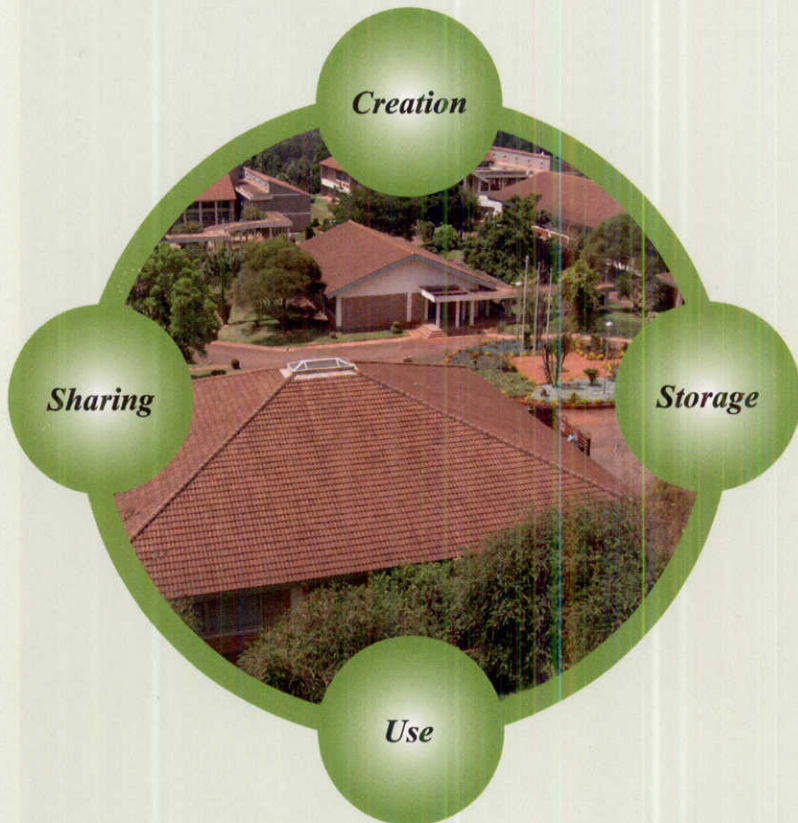




KENYA FORESTRY RESEARCH INSTITUTE



KNOWLEDGE MANAGEMENT POLICY



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2019

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Citation:

KEFRI (2019). Knowledge Management Policy. KEFRI, Kenya

Published by:

Kenya Forestry Research Institute (KEFRI)

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Layout & Design: Evans Abuje

Table of Contents

1.	Introduction	1
1.1.	Purpose of the Policy	3
1.2.	Scope	3
2.	Policy Areas	4
2.1.	General	4
2.2.	Knowledge Creation	5
2.3.	Knowledge Sharing	5
2.4.	Knowledge Use	6
2.5.	Knowledge Storage	6
2.6.	Security	7
3.	Disclaimer	8
4.	Revision	8

Foreword

Kenya Forestry Research Institute (KEFRI) mission is to conduct research and provide information and technologies for sustainable development of forestry and allied natural resources for socio-economic development. In accomplishing this mission, KEFRI generates various information and knowledge products, which the Institute uses and shares with stakeholders.

This Policy has been developed in order to streamline management of KEFRI's knowledge assets, by providing guidelines for creation, use, storing and sharing the knowledge within the Institute and with stakeholders. . The Policy will facilitate knowledge management to enable generation of technologies and innovations, continuous learning, and to enhance operational efficiency through proper use of intellectual capital, hence furthering the interests of the Institute, collaborators and stakeholders.

To ensure implementation of this Policy, KEFRI management will strengthen knowledge management by availing resources to enable the Institute's staff to create, capture, share, use and preserve knowledge.



Joshua Cheboiwo (PhD)
Director, KEFRI

1. Introduction

Globally, knowledge is considered a strategic asset that empowers organizations to plan, make decisions, take action, spur innovation and implement interventions to sustain development. The Government of Kenya recognizes the crucial role of Knowledge Management (KM) in different sectors of the economy. In particular, the Constitution of Kenya 2010 and Vision 2030, Kenya's development blue print, emphasize a knowledge based economy. In addition, KM is entrenched in various government policy documents such as the Science, Technology and Innovation (STI) Act, 2013.

Kenya Forestry Research Institute (KEFRI) is a state corporation established in 1986, under the Science and Technology Act (Cap 250) of the Laws of Kenya and Legal Notice Number 121 of 1986. The Act has since been repealed by the STI Act No. 28 of 2013. The Institute is mandated to:

- i. Conduct research in forestry and allied natural resources;
- ii. Disseminate research findings to stakeholders;
- iii. Build capacity of stakeholders; and
- iv. Establish partnerships and cooperate with other research organizations and institutions of higher learning in joint research and training

In fulfilling its mandate, the Institute generates forestry research data and knowledge products which include: strategic and applied research reports; operational and field expertise; and information. This knowledge is the most valuable asset of

KEFRI, hence it needs to be well managed. Knowledge Management is the process of creating, capturing, storing, sharing, and using knowledge to meet organizational objectives. The Institute has developed this Knowledge Management (KM) Policy to effectively and efficiently manage its knowledge.

