Maarifa Centre

Sharing Kenya's Devolution Solutions

Handbook for County Governments on Knowledge Capturing and Sharing

2021

Table of Contents

About the Council of Governors

The Council of County Governors (CoG) is a non-partisan organization established under Section 19 of the Intergovernmental Relations Act (IGRA, 2012). The mandate and specific responsibilities of the CoG are spelt out under section 20 of the IGRA 2012. The Council provides a forum for:

a) consultation amongst County Governments;

b) sharing of information on the performance of the Counties in the execution of their functions with the objective of learning and promotion of best practice and where necessary, initiating preventive or corrective action;

c) considering matters of common interest to County Governments;

d) dispute resolution between Counties within the framework provided under the IGRA; e) facilitating capacity building for governors;

f) receiving reports and monitoring the implementation of inter-county agreements on inter-county projects; g) considering matters referred to the Council by a member of the public;

h) considering reports from other intergovernmental forums on matters affecting National and County interests or relating to the performance of Counties; and

i) Performing any other function as may be conferred on it by this Act or any other legislation or that it may consider necessary or appropriate.

Maarifa Centre

The Maarifa Centre is a knowledge sharing and learning platform for capturing of lessons and experiences from the 47 County Governments established by the Council of Governors to support its learning agenda.

Our Vision

Prosperous
and democratic Counties
delivering services
to every Kenyan

Our Mission

Benchmark
of excellence in devolution
that is non-partisan; providing
a supporting pillar for County
Government as a platform
for consultation, information
sharing, capacity building,
performance management
and dispute resolution.

Our Values

Our core values are:
professionalism,
independence,
equality & equity,
cooperation
and being visionary

Foreword

*I*t is with profound regard that I forward this Handbook for County Governments on Knowledge Capturing and Sharing. The Kenya Vision 2030 envisages a knowledge-based economy for sustainable growth and prosperity. With County Governments delivering a majority of essential services, it is important for Counties to continually explore sustainable and resilient solutions for efficient and effective service delivery. Institutionalisation of Knowledge Management (KM) is therefore pivotal for all County Departments and entities since it has the capacity to contribute towards efficient use of resources, improved performance and sustained productivity.

Drawing from section 20 (b) of the Intergovernmental Relations Act, the Council of Governors (CoG) Strategic Plan 2017-2022, gives prominence to KM by having Knowledge-Driven Performance as one of its Key Performance Areas. This is what drove the established of the Maarifa Centre, which is the knowledge hub for CoG. As devolution enters its eighth year of implementation, County Governments and CoG are keen to install a structured mechanism for systematic knowledge sharing and organisational learning within individual County Departments and amongst County Governments and also with external stakeholders. The CoG envisions KM entrenched at the County level through establishment

of systems that will encourage regular identification, documentation and sharing of experiences, lessons learnt and best practices in service delivery. For this goal to be achieved, the CoG-Maarifa Centre has developed this Handbook on Knowledge Capturing and Sharing to support County Governments mainstream KM in their operations.

This Handbook is aimed at assisting County Governments to set up structures, processes and systems that ensure consistent and organised capturing and sharing of County knowledge assets. The development of this Handbook was informed by the experiences of the Maarifa Centre working with the County Governments to document success stories and innovations for sharing and learning amongst Counties. Additionally, it was informed by a survey conducted to assess the KM capability of County Governments.

The target audience for this handbook includes all 47 County Governments, National Government Agencies, Development Partners, Civil Society Organisations, Private Sector among other stakeholders within the devolution space both at the National and County level. Herein you will find a background to Maarifa Centre and its mandate, the purpose of the Handbook, the target audience for Counties to share knowledge with, the Handbook development process and a step-by-step approach to identifying, capturing and sharing knowledge. Also in the Handbook is information on KM leadership and coordination, KM sustainability and capacity-building, and the resources required for KM.

Since Counties will use this Handbook as a tool for institutionalising knowledge capturing and sharing, it is expected that their experiences will inform its revision. Maarifa Centre, therefore, invites Counties to share their experiences in the course of utilising the Handbook so that these can be used to build on future editions. Questions, comments, and ideas for future editions can be sent to: info@cog.go.ke.

The CoG hopes this Handbook will be a catalyst for strengthening the devolved system of governance and transforming Kenya into a knowledge-

based economy. The CoG Maarifa Centre urges all the County Governments to embrace and use the Handbook and in turn share it out with their stakeholders while implementing various projects and programmes to ensure that lessons are captured along the way; both positive and negative in order to improve performance as we gear towards improving livelihoods of Kenya's citizens.

In conclusion, I would like to appreciate our partners who continue to work tirelessly in ensuring that our mandate on knowledge sharing amongst Counties is achieved. I would like to appreciate the World Bank for holding our hand in the growth of the Maarifa Centre and particularly for the technical support that bore this Handbook.

Asanteni sana, God bless you.

H.E. Hon. Martin Wambora, EGH.
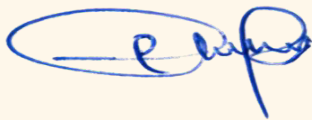*Chairman, Council of Governors*

Acknowledgements

*K*nowledge Management (KM) is gaining prominence in the public sector, not just here in Kenya, but all over the world. Increasingly, it is becoming clear that the delivery of efficient and effective services can be influenced by how robustly government and its entities identify, organise, share, store and transfer vital knowledge. Counties continue to find innovative ways of delivering services and KM is instrumental in ensuring that knowledge assets that are harvested in the course of service delivery can be accessed for upscaling and application by other Counties and other subnational governments across the globe. This Handbook is therefore expected to support County Governments to mainstream KM in their operations.

