KNOWLEDGE MANAGEMENT

STRATEGY

2025–2027

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ABBREVIATIONS AND ACRONYMS

AI	Artificial Intelligence
BETA	Bottom-Up Economic Transformation Agenda
CoG	Council of Governors
CoP	Community of Practice
HoD	Head of Department
IGRA	Intergovernmental Relations Act
KM	Knowledge Management
KMS	Knowledge Management System
M&E	Monitoring and Evaluation
MTP IV	The Fourth Medium Term Plan

FOREWORD FROM THE CEO

I am pleased to present the Council of Governors (CoG) Knowledge Management Strategy for 2025–2027. This strategy, informed by a comprehensive knowledge audit, aims to position the CoG as Kenya's premier devolution knowledge hub and learning platform.

Our strategy focuses on four key objectives: revamping the CoG Knowledge Management System, establishing functional KM departments in Counties, strengthening partnerships for devolution knowledge-building, and improving KM culture at CoG. Through these initiatives, we aim to enhance our use of devolution-related materials, support Counties in showcasing their achievements, foster peer-to-peer learning, and cultivate a knowledge-sharing environment that enhances our institutional memory.

This strategy outlines a clear implementation plan with specific activities and indicators to monitor our progress. I am confident that our collective efforts will significantly enhance our capacity to support devolution and deliver on our mandate.

I extend my sincere gratitude to everyone that contributed to the development of this strategy. Your insights and dedication have been invaluable.

Ms. Mary Mwiti, EBS
Chief Executive Officer
Council of Governors

ACKNOWELDGEMENT

EXECUTIVE SUMMARY

The Council of Governors (CoG) Knowledge Management (KM) Strategy (2025–2027) provides a framework to establish the Council of Governors (CoG) as Kenya's premier hub for devolution knowledge. Recognizing that effective knowledge sharing is critical for successful County governance, this two-year strategy addresses current gaps identified in the 2024 KM audit on information access, institutional memory, and inter-county collaboration while aligning with national development priorities including Vision 2030, the Fourth Medium Term Plan), and the Knowledge Management Policy for Kenya (2022).

The strategy focuses on five core objectives: enhancing the CoG's internal KM systems to improve data accessibility and institutional memory; cultivating a knowledge-sharing culture within the Secretariat; reinforcing the Maarifa Centre as the primary platform for learning and best practice dissemination; supporting Counties in establishing functional KM departments; and deepening partnerships with academia, development partners, and government institutions to advance devolution outcomes.

Key initiatives will prioritize practical knowledge-sharing mechanisms including structured peer learning forums, Communities of Practice (CoPs), and enhanced digital platforms for inter-county collaboration. Implementation progress will be tracked through a results-based monitoring framework with clear performance indicators, phased timelines, and designated accountability structures.

By 2027, this strategy will establish sustainable KM practices across County Governments, strengthen the Maarifa Centre's capacity as a knowledge resource, and progressively embed evidence-based approaches in devolution planning.

CHAPTER 1

INTRODUCTION AND CONTEXT

Effective knowledge management (KM) is crucial for achieving the Council of Governors' (CoG) mandate and advancing Kenya's devolution goals. By systematically capturing and sharing both **explicit** (documented) and **tacit** (undocumented) knowledge, KM transforms valuable insights and experiences into actionable strategies that enhance service delivery and decision-making.

KM involves an integrated approach to managing an organization's information assets, including databases, documents, policies, procedures, and the expertise of individual workers. This discipline aims to improve efficiency, quality, and innovation across all sectors.

The Knowledge Management Policy for Kenya, 2022, aligns with Kenya Vision 2030 and aims to foster a knowledge-based economy. It encourages collaboration among knowledge-generating institutions and development agencies to address developmental challenges and drive social and economic transformation.

The Fourth Medium Term Plan (MTP IV) 2023-2027 underscores the role of KM in boosting wealth creation, social welfare, and international competitiveness. It supports the Bottom-Up Economic Transformation Agenda (BETA) by targeting sectors with the most impact for economic recovery. MTP IV highlights the importance of structured knowledge sharing to achieve sustained economic growth, reduce income inequality, empower marginalized groups, and revitalize the economy to generate employment opportunities.

