



REPUBLIC OF KENYA

THE NATIONAL TREASURY AND PLANNING  
STATE DEPARTMENT FOR PLANNING

## **KNOWLEDGE MANAGEMENT POLICY FOR KENYA**

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## TABLE OF CONTENTS

TABLE OF CONTENTS.....	I
ABBREVIATIONS AND ACRONYMS .....	III
DEFINITION OF TERMS.....	IV
FOREWORD.....	VI
PREFACE.....	VIII
EXECUTIVE SUMMARY.....	X
CHAPTER ONE.....	1
OVERVIEW .....	1
1.1. INTRODUCTION.....	1
1.2. RATIONALE .....	1
1.3. POLICY GOAL.....	2
1.4. POLICY OBJECTIVES.....	2
1.5. GUIDING PRINCIPLES.....	3
1.6. SCOPE OF THE POLICY .....	3
1.7. ORGANIZATION OF THE POLICY.....	3
CHAPTER TWO.....	4
SITUATIONAL ANALYSIS.....	4
2.0 OVERVIEW.....	4
2.1. GLOBAL CONTEXT .....	4
2.2. AFRICAN CONTEXT .....	5
2.3. KENYAN CONTEXT .....	6
2.4. LEGAL AND POLICY FRAMEWORK FOR KNOWLEDGE MANAGEMENT IN KENYA.....	7
2.4.1. LEGAL CONTEXT FOR KNOWLEDGE MANAGEMENT IN KENYA .....	7
2.4.2. POLICY CONTEXT FOR KNOWLEDGE MANAGEMENT IN KENYA .....	9
CHAPTER THREE .....	10
POLICY PROVISIONS AND IMPLEMENTATION FRAMEWORK.....	10
3.0 OVERVIEW.....	10
3.1 POLICY REQUIREMENTS.....	10
3.2 POLICY COMPLIANCE.....	11
3.3 POLICY INCENTIVES.....	11
3.4 RISK MANAGEMENT .....	11
3.5 CAPACITY BUILDING.....	11
3.6 PROMOTION OF RESEARCH, INNOVATION AND TECHNOLOGY .....	13
3.7 PROTECTION AND COMMERCIALIZATION OF KNOWLEDGE .....	13
3.8 FINANCING ARRANGEMENTS.....	14
.....	14
3.9 POLICY IMPLEMENTATION FRAMEWORK.....	15
CHAPTER FOUR.....	16

<b>POLICY COORDINATION AND INSTITUTIONAL FRAMEWORK.....</b>	<b>16</b>
<b>4.0 OVERVIEW.....</b>	<b>16</b>
<b>4.1 POLICY COORDINATION .....</b>	<b>16</b>
<b>4.2 INSTITUTIONAL FRAMEWORK .....</b>	<b>16</b>
<b>4.2.1 NATIONAL STEERING COMMITTEE (NSC).....</b>	<b>17</b>
<b>4.2.2 NATIONAL TECHNICAL COMMITTEE (NTC) .....</b>	<b>17</b>
<b>4.2.3 NATIONAL SECRETARIAT .....</b>	<b>18</b>
<b>4.2.4 KNOWLEDGE MANAGEMENT INTERGOVERNMENTAL COMMITTEE.....</b>	<b>18</b>
<b>4.2.5 KNOWLEDGE MANAGEMENT COMMITTEES (KMC).....</b>	<b>19</b>
<b>4.3 KEY INSTITUTIONS TO SUPPORT KNOWLEDGE MANAGEMENT .....</b>	<b>20</b>
<b>4.4 CREATION OF A KNOWLEDGE MANAGEMENT PROFESSIONAL BODY .....</b>	<b>22</b>
<b>CHAPTER FIVE.....</b>	<b>23</b>
<b>MONITORING, EVALUATION, REPORTING AND REVIEW .....</b>	<b>23</b>
<b>5.0 OVERVIEW.....</b>	<b>23</b>
<b>5.1 MONITORING, EVALUATION, AND REPORTING.....</b>	<b>23</b>
<b>5.2 REVIEW OF THE POLICY .....</b>	<b>24</b>
<b>ANNEXES.....</b>	<b>X</b>
<b>ANNEX I: KNOWLEDGE MANAGEMENT POLICY IMPLEMENTATION PLAN.....</b>	<b>X</b>
<b>ANNEX II: INSTITUTIONAL ARRANGEMENTS FOR KNOWLEDGE MANAGEMENT COORDINATION, IMPLEMENTATION AND REPORTING .....</b>	<b>XVI</b>

## 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 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 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 utilizing knowledge 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](http://www.planning.go.ke) and the National Treasury and Planning resource centre.



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