1.1. Purpose of the Policy

The purpose of KEFRI KM Policy is to:

- i. Develop knowledge capital.
- ii. Facilitate identification and analysis of available knowledge and the subsequent planning and control of actions.
- iii. Facilitate deliberate, systematic and organized identification, capture, preservation, use and sharing of knowledge assets.
- iv. Promote a knowledge sharing and learning culture.
- v. Encourage innovation by: creating an open and transparent environment; adopting best knowledge management practices; and documenting and sharing knowledge appropriately.

1.2. Scope

This Policy shall be applicable to management of knowledge within KEFRI. It applies to all KEFRI staff, collaborators and stakeholders who interact with KEFRI either as creators or consumers of KEFRI Knowledge products both in electronic and physical formats.

2. Policy Areas

2.1. General

- i. Knowledge assets shall include both explicit and tacit knowledge.
- ii. Knowledge of each person or team shall be identified, captured and stored in a central repository for ease of access and use.
- iii. Terms of Reference of all KEFRI staff and projects shall contain specific mention on how knowledge shall be managed.
- iv. Training of staff on tools for knowledge management and learning shall be undertaken on a regular basis.
- v. The Institute shall provide adequate storage space and reliable internet bandwidth to allow frequent and regular knowledge updates, and sharing among KEFRI staff, collaborators and stakeholders through internet and non-internet based formats.
- vi. All knowledge generated by staff during their period of employment in KEFRI belongs to the Institute.

2.2. Knowledge Creation

- i. Staff shall deposit: research proposals, data and outputs; field reports; work experiences; and knowledge gained during the period of employment in KEFRI to KM system in specific formats.
- ii. KEFRI shall provide staff with necessary tools for knowledge creation and capture, and for converting tacit knowledge to explicit knowledge form.

2.3. Knowledge Sharing

- i. All staff, collaborators and stakeholders shall respect the knowledge of other people.
- ii. Handover of duties shall be conducted both face to face and in written form, as per provided format.
- iii. Staff retiring or leaving the Institute, shall undertake an exit interview, focusing on knowledge transfer as per provided format. This shall form part of clearing process.
- iv. Staff members who participate in training, seminars, workshops, and conferences shall share knowledge gained through various channels including meetings, colloquia and seminars. A written report shall be shared through the KEFRI KM system.
- v. The KM system shall provide knowledge sharing tools

- for all deposited knowledge.
- vi. KEFRI shall encourage knowledge sharing initiatives among individuals and teams within Institute.
 - vii. KEFRI shall encourage knowledge sharing through; team work, team meetings and team building exercises.
 - viii. KEFRI shall facilitate development and full operation of the Knowledge Cafes at all its regional centres.
 - ix. KEFRI shall encourage staff to participate in KM events meant to share knowledge.

2.4. Knowledge Use

- i. KEFRI Knowledge assets shall be used for intended purposes only.
- ii. Use of KEFRI knowledge shall be properly cited and acknowledged.

2.5. Knowledge Storage

- i. All research proposals, data and outputs, field reports, work experiences, and knowledge gained by staff shall be submitted to the KM system under appropriate security access levels.

- ii. KEFRI shall provide a centralized repository for storing knowledge.

2.6. Security

- i. KEFRI staff, collaborators and stakeholders shall be registered in the KM System with their official names and titles to access non-public content.
- ii. Passwords and usernames shall be kept safely and used to access the KM System at all times.
- iii. The access levels of all KEFRI knowledge assets shall be as follows:

User	Access level
Private	Only accessible by the creator or submitter of knowledge
Team	Only accessible by specified people The creator or submitter of knowledge selects the team members who shall have access to their contribution
KEFRI staff	Only accessible by KEFRI permanent and contract staff and those registered in KEFRI KM System
Public	Open to all

- iv. While creating or submitting knowledge on KM System, only one of the access levels shall be allocated to the knowledge product.
- v. All stored knowledge or information in KM System shall be backed up in two separate locations.
- vi. All knowledge contributed or created on KEFRI KM System is protected by Kenya Copyright Act, CAP 130 of 2001.

3. Disclaimer

- i. All knowledge created or submitted to the KEFRI KM System is the creator's or submitter's work and does not reflect the ideas of KEFRI.

4. Revision

- i. This policy shall be revised every two years or as need arises.
- ii. Changes to this KM Policy shall be approved by KEFRI Management.

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