Since the launch of the Maarifa Centre by H.E. President Uhuru Kenyatta, CGH during the 4th Annual Devolution Conference held in Naivasha in 2017, the CoG has continued to carry on its mandate of knowledge sharing amongst County Governments with support from various partners in the devolution space. Peer to peer learning forums, documentation of innovations and best practices and the Annual Devolution Conferences are some of the avenues that the CoG utilises to facilitate cross-sectoral learning amongst County Governments and various devolution stakeholders. Indeed, we look forward to this Handbook assisting County Governments to institutionalise KM in their projects and programs.

Mary K. Mwiti
Ag. CEO, Council of Governors

Background

The devolved system of government in Kenya began after the general election of 2013. Eight years now and the devolution journey has produced lessons for Counties on how best to perform their roles and functional responsibilities and improve service delivery. The Council of Governors (CoG) provides platforms for Counties to share their experiences and other information on implementing devolution through annual statutory reports, the annual State of Devolution address, the annual Devolution Conferences and other forums. The demand for more efficient service delivery means that the County Governments have to continuously seek new ways and methods of improving their operations, even in the face of limited resources. There is also increased pressure for Counties to enhance transparency and accountability in their operations. By documenting and sharing service delivery solutions and innovations, Counties can open up and facilitate learning across their peers.

The CoG and its partners established the Maarifa Centre (the Centre) to serve as Kenya's premier knowledge sharing and learning platform, to support effective governance and service delivery. The Centre serves as an important national mechanism to document and share experiences, innovations and solutions on Kenya's devolution journey. The

How does the Maarifa Centre identify innovations, success stories and best practices from Counties?
The Maarifa Centre staff use the following avenues to obtain information from Counties on their best practices and innovations that are in use to improve service delivery:

- Information from the CoG Sector Committees
- Counties' websites and social media platforms
- Knowledge champions in some Counties
- Presentations at County quarterly meetings convened by the CoG
- County presentations in forums such as exhibitions, conferences, etc.
- The Annual Devolution Conference
- Local media coverage

Centre identifies, documents and shares success stories and high-impact innovations that have produced results, and organises activities and face-to-face meetings for Counties to learn from one another. The Centre also identifies knowledge gaps and needs among Counties and implements knowledge initiatives to close the gap. Through its online platform, the Centre serves as the primary knowledge repository and the 'go-to place' for information on Kenya's devolution successes, and a forum for online exchanges, peer learning and Communities of Practice (CoP) discussions.

The Centre actualises the mandate of CoG as provided by Section 20 of the Intergovernmental Relations Act. It provides a platform for capacity building, documentation, knowledge sharing and partnership-building that supports knowledge management in Counties.

The Centre collaborates with other partners to host and run learning events for County staff, to expose them to what is working in some of the Counties and generate a culture of inter-County learning and support the scaling up of successful innovations in new settings. The Centre also builds the capacity of County staff in strategic offices, who can serve as knowledge champions or focal persons and support documentation in the Counties.

However, there is a need for a structured mechanism for continuous identification and documentation of knowledge within the Counties and sharing it with other Counties. For the Centre to effectively provide technical support and guidance to Counties to showcase and share their experiences and lessons learned, Counties need to have sufficient capacity and will systematically identify and capture this knowledge. This handbook is aimed to support them in this process. This document outlines proposals and activities that Counties can adopt to strengthen their capacity in this respect, which will contribute to promoting learning about devolution in Kenya.

Goal and objectives

The purpose of this handbook is to guide County Governments on how to identify and collect innovations, best practices and other solutions that they are implementing to improve service delivery including what also did not work well and to share such information with other Counties in accessible ways. Specifically, this handbook will guide on how to:

a) Systematically identify, document and validate best practices and success stories emerging from Counties' service delivery;

b) Disseminate and share these knowledge assets and experiences across departments and with other Counties;

c) Promote the adoption of proven, high-impact County practices in new settings or by other Counties; and

d) Suggest an institutional framework to strengthen knowledge management in Counties.

Through the implementation of the proposed activities, Counties will contribute to the creation of a learning culture in service delivery, and a culture of documenting and sharing best practices.

What is knowledge?

Knowledge is the collection of experiences, methods, information, innovations and insights applied by staff to solve challenges in service delivery. It can be divided into three main types: Explicit knowledge is knowledge or skills that can be easily articulated and understood, and therefore easily transferred to others. Anything that can be written down in a manual or guideline qualifies as explicit knowledge. (Soulejman, 2017)

Tacit knowledge, is experiential knowledge that has not been documented yet. It often deals with issues related to 'getting something done'. We aim to translate this type of knowledge to actual products that other staff can use. (Soulejman, 2017)

Innovative knowledge enables an organization to do things in a new way, or to address an old problem in a new way, and often requires new ways of thinking. For example, the group ANC model is currently being used as an innovation to encourage more women to attend all required visits to clinic during pregnancy. (Soulejman, 2017)

What is knowledge and how does it apply to County service delivery?

In the County Government context, knowledge can be defined as the collection of experiences, methods, information, and insights applied by County staff to solve challenges in service delivery. This also includes innovations — solutions in the form of tools, models, applications, systems, and so on — created and introduced to improve service delivery. This knowledge can be explicit, found in documents (research data, program reports and other repositories), or it can be tacit/experiential, undocumented but existing in 'people's minds'. Both types of knowledge are useful and should be captured and used to inform service delivery improvement initiatives. The Maarifa Centre works with Counties to help them collect this knowledge and package it into distinct knowledge assets that can be shared with staff in other Counties. The Maarifa model for capturing and sharing knowledge and innovations from the Counties is illustrated above.

