

TEMPLATE FOR THE DEVELOPMENT OF KNOWLEDGE MANAGEMENT INSTITUTIONAL POLICIES FOR MINISTRIES, DEPARTMENTS AND AGENCIES

INTRODUCTION

The Knowledge Management Performance Contracting indicator target, on institutional Knowledge Management Policies, aims to enhance the entrenchment and institutionalization of knowledge management in the public sector for socio-economic development. MDAs will be required to develop Institutional Knowledge Management Policies, in line with the Knowledge Management Policy for Kenya, 2022.

PURPOSE OF THE TEMPLATE

The purpose of the template is to:

- i. Provide MDAs with a guide for preparation of institutional Knowledge Management Policies as part of the Knowledge Management Performance Contracting Indicator target requirements;
- ii. Ensure uniformity in the development of Institutional Knowledge Management Policies across MDAs; and
- iii. Ensure alignment of Institutional Knowledge Management Policies for MDAs, with the Knowledge Management Policy for Kenya, 2022.

PRELIMINARIES

- i. **Cover Page:** Court of Arms, MDAsal Logo if any, Title, Name of MDAs, Month and year of development
- ii. **Table of Contents**
- iii. **List of Tables**
- iv. **List of Figures:** (If any)
- v. **Abbreviations and Acronyms**
- vi. **Definition of Terms**
- vii. **Foreword:** Should include the MDAsal policy development, rationale and commitment towards mainstreaming Knowledge Management, should be signed by the Cabinet Secretary or Heads of Agencies where applicable.
- viii. **Preface and Acknowledgement:** Should include a brief content of the Institutional Knowledge Management Policy, process followed in the development and acknowledgement of key stakeholders involved in the preparation process. The Accounting Officers of MDAs where applicable should sign it.
- ix. **Executive Summary:** This should be between 1-2 pages and should reflect a summary of the contents of the document.

SECTION ONE

1. **Introduction:** Overview of what the chapter entails (One paragraph); Summary of the Vision, Mission and Mandate of the MDAs in relation to Knowledge Management. For example, "The MDAs recognizes Knowledge as a strategic asset critical in its business operations and strategies and that managing the flow of resources effectively is impactful to the future success of the MDA's mandate." and History/Background).
2. **Rationale:** Why is the MDA developing the Knowledge Management Policy? (Justify why it is a requirement); Why and how is the Policy important to the MDA?
3. **Policy Goal:** The Policy goal is the expected or anticipated ultimate achievement of the Knowledge Management Policy prescription towards the success of the MDA's strategies. This may also refer to the purpose.
4. **Policy Objectives:** Clearly define the reason for implementing Knowledge Management in the MDAs. Provide one broad objective and at least two specific objectives. The objectives should align with the strategic objectives of the MDA.
5. **Guiding Principles:** Implementation of the Knowledge Management Institutional Policies should be guided by qualities and characteristics that function as a standard of Knowledge Management operation in the MDAs. The Knowledge Management principles should be aligned to the strategic principles of the MDAs. Refer to the Knowledge Management Policy for Kenya, 2022 and adopt as may be applicable.
6. **Scope of the Policy:** The Policies will apply to the MDA's processes and internal and external stakeholders.
7. **MDAs of the Policy:** Specify the structure of the Policy in terms of content. Institutional Knowledge Management Policies should be structured along five (5) sections.

SECTION TWO: SITUATIONAL ANALYSIS

1. **Overview:** Give a brief highlight of the contents of the section.
2. **Context of the KM Policy (Global, Regional and Institutional)**
3. **Legal and Policy Framework for Institutional Knowledge Management:** Explore existing laws and policies that may provide an anchor for the Institutional Knowledge Management Policies, beginning with the Knowledge Management Policy for Kenya, 2022.
4. **Results of the Knowledge Management Capability Assessment:** MDACs, should analyze their immediate operating environment and describe the Knowledge Management development that has both direct and indirect impacts on their performance by applying the Capability Assessment Tool (Uploaded on the NRF Website). The findings of the Capability Assessment will be in terms of Human Resource Capacity, Gaps, Challenges, Achievements, Financial Resources, and Technical Know-How among other issues.

SECTION THREE: POLICY PROVISIONS AND IMPLEMENTATION FRAMEWORK

Outline the areas of interest specific to the institution which the Knowledge Management Policy seeks to address. This may include policy requirements, compliance, incentives, risk management, capacity building, and financing arrangements for the implementation of the Policy. In addition, indicate necessary linkages with players in the private sector and non-state actors where applicable.

The sub-sections under this section may be as follows:

- i. **Overview:** Give a highlight on what the section entails.
- ii. **Policy Statements and Interventions:** Discuss Policy Statements/Strategies and interventions aligned to the Key Result Areas of the institutional Strategic Plans.
- iii. **Other Policy Statements and Interventions**
 - a) **Risk Management:** Discuss risk management strategies to provide for mitigation of human, technological and operational risks and guarantee realization of full potential in knowledge management. In this regard, the baseline survey on associated risks will be undertaken and disseminated to all stakeholders.
 - b) **Capacity Building:** Discuss a framework that provides for necessary infrastructure and adequate human resources. Outline how the MDAs will advance professionalism for knowledge management about their core mandate. Further, outline how mentoring programmes espouse knowledge management within the respective institutions.
 - c) **Resource Mobilization for Policy Implementation:** include a strategy for mobilization of the required resources for the development and Implementation of the Policy,
- iv. **Policy Implementation Framework:** Prepare a knowledge management action plan with budget lines and appropriate monitoring and evaluation (M&E) framework aligned to this Policy. Further, MDACs will also be required to establish an institutional framework to guide the operationalization of this Policy as outlined in chapter four (4) of the Knowledge Management Policy for Kenya. 2022.

Further, to capture, store and manage knowledge at all levels, all MDACs will be required to establish knowledge management repositories and hubs in consultation with the State Department in charge of ICT to identify appropriate knowledge management system(s) to be used in ensuring compatibility and linkages. MDACs will also be expected to adhere to the knowledge management norms and standards as well as provide the necessary infrastructure to support implementation of knowledge management. Further, MDACs will be expected to organize and participate in knowledge forums and platforms to bring together communities of interest.

SECTION FOUR: POLICY COORDINATION AND INSTITUTIONAL FRAMEWORK

In this section, outline how the implementation of this Policy will be coordinated, how Committees will be constituted, as well as the key institutional arrangements for the Policy. The sub-sections under this section may be as follows:

1. **Overview**
2. **Policy Coordination**
3. **Institutional Framework**

SECTION FIVE: MONITORING, EVALUATION, REPORTING AND REVIEW

In this section, present the monitoring, evaluation and reporting mechanisms for the Knowledge Management Policy, as well as the provision on the review of the Policy. The sub-sections under this section may be as follows:

1. **Overview**
2. **Monitoring, Evaluation, and Reporting**
3. **Review of the Policy**

ANNEXURE

The Knowledge Management Policy Implementation Plan/work plan/roadmap and a reporting template may be presented in the annexure.

Note* The Knowledge Management Policy for Kenya, 2022 can be accessed from the SDEP website www.planning.go.ke for reference