The CoG's KM strategy is designed to directly support the KM Policy for Kenya, 2022, and MTP IV 2023-2027. By fostering a culture of knowledge sharing and collaboration, the CoG aims to enhance institutional memory, provide quick access to critical lessons and best practices, and improve coordination across departments and Counties. This strategy ensures that knowledge is effectively harnessed and applied to address developmental challenges, drive economic growth, and achieve the goals outlined in Kenya Vision 2030 and the BETA.

BACKGROUND

The Council of Governors (CoG) is a statutory body established under section 19 of the Intergovernmental Relations Act (IGRA) Cap 265F. Section 20(b) of IGRA mandates the CoG to *share information on the performance of counties in executing their functions, with the objective of learning, promoting best practices, and initiating preventive or corrective actions where necessary.* To actualize this mandate, the CoG established the Maarifa Centre as Kenya's premier knowledge-sharing and learning platform to support effective governance and service delivery. The Centre serves as a sub-national mechanism to document and share experiences, innovations, and solutions on Kenya's devolution journey. It provides a platform for capacity building, documentation, knowledge sharing and learning, and partnership-building.

CoG generates and manages a wealth of knowledge, which it shares with internal and external stakeholders to enhance coordination and collaboration across departments and counties. This knowledge sharing is crucial for developing institutional memory, avoiding knowledge loss due to staff turnover, and providing quick access to critical lessons and best practices.

To reinforce its position as Kenya's premier devolution knowledge hub, CoG conducted a knowledge audit in 2024. The findings revealed gaps and opportunities for improvement, guiding the development of this KM Strategy. In line with Pillar 3: *Institutional Development of its Strategic Plan 2022–2027, CoG seeks to strengthen knowledge management, learning, innovation, and research at the Council.*

The knowledge audit assessed the current state of KM and identified gaps and opportunities for improvement as expressed by key stakeholders. The findings have guided the development of this practical KM Strategy to support the Secretariat's strategic plan and realization of its mandate. The audit (see Annex 1) revealed the knowledge needs and priorities of CoG and its stakeholders, CoG knowledge assets and their locations, existing knowledge gaps within CoG, how CoG information and knowledge are shared internally and externally, and the major obstacles to effective knowledge sharing and collaboration within CoG. These obstacles were grouped in terms of people, processes, content, culture, and technology. The key findings were clustered under these groupings and used to develop the strategy's objectives to guide KM activities within CoG's current strategic plan.

CHAPTER 2

STRATEGY OBJECTIVES

The KM strategy is designed to reinforce the Council of Governors' (CoG) capacity to facilitate effective governance and service delivery through enhanced knowledge sharing and management. This strategy is structured around five strategic objectives, each accompanied by specific activities. These objectives are categorized into internal objectives, which focus on organizational improvements, and external objectives, which aim to engage and support external stakeholders.

INTERNAL OBJECTIVES

1. **A revamped CoG KM system to enhance use of devolution-related materials for improved service delivery**

For CoG staff to achieve set goals and continue to support Counties in successfully implementing devolution, they need access to up-to-date data on Counties for planning purposes, a feat that is now easily achievable with technologies such as Artificial Intelligence (AI). They also need access to significant devolution-related materials to provide well-informed advice. Such materials may include case studies from Counties on innovative solutions, real-time data from the Open County Data Portal, latest research findings, etc. To achieve this objective, the KM system will integrate outcomes from peer-to-peer learning sessions, where County officials and CoG staff share experiences and solutions, and Communities of Practice (CoPs) - groups of practitioners who collaborate to solve common challenges. These initiatives will ensure that real-time data, case studies, and best practices from Counties are systematically captured and shared, enhancing the system's utility for decision-making and service delivery.