By institutionalizing knowledge capturing and sharing, County Governments will benefit in the following ways:

Knowledge identification & Capturing

Packaging (short stories, photos, videos)

Sharing (Digital platform, Media, conference, Peer-to-Peer Learning)

Monitoring benefits to counties (RRI)
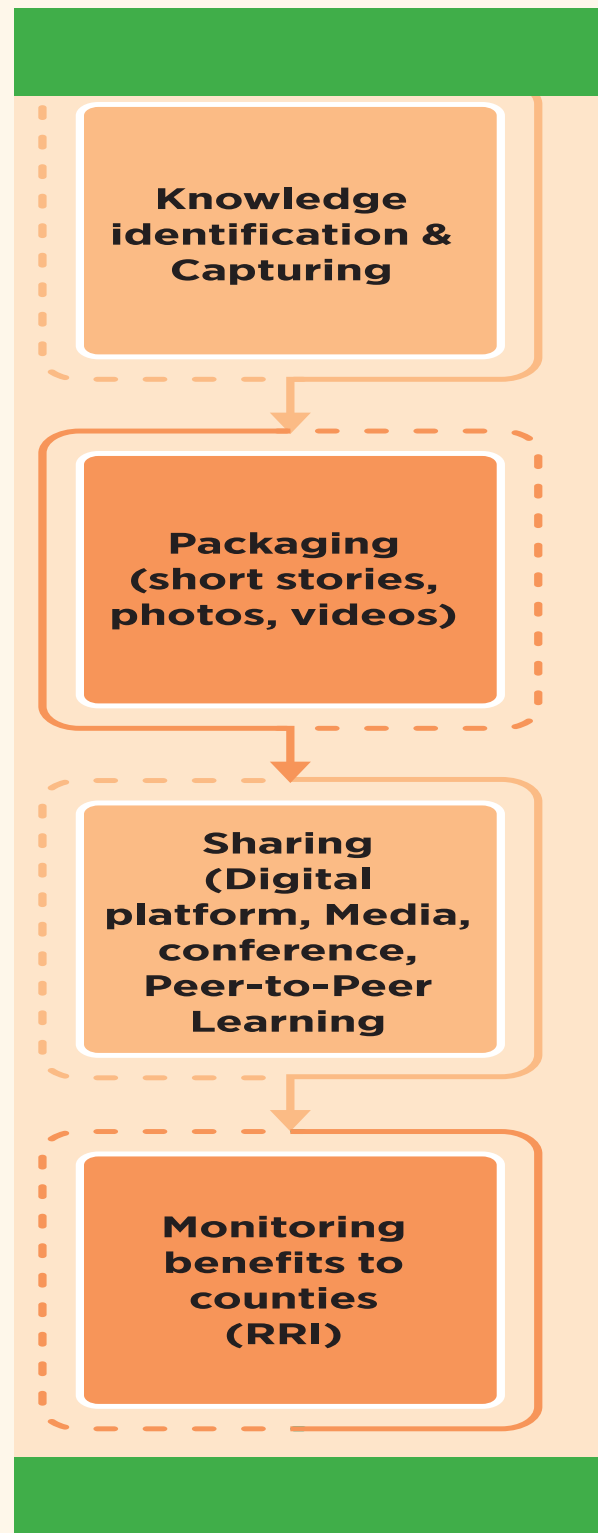
- Develop institutional memory in County institutions, to avoid brain drain and information loss through retirements and staff changes. It will help Counties to more securely capture legacy and retain important practices, even when the government changes;
- Easier scale-up of good practices and innovations, based on actual experiences;
- Provide easy and quick access to critical lessons on a just-in-time basis;
- Provide information for more targeted knowledge and learning products, such as presentations, reports, training courses and publications;
- Support cross-County and international sharing of expertise; and
- Contribute to open sharing of information on devolution, and how successes were achieved and struggles overcome, which is important for public support and confidence.

Also, by sharing what worked and what did not, Counties will support one another in development by learning from and avoiding mistakes made by others.

For County staff involved in day-to-day service delivery tasks, the pooled knowledge, experiences and innovations will:

- Facilitate the performance of day-to-day tasks requiring specific technical knowledge;
- Harness efficiencies by tapping into others' know-how, eliminating the need to 're-invent the wheel';

Knowledge Management is a discipline promoting an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, and previously uncaptured expertise and experience in individual workers. It is intended to improve efficiency and the quality of products and services and to achieve innovations (Gartner Group in Duhon, 1998).

- Develop a better understanding of who knows what and how the knowledge of peers can be useful in the performance of tasks;
- Develop new forms of collaboration across the County Governments and with external partners; and
- Support staff achieve personal growth and learning and strengthen personal performance, which is critical for career development.

Who will be the target audience for Counties to share knowledge with?

The following groups form the principal audiences for County knowledge sharing:

a) Staff in departments within the County;

b) Staff and leaders in other Counties experiencing similar challenges, and who can learn from documented solutions from another County;

c) Members of County Assemblies, who approve policies, plans and budgets on County operations and are interested in initiatives/ successes that promote quality;

d) Members of the public who receive services from the respective departments, and who are interested in quality improvement initiatives;

e) Other stakeholders, including development partners and civil society organisations, who collaborate with Counties on programmes and projects; and

f) The media, which provides a platform for publicizing the lessons and achievements of County Governments.

Handbook development process

This handbook was developed by the Maarifa Centre staff. The process included a review of existing materials[1] on knowledge management, including training materials, and discussions with various groups as well as the team's professional experience and knowledge. Existing materials reviewed also include background documents related to the establishment and operations of the Maarifa Centre, while the proposals relating to actions

1 See Section on references and suggestions for further reading.

that Counties can implement are anchored on the team's understanding of how Counties operate, and information gained from County sources. The Maarifa team also collected information through participation in meetings and other forums organised by the CoG.

The Guidelines

The following actions are organised around the key tasks involved in the knowledge capturing and sharing chain. Knowledge management in the context of a County Government involves every department focusing on implementing these tasks and mainstreaming them into regular practice.

