

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

### **Introduction and Background to the Proposal**

Knowledge is increasingly being recognized as a core strategic asset in sound governance and better and more cost-effective service delivery, which calls for more systematic capture, sharing and application of knowledge in organisations.

County governments generate and receive large amounts of data and information, and KM is one of the new management processes being adopted to transform this data and information into relevant knowledge for quality decision-making to improve service delivery.

### **Justification for a County KM Office**

A study by Ndiege and Wamuyu (2019)<sup>1</sup> to investigate the current knowledge management practices and technological solutions employed by County Governments revealed the main local challenges hindering effective utilization of knowledge, including the lack of systematic knowledge management practices in existence within the surveyed County Governments.

In early 2021, the CoG Maarifa Centre conducted a County Knowledge Management Capability Assessment Survey<sup>2</sup> with County Executives and concluded that Counties were ripe to establish KM Offices to institutionalize KM at the County level in a systematic and integrated manner.

### **Focus of the KM Office**

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

### **Targeted beneficiaries and stakeholders for this initiative**

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

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

<sup>2</sup> Maarifa Centre. (2021). *County Knowledge Management Capability Assessment Survey Report*. Council of Governors.

# County Knowledge Management (KM) Model Office

## Operationalization of the KM Office

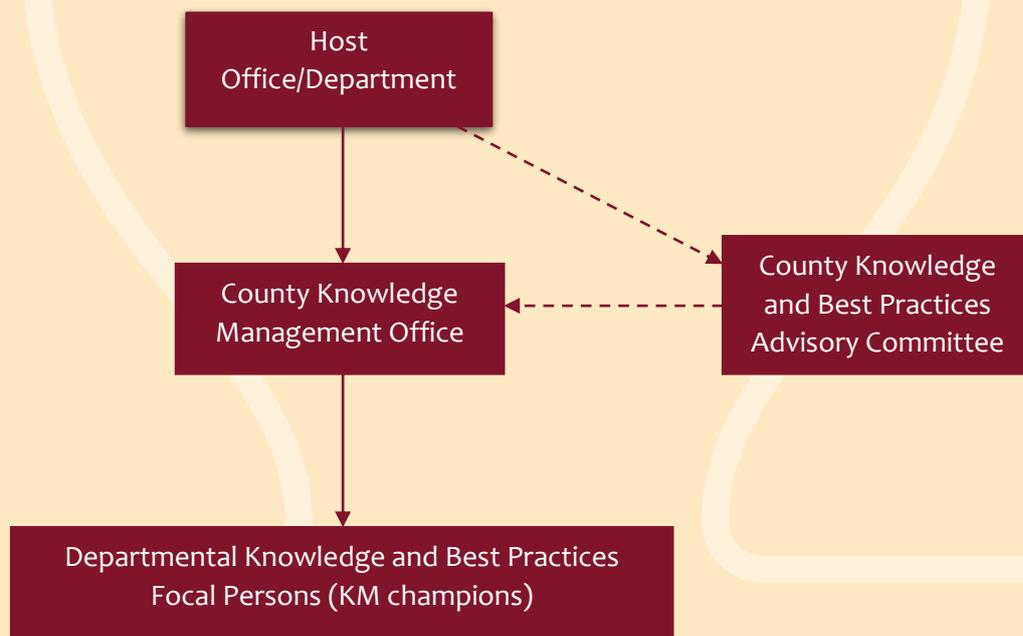
For effective uptake and integration of KM, Counties will decide on the most strategic office/department to domicile the KM Unit, provided all departments are properly sensitized to ensure staff get involved in KM in the County and look at the KM Office as one highlighting their success stories, innovations and best practices.

Besides staffing, other KM Office requirements that may already be available in Counties include office space and ICT infrastructure. Budget line for the KM function in every department and the KM Office is essential.

## Conclusion

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

## Annexe 1: Suggested Organogram for the County KM Office



NB. Suggested Terms of Reference for the County Knowledge Management Officer, Departmental Knowledge and Best Practices Focal Persons (KM Champions) and County Knowledge and Best Practices Advisory Committee, are in the main document.