Activities
- Provide user training and support on how to use the KMS
- Implement strategies for harnessing County data in real time
- Regularly monitor KMS's performance and take corrective measures
- Assess user satisfaction with the KMS
- Map sources of significant devolution-related materials
- Provide demand-driven devolution-related materials
- Implement feedback mechanisms
- Regularly review and update the KM materials
- Encourage use of Maarifa platform by staff and Counties
- Monitor Maarifa usage rate (track site visits by category of KM products and user actions)
- Develop a centralized repository for devolution-related materials
- Integrate AI and machine learning for predictive analytics and insights

2. **Improved KM culture at CoG for enhanced institutional memory**

There is a need to cultivate a knowledge culture within CoG so that staff recognize the value of knowledge and all work towards the goal of positioning COG as the go-to devolution knowledge hub and learning platform in Kenya and beyond, by actively engaging in KM-related activities. Internal and external collaboration in knowledge generation, mobilization and dissemination should be encouraged and supported by the CoG leadership. CoG departments and committees should support existing KM institutionalization efforts by Maarifa Centre by seeking to better understand and play more active roles, and adopt an integrated approach to KM, learning and innovation. They should devise strategies to prioritize and incentivize participation in KM-related activities across departments and Committees within CoG, and externally. Peer-to-peer learning and CoPs will play a central role in fostering a knowledge-sharing culture at CoG. Peer learning encourages staff to learn directly from each other's experiences, while CoPs bring together individuals with shared interests to exchange expertise and develop solutions. By engaging in these collaborative platforms, staff will develop a deeper appreciation for KM and its contribution to CoG's strategic goals.

Activities

- Create awareness and understanding of KM practices and contribution to CoG strategic goals
- Involve staff in KM-related activities and provide guidance and support
- Create an environment that promotes knowledge-sharing and learning
- Encourage the use of effective knowledge-sharing methods and technologies
- CoG management to provide leadership by initiating, supporting and utilizing KM opportunities
- CoG leadership to provide requisite resources (staff time, funds, training and exchange opportunities)
- CoG leadership to recognize and reward knowledge innovation, contribution and sharing efforts at CoG and Counties
- Implement regular KM audits to assess and improve practices
- Create a knowledge retention process for departing employees to capture critical institutional knowledge
- Implement a standardized onboarding program to rapidly integrate new staff into organizational culture, systems, and workflows, ensuring alignment with strategic goals.

3. **Strengthening the Maarifa Centre**

To solidify its status as Kenya's premier devolution knowledge hub, the Maarifa Centre must prioritize capacity building, resource allocation, and enhancing its visibility both internally and externally. Effective marketing strategies, leveraging social media, and integrating learning systems on its website are essential to facilitate short courses for CoG and County officers, culminating in certification. Furthermore, the Centre will institutionalize structured peer-to-peer learning through a Peer-to-Peer Management Framework, which will standardize collaboration, joint problem-solving, and capacity

development among Counties. The Framework, hosted by the Maarifa Centre, will complement existing CoPs to document and share outcomes, ensuring Kenya's devolution progress is captured and disseminated.

Activities:

- ♦ Enhance capacity and allocate necessary resources for the Maarifa Centre
- ♦ Boost the Centre's visibility both within the organization and to external stakeholders
- ♦ Develop and implement effective marketing strategies for the Maarifa Centre
- ♦ Create and maintain the Open County Data Portal
- ♦ Utilize social media platforms to expand the Centre's reach
- ♦ Integrate a learning management system on the Maarifa website to offer courses and certifications
- ♦ Strengthen peer-to-peer learning initiatives
- ♦ Institutionalize knowledge management within CoG and incorporate it into staff workplans
- ♦ Create partnerships with international knowledge hubs for global best practices
- ♦ Host and coordinate Peer-to-Peer Management Framework activities, including cross-county learning sessions and CoPs

EXTERNAL OBJECTIVES

4. **Fully functional KM departments established in Counties**

For Counties to effectively showcase their achievements and enhance peer-to-peer learning, they need functional knowledge management departments which will work in collaboration with the CoG Secretariat. Counties need to designate staff to lead KM activities. Uniform training offered by the CoG will make it easy for County staff to collaborate in KM activities and exchange lessons and best practices to tackle cross-cutting challenges, thus maximizing scarce resources. To institutionalize these efforts, the CoG will develop a Peer-to-Peer Management Framework to standardize structured knowledge sharing, collaboration, and capacity development among Counties. This framework will leverage the Maarifa Centre's platform to facilitate cross-county learning sessions, joint problem-solving, and documentation of best practices, ensuring sustained governance improvements. Counties may also find it easy to individually or collectively co-create knowledge products with other devolution stakeholders such as the CoG, academia, think tanks, researchers, and development partners, among others.