1. Knowledge identification, capturing, and documentation

Actions required:

- Landscape analysis and knowledge mapping;
- Putting in place a system for regular identification and capturing of innovations and best practices.

a) Landscape analysis and knowledge mapping, covering all areas of service delivery

The first step for the County Government is to obtain a clear idea of how it already gains, stores, and shares knowledge, by mapping the existing flow of information within

What knowledge is worth capturing at County level?
Counties should aim to capture the following, among others, from both explicit/documented sources and from County staff and experts:

- Experiences and actions taken to improve processes, to enhance policies and programmes;
- Innovations and deliberate new ways of doing things to achieve more efficient service delivery;
- New actions and processes put in place to improve staff productivity

To assess if knowledge is worth sharing/documenting, it should meet the following criteria. The potential knowledge resource should be:

a) Relevant—meeting a demonstrable internal or external need
b) Narrowly focused
c) Worth sharing—artfully conveys insights or lessons learned
d) Easy to capture
e) Easy to validate
f) At risk of being lost

Source: (Soulejman, 2017)

and across departments and with other Counties. It is also important to establish what other knowledge is being accumulated, stored and processed by other actors within the County, and who supports the County in delivering services. This includes programmes and projects being implemented by other stakeholders and collaborating partners within the County, which may be employing innovations and successful solutions, which can be documented and shared with other Counties. It also includes research testing service delivery models and tools and new products and innovations, to do things better, e.g. new models and tools to reach more people, more effectively.

Another way to identify good practices at the departmental level would be to examine units and groups that deliver excellent results and are therefore likely to be using good practices and can describe their approach or methodology. The identification exercise can be conducted at the departmental level and the results used to inform County priorities in knowledge documentation and sharing. Annex 4 contains guiding questions that Counties can use to conduct landscape analysis and knowledge mapping.

End Product: Curated list of existing and possible new knowledge, practices and innovations in each department within the County Government; and list of projects/programmes by other stakeholders and institutions for active knowledge exchange.

Examples of County Innovations - 1

How Kiambu County improved approval process for construction permits.

In Kiambu County, the introduction of the Electronic Development Application Management System (e-DAMS) is changing the way communities across the County do business. The system has eased the process of applying for construction approvals and made it faster, vastly improving the process for the people most involved — contractors, inspectors, and plan reviewers — and providing better and more timely information to decision makers, managers, and staff throughout the County.

The County Government deployed a system that performs several tasks, including:

- Registration of architects, physical planners and engineers into the system

b) Putting in place a system for regular identification of innovations and best practices

To put in place systems and mechanisms for routine identification of innovations and best practices, County Governments can take the following actions:

I: Raise awareness on the benefits of capturing and sharing knowledge among County staff.

The success of a knowledge gathering, sharing and learning culture depends on whether staff are convinced of its value in improving service delivery, and are encouraged to share knowledge and learn from others. Within County Governments, knowledge capturing is driven by openness and a commitment to learning from others as well as share what each one knows, and individuals embracing their role as 'knowledge champions.'

County Governments can take the following steps to raise staff awareness:

- Include presentations on knowledge documentation and sharing at staff meetings. Ensure staff are aware of the County priorities at the departmental level.
- Encourage programme and operations staff to actively seek knowledge, innovations and lessons from outside

- Submission of building proposals for review and approval
- Monitoring of submitted building proposals
- Review and approval of building proposals
- Issuance of construction permits
- Profiling of ongoing constructions for the inspection process.

To put the system in place, the County had to introduce the following reforms:
- Streamlining internal approval review processes;
- Reducing the permit applications processing from months to seven days for single dwellings and to 1 month for a multi-dwelling;
- Adopting new building regulations, improving building quality control processes;
- Introducing a one-stop shop for lodging and tracking your application, and obtaining your permit; and fees reduction.

the County Government and incorporate them into their work to improve performance and service delivery.

- Create deliberate opportunities to share: Internal forums where staff can share with others what actions they are taking to improve the performance of their roles, and where other staff can learn through asking questions and interviewing each other intending to learn and convert that tacit knowledge into accessible, reusable information.

- Revamp staff training and onboarding methods to make them a knowledge-sharing process, where new entrants can learn valuable skills and insights from the existing staff. This way, staff will appreciate how what they know can be applied to improving processes and be more willing to share.

II: Embed capturing of best practices, success stories and innovations implemented in all departmental reports:

Counties already have in place mechanisms for collecting information about innovations and project performance, which is often contained in departmental reports and discussed in departmental meetings and technical working groups, and included in annual reports, etc.

- To ensure that best practices and innovations are captured and successes highlighted, and to avoid this being seen as 'extra work', reporting should be embedded in all project and departmental reports. This will ensure that staff members routinely seek and apply new solutions in the course of their work and that they document and share their experiences.

- Counties should require staff to include lessons learnt and innovations observed from trips to other Counties/countries in the back to office reports.

- Include knowledge capturing capacity building training in in-house training programmes.

III: Assign at least one person per department, to serve as the knowledge and best practices focal/contact person for the department:

Experience by the CoG/Maarifa Centre to date shows that among the challenges in harnessing knowledge and innovations from the Counties

are lack of dedicated 'point persons for the role in the Counties; lack of staff time and resources for knowledge activities; and lack of a culture that appreciates the role of information sharing for improved service delivery. Having a dedicated point/focal person is therefore important, who can also play a coordination role in the County. For this role, County Governments can appoint someone that already supports or coordinates departmental reporting, such as the M&E Department, departmental contacts for the County Service Delivery Unit or the Communication Unit.

These individuals should be supported at a higher level by a Knowledge and Best Practices Advisory Committee that has to meet regularly to monitor how well the County is doing and make recommendations on how to improve information collection and sharing. Annex 3 contains suggested terms of reference for a County Knowledge and Best Practices Advisory Committee.

