

# **PROPOSED 2025/26 KNOWLEDGE MANAGEMENT MAINSTREAMING PERFORMANCE CONTRACT INDICATOR**

**Name of Performance Indicator:** Knowledge Management Mainstreaming

**Performance Criteria:** Category B - Service Delivery

**Weight:** 2

## **Indicator Description**

### **Background**

Knowledge Management refers to the capacity of organizations to identify, create, capture, analyze, store, retrieve, share, protect, and apply tacit and explicit knowledge of individuals and groups within and across the organization in ways that directly and indirectly improve performance and service delivery. Knowledge is embodied in routine institutional structures and processes; and is the product of individual and collective learning.

The Kenya Vision 2030 acknowledges the central role of knowledge in boosting wealth creation, social welfare, and international competitiveness. The vision envisages a knowledge-driven economy where the creation, adaptation and use of Knowledge will be one of the critical factors for rapid economic growth and competitive advantage.

The Knowledge Management Policy for Kenya, 2022 requires all MDACs to establish coordination frameworks for the entrenchment of Knowledge Management in all public institutions. Through this MDAs will ensure available knowledge and resources are accessible when needed; create opportunities for the professional development of people in the organization through learning, practices, and exchanges; safeguard the retention of knowledge in promoting resilience and adaptability; foster teamwork and promote collaboration towards the achievement of shared objectives; help to avoid duplicating efforts and/or re-inventing the wheel; enhance creativity and innovativeness; and, ensure institutions take advantage of existing expertise in a wholesome manner.

The Knowledge Management Indicator will focus on mapping and identification of critical knowledge supporting the organization's mandate, acquisition, creation and validation of that knowledge, transfer, and integration of the knowledge in their processes to enhance efficiency and effectiveness in service delivery. The indicator will be implemented progressively through annual targets.

### **Overview of the Targets**

For effective execution of the Knowledge Management Mainstreaming indicator, the following activities on the enabling environment and targets will be implemented:

**Constitute and operationalize Knowledge Management Committees and Appoint Focal Persons:** The Knowledge Management Policy for Kenya (2022) prescribes the establishment of Knowledge Management Committees (KMCs) in each MDA. The KMCs will be appointed by Accounting Officers in all MDAs whose composition will include all heads of departments and chaired by the Director responsible for strategy/research/ planning function.

The KMCs will coordinate and mainstream KM within the organization, collect information and prepare KM reports. Progressively, the duties and responsibilities of KMCs are to:

- i. Institutionalize KM in the respective institutions;
- ii. Undertake KM awareness initiatives;
- iii. Strengthen existing knowledge-sharing networks and collaborations and identify communities of practice;
- iv. Document and disseminate best practices and lessons learned;
- v. Undertake internal surveys on KM and capacity needs assessment;
- vi. Undertake capacity building on KM procedures, processes, and techniques;
- vii. Develop and implement internal action plans, procedures, and strategies;
- viii. Undertake staff capacity building on KM;
- ix. Carry out KM capability assessments and prepare report; and
- x. Prepare quarterly and annual progress reports on the implementation of KM in MDAs.

**Sensitize and Train the Knowledge Management Committee and Focal Persons:** This target aims to enhance KM within the Public Sector by providing targeted sensitization and training. Sensitization on knowledge management entails raising awareness and understanding among stakeholders about the importance and benefits of KM. On the other hand, Knowledge management training typically covers a range of topics designed to equip individuals with the skills and knowledge needed to mainstream KM in their institutions.

The target focuses on two key outputs:

- i. Sensitization of top leadership and staff in the MDAs
- ii. Training of KMCs and focal persons in the MDAs.

The training and sensitization will be conducted through virtual, physical, and hybrid sessions, based on the respective MDAs preference. The KM PC secretariat will coordinate training/sensitization for KMCs and Focal persons who will in turn be expected to sensitize their respective MDAs.

**Conduct a Knowledge Management Capability Assessment (KMCA):** KM Implementation in the Public Service lacks a standard measure of initiatives and interventions. Undertaking a KMCA will enable organizations to identify their levels of progress in implementing KM and develop relevant interventions towards success. An online KMCA tool that allows MDAs to assess their level/status of KM implementation has been developed. The tool provides results and generates recommendations to the MDAs to improve their KM Maturity Level. KMCs will be sensitized on how to use the tool and a link will be provided to all MDAs.

**Develop and implement institutional Knowledge Management Policy:** MDAs will be required to establish and implement an institutional knowledge management Policy. The Policy will outline how an organization identifies, captures, stores, protects, shares and applies knowledge to improve decision-making, innovation, and overall performance guided by the National Knowledge Management Policy for Kenya 2022.

The basis of improvement will be the knowledge management maturity level resulting from the knowledge management capability assessment. The main output of this target is an approved institutional KM Strategy.

*MDAs will be expected to develop Strategies in line with the provided templates*

**Establish and Utilize Knowledge Sharing Forums:** Knowledge sharing involves the exchange of information, experiences, and insights within an organization to enhance learning, innovation, and efficiency. It ensures that institutional knowledge is captured, documented, and transferred to improve decision-making and service delivery. MDAs will establish and utilize knowledge-sharing forums for the systematic exchange of acquired expertise, innovative service delivery approaches, and institutional insights every quarter.

The implementation approach will be through various methods, including but not limited to; MDAs Facilitating regular Knowledge-themed structured discussions and presentations through internal workshops and meetings, Encouraging knowledge transfer from experienced personnel through mentorship and coaching programs, and strengthening knowledge transfer through internal collaboration and partnerships. The expected outputs will be documented records in the form of reports, minutes, and links to recorded sessions. Outstanding ideas, best practices, and lessons learned will be submitted to NRF for compiling and dissemination through annual knowledge-sharing forums. Knowledge Management (KM) Committees/Focal Persons will be expected to coordinate departments and oversee the implementation of knowledge-sharing activities, ensuring active participation and documentation.

*MDAs will be expected to report in the prescribed format*

**For effective implementation of the Knowledge Management indicator, the MDAs are expected to create an enabling environment by ensuring the following:**

- i. Constitute and operationalize Knowledge Management Committees and appoint a Focal Person;
- ii. Create awareness/sensitization on Knowledge Management; and
- iii. Conduct a Knowledge Management Capability Assessment at the beginning of the year.

The National Research Fund (NRF) will play a lead role in the development of Knowledge Management indicators and providing technical support to MDAs.

**MDAs are required to:**

- i. Train the Knowledge Management Committee and Focal Person by 31<sup>st</sup> December 2025 **(35%)**;
- ii. Develop and implement institutional Knowledge Management Policy by 30<sup>th</sup> June, 2026 **(30%)**;
- iii. Establish and utilize Knowledge Sharing Forums by 30<sup>th</sup> June, 2026 **(30%)**; and
- iv. Submit quarterly performance reports to NRF using the prescribed format **(5%)**.

*Additional information to support MDAs in the implementation of this performance indicator include: -*

1. *A link to the Knowledge Management Capability Assessment and guideline to use and interpret the results and recommendations*
2. *KM Institutional Policy Guide to provide direction for the preparation of Institutional Knowledge Management Policies*
3. *Reporting Template can be accessed from the website of the National Research Fund at <https://www.nrf.go.ke/>*
4. *Quarterly reports should be sent to the National Research Fund via KM reporting portal.*