Activities

- ♦ Provide technical support to Counties to set up KM department
- ♦ Support County resource mobilization efforts for KM activities
- ♦ Develop KM training packages

♦ Conduct tailored KM training for County staff and their devolution-enhancing partners (capacity-building)
♦ Identify opportunities for joint knowledge generation
♦ Conduct joint knowledge generation and packaging
♦ Leverage the existing database of KM champions to lead initiatives in Counties
♦ Strengthen peer-to-peer learning initiatives through the Peer-to-Peer Management Framework.

5. **Strengthened CoG partnerships for devolution knowledge-building**

To maintain greater visibility, credibility and influence as the leading devolution powerhouse, CoG needs to establish knowledge-building partnerships with key devolution stakeholders such as the academia, think tanks, development partners, national government, and Counties. Together they can leverage their collective knowledge, expertise and networks to conduct robust devolution-related research towards a greater impact on devolution delivery and consistent policy interventions through the resulting knowledge products.

Activities
♦ Identify the right partners and enter into mutual agreements
♦ Put in place supporting infrastructure
♦ Identify opportunities for collaboration and innovation
♦ Collaborate and innovate devolution solutions
♦ Identify, document and share lessons and best practices
♦ Publish knowledge resulting from the collaborations

3.1 IMPLEMENTATION PLAN

Objective	Activities	Indicators	Lead	Support	Timeline
A revamped CoG KM system (KMS) to enhance use of devolution-related materials for improved service delivery	• Provide user training and support on how to use the KMS • Implement strategies for harnessing County data in real time • Regularly monitor KMS's performance & take corrective measures • Assess user satisfaction with the KMS	• % of staff reporting access to up-to-date data on Counties for planning purposes	Head of Planning, Monitoring & KM	HoD of IT	Quarterly
	• Map sources of significant devolution-related materials • Provide demand-driven devolution-related materials • Implement feedback mechanisms • Regularly review and update the KM materials • Monitor Maarifa usage rate (track site visits by category of KM products and user actions)	• % of staff reporting access to significant devolution-related materials (e.g. real-time County data, County policy and planning documents, sector plans, technical reports and statistical data on devolved functions, County innovations and best practice stories, case studies, devolution research & updates, etc.)	Head of Planning, Monitoring & KM	All HoDs & Committee Leads	Quarterly
	• Encourage use of Maarifa platform by staff and Counties • Develop centralized KM repository • Integrate AI for real-time County data	• % of visits to the Maarifa platform for knowledge products (case studies from Counties on innovative solutions,	Head of Planning, Monitoring & KM	HoD of IT HoD of Communication	Q3 2025 - Q2 2026

Objective	Activities	Indicators	Lead	Support	Timeline
		Open County Data Portal, research findings, etc.)			
♦ **Improved KM culture at CoG for enhanced institutional memory**	• Create awareness and understanding of KM practices & contribution to CoG strategic goals • Involve staff in KM-related activities & provide guidance and support • Create a knowledge retention process for departing employees to capture critical institutional knowledge • Develop and implement a formal KM onboarding process for new staff to quickly integrate them into knowledge-sharing practices	• % of CoG staff whose KM awareness is increased and are actively engaged in KM-related activities	All Directors, HoDs & Committee Leads	Head of Planning, Monitoring & KM	Ongoing
	• Create an environment that promotes knowledge-sharing and learning • Encourage the use of effective knowledge-sharing methods & technologies	• % of CoG staff reporting increased internal and external collaboration in knowledge creation/mobilization/dissemination	CEO, All Directors, HoDs, Committee Leads	Head of Planning	Ongoing
	• CoG management to provide leadership by initiating, supporting and utilizing KM opportunities • CoG leadership to provide requisite resources (staff time, funds, training and exchange opportunities) • CoG leadership to recognize and reward knowledge innovation, contribution and sharing efforts at CoG and Counties	• % of CoG departments and committees prioritizing and incentivizing KM	CEO, All Directors, HoDs, Committee Leads	Head of Planning	Ongoing
♦ **Strengthen the Maarifa Centre**	-Enhance capacity and allocate necessary resources -Boost visibility (internal/external) -Develop and implement marketing strategies -Create international knowledge hub partnerships	-Annual budget allocation approved -% staff positions filled	Head of Planning, Monitoring & KM	HoD Finance, HoD of IT, HoD of Communicat	Q1-Q4 2026 (Ongoing)/ Bi-annual