IV: Set up a central registry/archive for County knowledge:

Each department in the County should include in its systems, a provision for storage of knowledge assets and innovations, which can be online on a server or a physical space in the library/records department. The archive should be within the staff's easy reach, and new materials added should be communicated to the County staff.

What do I need to document innovations and best practices in my department?

Communication
- Good communication, interpersonal and interviewing skills
- Objectivity and an investigative mind set
- Ability to record the solution in a compelling way
- Basic skills in research and examining challenges

Knowledge
- Basic understanding of the technical topic
- Understanding of how County governments work to deliver services
- Ability to make sound, practical recommendations for other Counties

Technology
- Basic skills in using a camera to record a video and take good photographs
- Basic skills in video editing, or
- Basic skills in creating a multimedia presentation or slide deck in PowerPoint

V: Establish a formal reward and recognition system for knowledge documentation and sharing:

County Governments should reward and recognise staff, not only for sharing their knowledge with others but also for their willingness to use others' knowledge. Below are some of the ways County departments can accord recognition to staff for documenting and sharing knowledge:

- Heads of departments can recognise staff who contribute a knowledge asset in a communication to the rest of the department, and invite them to share the product at a staff meeting;
- Give small prizes such as branded merchandise (t-shirts, water bottles, mugs, etc.) to team members who contribute knowledge products;
- Consider giving an opportunity to attend a conference or training event to the employee who shares the most widely distributed knowledge asset every quarter, or every year.

2. Types of knowledge assets that Counties can produce

At the very least, County Governments should aim to produce and share simple and quick to read products on relevant topics, with clear recommendations which can

Examples of County best practices 2:

How Nyandarua County revolutionised Potato Agribusiness.
Farming of Irish potatoes in Nyandarua has over the years been severely affected by challenges that include low farm productivity due to lack of good quality seeds and seed recycling; and inadequate use of fertilisers. Subsequently, farmers have for years received dismally low farm-gate prices, and suffer exploitation by traders and middlemen. In addition, the sector is characterised by high cost of production due to high costs of labour and inputs, and inadequate use of mechanization.

To address these challenges, the County Government put in place the following:
- Improved farmers' access to quality seeds and improved varieties of potato;
- Improved access for farmers to substantially subsidized fertilisers;
- Provided support to famers to form cooperatives, to enable

easily be shared with their staff and with other Counties for replication. A basic package may consist of a short write-up or brief and an accompanying short video or slide deck. Annex 1 provides a simple template that Counties can use in producing knowledge assets. Besides, Counties can also expand the knowledge assets produced to include evidence briefs on innovations; videos/multimedia presentations; or newsletters and bulletins on innovations in the County. The Maarifa Centre will contribute to the process by producing synthesis briefs of common experiences across multiple Counties, which illustrate innovative ways of solving specific challenges and problems related to common problems, such as youth employment.

3. Validation and quality control

Actions required:

- Set up an in-house quality control and peer review team; and
- Include review as an agenda in technical staff meetings.

When capturing tacit knowledge, it is important to ensure that the complete picture is documented and that the facts are captured as correctly as possible. One way to do this would be to avoid relying on only one person's account, but rather having insights from various participants. Additionally, if reports on the issue are available, it is useful to consult them for additional information that may address gaps in the key informant's recollections.

them access markets directly and counter the poor prices offered by middlemen; and
- Improved access to appropriate technology, to reduce production costs and over-dependence on manual labour.

The County Government is also putting up cold storage facilities to minimise Irish potato post-harvest losses.

These initiatives have produced remarkable results in Nyandarua County. Potato yield by acreage has improved by about 20%, a remarkable improvement on the 40 to 50 bags that they used to harvest prior to project intervention.

There has also been a steady improvement in the uptake of mechanization by farmers and reported gains in cost savings. Farmers now have more disposable income at family level, and improved standards of living.

Once the knowledge asset is compiled, the department must have a plan on how it will be validated before it is disseminated extensively. Validation ensures that the knowledge asset captures the best practice or innovation accurately and that the lessons learnt and recommendations are appropriate and relevant. Validation is also a form of substantive quality control to ensure that the County shares only high-quality knowledge assets.

County departments can constitute in-house teams whose role would be to conduct 'peer review' of knowledge assets and recommend improvements and even advice on dissemination. Review of knowledge assets can also be included as a regular agenda in departmental technical meetings, where colleagues can provide input to help improve case studies.

In validating a knowledge asset, the reviewers should consider the following factors:
- Is the experience or innovation valuable and worth sharing?
- Is the content correct, and presented in such a way that cannot be misinterpreted?
- Is the language clear and appropriate?
- Does the knowledge asset address a distinct issue or challenge that the County dealt with?
- Is there enough contextual information provided to enable a reader to get the full picture?
  - Are concrete lessons and recommendations included?

Examples of County best practices 3:

How Siaya County improved reporting by CHVs using a mobile phone application.
Siaya County relies on its teams of Community Health Volunteers (CHVs) to support the delivery of essential primary healthcare services under the community health guidelines. However, over time, it was observed that the CHVs were often late in reporting community health data, due in part to poor availability of the Ministry of Health tools, Register 513 and 514.

Sometimes some CHVs would not be available to collect monthly data from their community unit, affecting the timely reporting on key indicators such as maternal deaths, and thus, compromising efforts to improve the health status in Siaya County.

The County needed a solution that would provide real-time reporting of health data, which could be used for reporting by community health volunteers.

Annex 5 illustrates the criteria used by the Maarifa Centre to assess County innovations and promising practices, which may be useful for Counties to consider.

