



COUNCIL OF GOVERNORS



Maarifa Centre
Sharing Kenya's Devolution Solutions

Abridged Version of the Proposed County Knowledge Management (KM) Model Office

Introduction and Background to the Proposal

Knowledge is increasingly being recognized as a core strategic asset in sound governance and better and more cost-effective service delivery, which calls for more systematic capture, sharing and application of knowledge in organisations. County Governments generate and receive large amounts of data and information, and KM is one of the new management processes being adopted to transform this data and information into relevant knowledge for quality decision-making to improve service delivery.

Justification for a County KM Office

A study by Ndiege and Wamuyu (2019)¹ to investigate the current knowledge management practices and technological solutions employed by County Governments revealed the main local challenges hindering effective

utilization of knowledge include the lack of systematic knowledge management practices in existence within the surveyed County Governments. In early 2021, the CoG Maarifa Centre conducted a *County Knowledge Management Capability Assessment Survey*² with County Executives and concluded that Counties were ripe to establish KM Offices to institutionalize KM at the County level in a systematic and integrated manner.

Focus of the KM Office

The focus of the County KM Office will be to support County departments in systematically identifying, capturing, documenting and sharing County knowledge with staff, the local community and other Counties and stakeholders, for quality decision-making and improvement of service delivery.



¹Ndiege, J.R., & Wamuyu, P.K. (2019). Improving capacity for knowledge management in county governments: Perspectives from selected counties in Kenya. 2019 IST-Africa Week Conference (IST-Africa), 1-8.

² Maarifa Centre. (2021). County Knowledge Management Capability Assessment Survey Report. Council of Governors.



Targeted beneficiaries and stakeholders for this initiative

Key beneficiaries of knowledge generated at the County level include the local communities and citizens, County Government staff, National Government, development partners/donors, private sector, media, academia, civil society organizations and the scientific community.

Operationalization of the KM Office

For effective uptake and integration of KM in counties, the KM Unit should be domiciled in the Department in charge of Knowledge Management/M&E. The Unit should be manned by a trained KM Officer who will work with the County Communications Officer, M&E Officer and KM Champions from all departments. Besides staffing, other KM Office requirements that may already be available in Counties include office space and ICT infrastructure. Budget line for the KM function in every department and the KM Office is essential.

Conclusion

Establishing a County KM Office is value for money and a necessary investment to help manage the huge amounts of information that Counties handle. The budget for setting up a KM Office will depend on the size, number and qualifications of the staff, type of building, equipment and furniture, and other factors. Most development partners would fund such an initiative since it provides benefits to them as well. The Maarifa Centre will walk with Counties that want to establish KM Offices.

Annex 1: Suggested Organogram for the County KM Office