Objective	Activities	Indicators	Lead	Support	Timeline
		-% increase in stakeholder engagement metrics (surveys) - Number of campaigns launched annually -% growth in platform users - Number of MOUs signed with global hubs		ion, Resource Mobilization	
	-Create/maintain Open County Data Portal -Utilize social media for outreach	- Portal operational with % County participation -Number of followers gained - % engagement rate	Head of Planning, Monitoring & KM	HoD of IT, HoD of Communication	Q2- 2026/ Quarterly
	-Integrate LMS for courses/certifications	-Number of courses launched - Number of staff certified	Head of Planning, Monitoring & KM	Director Committees, HoD-HR	Q1–Q2 2026
	-Institutionalize KM in staff workplans -Host and coordinate Peer-to-Peer Management Framework activities, including cross-county learning sessions and Communities of Practice (CoPs)	-Number of active CoPs formed -Number of solutions co-created annually -Number of cross-County exchanges conducted annually - % departments with KM KPIs	Head of Planning, Monitoring & KM	Director Committees, All HoDs/Technical Leads, HoD of Communications, HoD of IT, All HoDs/Technical Leads	Bi-annual

Objective	Activities	Indicators	Lead	Support	Timeline
♦ **Fully functional KM departments established in Counties**	• Provide technical support to Counties to set up KM department • Support County resource mobilization efforts for KM activities	• % of Counties with functional KM departments	Director, Committees Head of Planning, Monitoring & KM	HoD of IT Principal Program Officer, Resource Mobilization	Quarterly
	• Develop KM training packages • Conduct tailored KM training for county staff and their devolution-enhancing partners (capacity-building)	• % of relevant county staff trained on KM and assigned KM roles	Head of Planning, Monitoring & KM	HR	Quarterly
	• Identify opportunities for joint knowledge generation • Conduct joint knowledge generation & packaging • Develop and implement a Peer-to-Peer Management Framework for structured county collaboration	• % of knowledge products co-created with Counties and other devolution stakeholders (CoG, academia, think tanks, researchers, development partners) • Framework document approved • % of Counties adopting the framework • Number of cross-county learning sessions held annually	All Directors, HoDs & Committee Leads	Head of Planning, Monitoring & KM	Quarterly

Objective	Activities	Indicators	Lead	Support	Timeline
♦ **Strengthened CoG partnerships for devolution knowledge-building**	• Identify the right partners & enter into mutual agreements • Put in place supporting infrastructure	• % of knowledge-building collaborations established (with academia, think tanks, development partners, national government, Counties)	All Directors	All HoDs & Committee Leads	Quarterly
	• Identify opportunities for collaboration & innovation • Collaborate and innovate devolution solutions	• % of devolution-related research collaboratively undertaken by/with CoG (by/with academia, think tanks, development partners, national government, Counties)	All Directors, HoDs & Committee Leads	Head of Planning	Quarterly
	• Identify, document and share lessons & best practices • Publish knowledge resulting from the collaborations • Translate priority KM products into local languages	• % of knowledge products resulting from CoG collaboration with key stakeholders (academia and think tanks, development partners, national government, Counties)	All Directors, HoDs & Committee Leads	Head of Planning	Quarterly - Bi-annual

MANAGEMENT, IMPLEMENTATION AND M&E OF THE STRATEGY

All CoG departments and Committees will be involved in the management, implementation and monitoring of this strategy. The Planning Department will champion the exercise which will take place within existing structures, planning and programmatic frameworks, including the annual work plans and budget. The Department will also assist in setting targets and timelines within which they should be achieved. Resource mobilization efforts will cut across departments and Committees. Risk mitigation will be overseen by the Planning and Internal Audit teams, with quarterly reviews of County compliance rates, KM system uptime, and staff engagement metrics.

CONCLUSION

This Strategy commits the CoG to institutionalize KM as a pillar of devolution. By 2027, all 47 Counties will have functional KM units, supported by a revamped Maarifa Centre and robust partnerships. The CoG calls upon County leadership, development partners, and National Government to collaborate in implementing this transformative agenda.

ANNEX 1: CoG KM Audit Report 2024

https://maarifa.cog.go.ke/general-reports/knowledge-management-audit-report-2024