4. Sharing and dissemination of County knowledge products

Sharing and communicating County's successes, innovations and best practices should be the responsibility of all County staff, who should use multiple outlets, including meetings with staff from other Counties. The departmental team that reviews and validates the knowledge asset should also recommend other departments/County Governments that should receive the finished product. The knowledge asset should first be disseminated in-house within the department so that all staff are aware of it. Short videos can be screened during meetings and a printout of the write-up distributed to County staff.

Counties can also disseminate their knowledge products by including them in presentations to meetings, including the following:
- The Annual Devolution Conference
- Annual State of Devolution Address by the CoG Chair
- High-level meetings involving other County Governors, CECMs and other senior County officials
- In-County meetings with stakeholders

Solution:

The Siaya County Government adopted a mobile phone application (App) which was already being used by partners in a few areas within the County, to facilitate reporting. On the App are all the necessary reporting MOH forms and the CHV only needs to enter data into the digital module.

All the CHVs in the County received mobile phones with the App already installed. To ensure accuracy, the App is designed to deter CHVs from fabricating data. Community Health Assistants, who supervise CHVs, were given tablets with a preloaded App that allowed them to monitor the performance of the CHVs in real time.

Since its introduction, the use of the mobile App, dubbed MoH Siaya App, has led to reduced incidences of preventable diseases such as diarrhoea as CHVs have improved their job performance with the real-time monitoring.

- On County website, social media and County newsletter/newspaper. Capturing best practices is a good way to develop great and engaging content for the County Government website.
- Inter-County learning forums.

It is recommended that the County department's knowledge focal person should liaise with the County communication officers and officers from the County Delivery Units to ensure that the knowledge assets are disseminated widely through multiple channels as appropriate. It is also recommended that the senior County officials in the respective departments take the responsibility to ensure that the documented practices and solutions are disseminated to all their important audiences, including development partners, the public and other stakeholders. Annex 2 illustrates a sample dissemination plan for a County best practice knowledge asset.

The Maarifa Centre will support Counties to disseminate and share documented case studies (write-ups and videos) in the following ways:

- Posting them on the online platform, which contains a database of County practices that a visitor from anywhere in the world can search by several categories;

Promoting Peer Learning among Counties

The Maarifa Centre is mandated to coordinate peer learning events for County leaders and technocrats to learn from one another. These events provide forums for the audience to learn first-hand how innovations and best practices were developed and how they are applied to improve service delivery.

We asked participants at a Knowledge Documentation training for County M&E Officers, held in May 2019, how they would define 'peer learning'. Here are some of their responses.

- "When employees support each other in executing tasks and acquire skills and knowledge from each other in the process"

- "[when] workers in one County interact with workers of another County to share experiences thereby acquiring new knowledge through the shared experience"

- Publicising them and other new materials through social media and the monthly e-newsletter;
- Publicising them through credible social networks/groups such as the CoG-managed WhatsApp groups of Governors, CECMs, Chief Officers and County Directors;
- Using them as a resource for discussions by sector-based Communities of Practice hosted monthly on the platform, and in face-to-face technical sector committee meetings; and
- Printing the write-ups and distributing them during conferences and learning events.

The CoG/Maarifa Centre will also convene frequent thematic learning events, innovation forums and other meetings where Counties can not only showcase their best practices but can also dialogue on common challenges and solutions. Finally, the Maarifa Centre will use the information from the County best practices to develop synthesis briefs on topics of common interest between the Counties.

Leadership and Coordination

Directive, as well as supportive leadership, is very significant in driving the success of documenting and communicating a County's best practices.

The knowledge documentation and sharing role should receive support and coordination from the highest office in the County — the Governor's Office. The Governor, CECMs, the County Secretary, Chief Officers and Departmental heads can play the following roles in the knowledge documentation and sharing process:

- Take an active role in fostering a knowledge capturing, sharing and learning culture among staff in the County Government;

- "In the context of County governments, it is the use of experiential information from one County by other County governments to develop solutions to identified service delivery challenges."

- "Knowledge sharing to learn from other Counties equally as they learn from us as we have big projects to showcase".

17

- Actively support staff to identify best practices and case studies that can be documented and shared;
- Ensure that there are enough resources allocated to the knowledge management role in their County;
- Lead the sharing of their own County's best practices in meetings with their peers;
- Use their influence to encourage County staff to consider lessons learnt from other Counties to improve their own County's service delivery.
- Support peer learning forums for County teams, to encourage knowledge sharing.

Departmental heads and directors should actively look for knowledge-related needs among their staff and try to bring in or create innovations that can help to meet these needs or to expose their staff to solutions and knowledge products from other Counties. They should encourage their staff to constantly seek to find tried and tested solutions to common problems, which have been implemented elsewhere and replicate them in their Counties.

For optimum performance and direction, it is recommended that the Knowledge and Best Practices Advisory Committee, which will guide documentation, review and sharing of County best practices, be chaired by the County Secretary, and that the committee reports should be submitted to the Heads of Departments, Chief Officers, CECMs and ultimately the Governor.

Sustainability and Capacity-building
Actions needed:
- Entrench and integrate knowledge capturing and sharing in all departmental and County work plans;
- Allocate money to cover knowledge capturing and sharing in the County and department budgets; and
- Build partnerships with other agencies present in the County for joint activities.

County Governments should aim to create an enduring culture that appreciates the role of information sharing for improved service delivery, and where staff regularly document and share knowledge. This can be achieved by entrenching and integrating knowledge capturing and sharing in all work plans, and ensuring that enough resources are allocated in departmental budgets to cover these activities. Besides appointing specific staff to lead the initiative, Counties can ensure that all staff are trained in knowledge capturing and given the resources they need to do the work, as well as recognition for their effort.

