q 2020/21			Communication Strategy	5M	GoK/Partners	Director SGD
Conducting Financial, Human and Institutional KM Capacity Needs Assessment in MCDAs			1 st Q 2021/22	-	-	Capacity Needs Assessment Report	30M	GoK/Partners	Director SGD
Defining skills and staff requirements for KM Units			1 st Q 2021/22	-	-	Inventory of Skills and staff Requirement	10M	GoK	Director SGD

Implementation Issues	Time Frame (in Financial Years)					Means of Verification	Budget estimate (Kshs.)	Source of funding	Responsibility
	Year 1 (July 2019- June 2020)	Year 2 (July 2020- June 2021)	Year 3 (July 2021- June 2022)	Year 4 (July 2022- June 2023)	Year 5 (July 2023- June 2024)				
Rolling out of KM Guidelines	-		2 nd Q 2021/22	-	-	Reports on roll out	4M	GoK/Partners	Director SGD
Develop KM Capacity Building/Development Strategy			4 th Q 2021/22			Capacity development strategy	20M	GoK/Partners	Director SGD
Review KM training Manual		3 rd Q 2020/21	-	-	-	Curriculum Materials	5M	GoK/Partners	Director SGD KICD/KSG
Conduct orientation of KM and core MDA staff in KM			3 rd Q 2021/22		1 st Q 2022/23	Report	15M	GoK/Partners	Director SGD
Conduct training for KM experts in all counties on KM guidelines, procedures, standards and plan			4 th Q 2021/22			Report Inventory of trained experts	25M	NG/CG/Partners	Director SGD KSG
KM support systems									
Development of Resource Mobilization Strategy			2021/22	2022	2023	Resource mobilization Strategy	2M	GoK/Partners	National Treasury/ Director SGD
KM Policy Review	-	-	-	-	2026	Report Publication	3M	GoK/Partners	Director SGD

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



THE NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING
TREASURY BUILDING
P.O. BOX 30005-00100
NAIROBI