Counties should also consider having partnerships and collaboration with local and other organisations that can support capacity building and the actual documentation and sharing of practices. County Governments can also collaborate with the numerous funded programmes being implemented in their areas, for support in training, special initiatives to document sector-specific innovations and best practices, and to organise knowledge-sharing events and activities targeting own staff and other external groups. Further, Counties may consider offering internships to university students who have been trained on knowledge capturing to serve in their facilities, where they can help with documentation alongside their regular job.

Resources required

For knowledge capturing and sharing activities to be successful, Counties will require enough resources — human, material and financial — to support the process. Every County should aim to have at least the following elements in place to support knowledge documentation and sharing:

a) **In-house skills in writing and basic photography:** at the very least, each department should have at least one staff member who can develop brief write-ups on best practices, or offer support to other staff to do so. In addition, basic photography, video production and video editing skills are needed to format and present good quality products. While desirable, it is not necessary to purchase video shooting equipment and editing software — an ordinary smartphone has adequate capability to shoot a good quality video, and staff

can take advantage of widely available free software for basic video editing. The Maarifa Centre can support Counties in training to equip selected staff with writing and video editing skills.

b) **Finances to cover print production and costs associated with holding or participating at knowledge-sharing events:** To distribute the written knowledge assets, it may be necessary for the County to print copies and hand them out at knowledge-sharing events. County departments should therefore anticipate and plan for costs associated with printing. County departments should also make provisions for staff travel to events where they can share knowledge products, such as the Maarifa Centre-organised knowledge fairs and conferences, and participation in County-organised peer learning events. If needed, County departments may also make provision for refreshments for the County Knowledge and Best Practices Advisory Committee meetings.

c) **Other costs associated with knowledge sharing infrastructure:** A basic system of storing and disseminating knowledge products would be necessary at the County level. Where would the completed and approved products be stored, and how would potential audiences access them? At the very least, each County department should have an easy-to-access archive/library, where hard and digital copies of write-ups, as well as all video clips, can be stored. More importantly, each County Government should ensure that these products are available on its website and social media pages and plan for all costs related to running these platforms (e.g. ICT skills for running the website and social media pages, and payment for website hosting).

Documenting learning and utilisation of County knowledge

County Governments, as learning organisations, should aim to demonstrate that they not only generate and share knowledge with other County Governments, but also learn from others' experiences to improve their service delivery. At regular intervals, for example, twice a

year, each County department should examine the number and range of knowledge products produced by its staff, and how they have been distributed. They should also document instances where another County or department has adopted or utilised a knowledge asset/practice or model from them, to strengthen their service delivery and the effect that the new practice is reported to have. In addition, each County department should document instances where its staff has learnt from another County (through a knowledge product or face-to-face peer learning event) and modified their service delivery performance as a result of this lesson, and any impact the new practice is reported to have. It is important to document this knowledge so that it can inform the County and department's future priorities, and to increase staff motivation to capture knowledge, once they see the impact it has had.

References and suggestions for further reading

1. SJ Janus, 2017. Capturing Solutions for Learning and Scaling Up. The World Bank

2. Janus, Steffen Soulejman. 2016. Becoming a Knowledge-Sharing Organization: A Handbook for Scaling Up Solutions through Knowledge Capturing and Sharing. World Bank, Washington, DC. https://openknowledge.worldbank.org/handle/10986/25320

3. Three Ways to Capture the Tacit Knowledge Inside Your Employee's Head https://blog.obie.ai/3-ways-to-capture-the-tacit-knowledge-inside-your-employees-head-d593aa5c8934 (Accessed 24 June 2019)

4.   How do we encourage knowledge sharing in organizations? https://www.researchgate.net/post/How_do_we_encourage_knowledge_sharing_in_organizations (Accessed 24 June 2019)

5. Ways to Encourage Knowledge Sharing at Work https://www.learndash.com/6-ways-to-encourage-knowledge-sharing-at-work/ (Accessed 24 June 2019)

6. 5 Ways to Increase Knowledge Sharing In Your Organization https://bloomfire.com/blog/522359-5-ways-to-encourage-knowledge-sharing-within-your-organization/ (Accessed 24 June 2019)

Annex 1: Basic template[2] for capturing County knowledge

TITLE OF BEST PRACTICE/INITIATIVE/INNOVATION
(Give a unique [specific, self-explanatory] title to the experience/challenge)

County:	
Sector:	Sub-sector/Theme:
Keywords:	
Target Audience:	
Author(s) and contacts:	
Resource person(s) and contacts:	

Context and Challenge (1/2 page)
- What is the background of the challenge or problem?
- What was the actual challenge or problem?
- What caused this challenge or problem to arise?
- What were its implications or consequences?
- Where and when did the event or experience take place?
- What was the situation before the event?
- Who was involved? Who was affected?

Response and Actions (2 pages; step-by-step description of actions taken to address the challenge)
- What actions were taken to overcome the challenge or problem?
- Who was involved in the actions, and in what role?
- What was the sequence of the activities en route to the solution?
- Why were certain decisions made?
- Were mistakes made and, if so, what were they?
- Were barriers to implementing the solution encountered and, if so, how were they overcome?
- What resources were used to make it happen?

Outcomes and Results (1-2 paragraphs)
- What were the results of the actions taken?
- Are these results fully attributable to the actions taken? To what extent did other elements influence the results?

- Which key activities ultimately led to which positive or negative results?
- Were there any additional positive or negative results worth mentioning?
- How did the various stakeholders react to the activities? Why?

Lessons Learned (1/2 page)
- What were the most important lessons learned from the experience?
- What would you do differently? What would you do the same way?
- How did these lessons affect the success or failure of the actions?
- What would you avoid?
- Whose involvement was important, and why?

Recommendations [what can other Counties learn?] (1-2 paragraphs or bullet list)
- What are the most important conclusions and recommendations from the experience?
- What would you recommend to others to do facing the same challenges?
- What aspects merit particular attention, and why?
- What would you avoid

Annex 2: Sample dissemination plan for a County best practice knowledge asset

Priority Audience	Dissemination objectives	Products	Events and mechanisms	Expected Date
County Governors	To share best practice and how it has changed service delivery; promote practice for replication in other Counties	A 2-page brief describing the innovation and its impact; 3-minute video featuring an expert using the innovation to improve service delivery	CoG meetings and events; Printed 2-page brief; Video included in Governor's presentation	Quarterly meeting

County Chief Officers and Directors	To communicate the best practice and evidence of its impact on service delivery; encourage replication in other Counties	A 2-page brief describing the innovation and its impact; 3-minute video featuring an expert using the innovation to improve service delivery	CoG-convened meetings of the Chief Officers and Directors	Quarterly

Annex 3: Suggested terms of reference for a County Knowledge and Best Practices Advisory Committee

A County Knowledge and Best Practices Advisory Committee is a useful mechanism to support the identification, documentation, validation and dissemination of best practices and innovations, to ensure that the County only shares with other Counties its best or most beneficial experiences. Ideally, each County should have an apex steering committee linked to the Governor's Office and knowledge sub-committees/teams at the departmental level. The apex committee's members should be drawn from all departments while the smaller departmental teams should have members drawn from specific units. The responsibilities of the steering committee include some or all of the following elements:

- Overseeing the adaptation and operationalisation of this handbook;
- Guiding departments in the identification and documentation of best practices;
- Providing review and guidance in validating County best practices;
- Ensuring that departments have identified knowledge focal points and resources required for their role;
- Lobbying for resources in the County budget to cover knowledge capturing and sharing, as well as participation in knowledge forums; and
- Supporting and regularly briefing the County leadership on all knowledge-sharing issues.

Committee Membership
1. County Secretary
2. All County Chief Officers
3. Director, Performance Management (Secretary)

Annex 4: Sample issues to consider in County knowledge mapping

a) What knowledge does staff possess that the County can exploit to contribute to better service delivery outcomes?
b) Where do staff find the information they need to perform their role for the County government or to solve problems?
c) What explicit formats of knowledge does the County/department create?
d) How is information shared within the department/County government? [Telephone? Email? Meetings?]
e) Are there libraries/information centres or portals where staff deposit reports which can be accessed by others to support decision making?
f) In each sector/department, who are the experts in the different areas, and how do they share their knowledge with the other staff?
g) Who are the other actors in the County who produce, distribute, or gather information on innovations and solutions in service delivery?
h) What kind of knowledge products do they produce and how are they shared with others in the County?

Annex 5: The Maarifa Centre's Criteria for Selecting County Innovations/Good Practices

Round 1
1. **Innovation:** the idea and its uniqueness in idea, process, implementation or target groups. The idea can be unique, but it may not be feasible, or it may be just a dream. It should have been tried out and produced some results. The cost economics or feasibility is important.

2. **Area of operation/citizen/customer outreach:** What is the area covered and reach to farmers/households, e.g. how many citizens/customers are served currently? How many citizens/customers is it aiming to reach in the coming years?

3. **Impact on the citizens/customers:** Financial, social, health — which indicators are addressed and how much (as per the baseline)? Often, the baseline is not given and hence change cannot be calculated, so it is useful to have data before and after. Economic impact is almost always necessary to estimate except when the initiative has nothing to do with economics — rather it is of social or health benefits, in which case those outcomes or impacts need to be defined (infant mortality rate — IMR).

4. **Scalability:** Can the supply chain effectively reach citizens/consumers? What is the potential for adoption in a new context? Is there an expansion or growth plan? Is there beneficiary demand for the services/innovation?

5. **Applicability of the innovation:** Is the innovation applicable for the Counties, specifically in terms of its business operations and target citizens/customers? Is it applicable to rural Counties?

6. **Feasibility/cost-effectiveness:** What is the cost to citizens/consumers? Is it subsidised currently? How much and what is the future feasibility plan? From the citizen/customer point of view, does it extend the benefits in proportion to the cost?

7. **Social Inclusion:** What social inclusion groups has the innovation reached? Which other groups can it reach? Map it to the social inclusion criterion in the Counties.

8. **Partnerships:** Any current government partnerships? Duration of the partnership and work distribution between government and the enterprises (what the enterprise did and how it delivered as per government reports, if any).

9. **Sector of interest to the Counties:** Finally, it is important that the citizens/clients demand innovation.

Round 2

1. **Impact:** change in the situation, before and after, (measurable) and timeline over which the change has happened. Is the innovation in the sector which needs change?

2. **Scale of operation** or scale of change (it should be measurable), and whether innovation is inclusive.

3. **Replicability:** whether the innovation can easily be replicated in other Counties, and the cost-effectiveness.

4. **Partnership:** is it happening in partnership with the County government or not? Or will it be possible for a County government to adopt it, with or without a partnership with private sector partners/social enterprises?

Governors and Deputy Governors visit to the Mother and Child Hospital in Makueni County during the Peer to peer learning on Public Participation in August 2018

Cabinet Secretary Ministry of Devolution, Governors and Deputy Governors visit to the Fruit Processing Plant at Kalamba in Makunei County during the Peer to Peer learning in August 2018

County officials in charge of budgeting and procurement participating in group work during the Inter-county Peer learning on Public Finance Management in Nyandarua County in November 2019

H.E. Hon. Wycliffe Wangamati and H.E. Francis Kimemia, EGH, CBS, HSC with the planning team from Council of Governors and World Bank during the Inter-county Peer learning on Public Finance Management in Nyandarua County in November 2019

Training of Council of Governors members of staff on Knowledge Capturing and Sharing in February 2021 at Golden Tulip Hotel in Nairobi

Group photo during the training at Golden Tulip Hotel