

**KNOWLEDGE MANAGEMENT PRACTICES AND EFFECTIVENESS OF
INSTITUTIONS SUPPORTING DEVOLUTION IN KENYA: A CASE STUDY OF
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University of Agriculture and Technology, Kenya² Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya**ABSTRACT**

As Kenya navigates the complexities of decentralized governance, understanding how knowledge is harnessed and utilized within these agencies becomes pivotal, offering insights that can inform strategies for optimizing the devolution framework. Without a comprehensive analysis of these knowledge management dynamics, there is a risk of overlooking vital factors that could significantly influence the success of devolution efforts. This study therefore sought to assess knowledge management practices and the effectiveness of institutions supporting devolution in Kenya: a case study of the Council of Governors. This study was guided by the following specific objective; to investigate the relationship between knowledge storage and the effectiveness of institutions supporting devolution in Kenya: a case study of the CoG. This study was guided by the knowledge-based view theory of the firm. The study used a descriptive research design. The study adopted a census approach where the population was drawn from the staff of the Council of Governors (CoG). Primary data was collected using a structured questionnaire. Data analysis used the quantitative technique. Quantitative data was analyzed using SPSS where descriptive statistics such as mean, standard deviation, frequencies, and percentages were used. Correlation analysis and multiple regression analysis were conducted and findings were presented in tables and figures. Findings indicated that knowledge storage had the highest impact ($\beta = 0.442$, $p = 0.000$), highlighting the need for well-structured systems to retain and retrieve critical information. The study recommends investment in digital knowledge management systems, structured learning initiatives, and collaborative platforms to enhance institutional efficiency and service delivery. Strengthening these knowledge management dimensions will drive informed decision-making, reduce duplication of efforts, and improve overall governance in devolved systems.

Key Words: Council of Governors, Institutions Supporting Devolution, Devolution, knowledge management practices, knowledge storage

Background of the Study

Over the years, society has evolved from agrarian-based through an industrial metastasis, to information and now to an emerging knowledge era. The emerging knowledge society presents a set of new imperatives for governments and new challenges and opportunities for society (Okemwa and Smith, 2009; Kefela, 2010). A knowledge society portends a potential frame for human society development that will lead to economic competitiveness and stability, social cohesion, environmental conservation through biodiversity and ecosystem safeguards, and prudent use of resources for economic growth (Afgan & Carvalho, 2010). According to the World Bank (2007), the generation and exploitation of knowledge will continue to be a key factor in knowledge societies in most technologically based economies worldwide.

In the context of the Sustainable Development Goals (SDGs), Knowledge Management (KM) provides for a multipronged approach towards achieving a knowledge-based economy (Kenya Vision 2030). Documentation of good practices is a key hinge in KM where documenting and sharing best practices allows one to acquire knowledge on lessons learned, how to improve and adapt strategies and activities through feedback, reflection and analysis, and implement sustainable and more effective interventions (RoK, 2024). The third medium term plan (MTP III), 2018-2022 recognizes the need for establishment of platforms for utilizing and sharing knowledge across all sectors of the economy. The MTP III also envisages the development and implementation of a framework for the systematic management of knowledge as a critical recipe for sustainable development (RoK, 2023).

Knowledge Management (KM) is becoming a key area in the management of government institutions due to increased awareness of KM practices as a critical element in organizational performance (Jain & Jeppesen, 2013). To that end, concerns for organizational effectiveness and productivity stand out as the main motivators for establishing KM practices. This is because, it is considered that improving effectiveness and productivity as well as minimizing duplication of efforts between divisions and directorates is very important (OECD, 2001; Krawchenko, 2021).

Fernandez and Sabherwal (2015) define Knowledge Management practices as performing the activities involved in discovering, capturing, sharing, and applying knowledge to enhance, in a cost-effective fashion, the impact of knowledge on the unit's goal achievement.

The Knowledge Management policy for Kenya provides for a multi-pronged approach towards achieving a knowledge-based economy. The policy aims at building platforms for knowledge management by encouraging cooperation among knowledge-generating institutions and development agencies in order to increase the ability to mobilize and deploy knowledge for the successful social and economic transformation of the country. The policy is based on the premise that effective Knowledge Management presents significant opportunities for sustainable development (RoK, 2022).

KM practices in government are intended to create innovative systems that connect citizens to information and knowledge given their significance on organizational performance (Jain & Jeppesen, 2013). Arguably, implementation of these practices will improve the way government organizations operate and deliver services to citizens, thus, ensuring transparency and accountability to the public. Kangu (2015), defines devolution as a system of multilevel government under which the constitution creates two distinct and interdependent levels of government. These two levels of government which include the National and the County government are required to conduct their mutual relations in a consultative and cooperative manner.

Devolution in Kenya was adopted upon promulgation of the new Constitution, in 2010. It then

took effect in March 2013 following the general elections and preceding the transfer of functions from the National government to the County governments (RoK, 2010). These functions include agriculture; county health services; cultural activities; country transport; education; and county public works among others, as spelt out in the Fourth Schedule of the Constitution and further expounded by an Act of Parliament that is, The County Governments Act No.17 of 2012 (ROK, 2012). Article 6(1) divides the territory of Kenya into 47 county governments each with an executive and a legislative arm of government. Further, Article 10 of the Constitution stipulates that devolution is one of the national values and principles of governance (RoK, 2010).

The shifting of some key decision-making processes from the central government to County governments has created a window of opportunities for more ‘bottom-up’ engagements (Muwonge et al., 2022). Constitutional and legal frameworks have provided a clear stipulation on how these engagements can be done within and between these two levels of government. The provisions give the specifications on how the government through relevant institutions can share information, consult the public through public participation, and regularly gather citizen feedback (ROK, 2016; NA, 2017).

The system of devolution adopted in Kenya is cooperative and not competitive, hence, county governments are fully fledged governments with the status to engage in intergovernmental relations with the devolution stakeholders or with each other at the county level. The National and County governments are however distinct and interdependent and are required to relate to each other in a cooperative and consultative manner. They must consult, cooperate, support, and assist each other for effective performance to achieve the objectives of devolution (Kangu, 2015). To effectively attain the goals of devolution, the application of knowledge management practices is necessary, hence devolution-supporting institutions are expected to set up structures that will ensure effective KM practices between and amongst the two levels of government (Kangu, 2015).

Ndiege and Wamuyu (2019) posit that KM practices and systems remain pivotal to the success of various government initiatives to effectively discharge their constitutional mandates. Consequently, there is a need for a contextual understanding of KM practices and systems to be able to more fully appreciate what might work best for developing countries like Kenya.

Statement of the Problem

While the devolved government framework is designed to address region-specific needs and empower local decision-making, the lack of systematic KM practices hampers its ability to achieve these objectives (Mutinda & Mbataru, 2020). Challenges such as inconsistent knowledge-sharing mechanisms, limited technological infrastructure, and inadequate training for county officials create barriers to efficient decision-making and service delivery. Additionally, disparities in resources and capacities across counties further complicate efforts to standardize KM practices, leading to inefficiencies and gaps in addressing community-specific challenges (Ochieng, 2022). Without robust KM systems, devolved governments struggle to leverage valuable information and expertise, diminishing transparency, accountability, and public trust.

However, there are significant gaps and weaknesses in the structures and systems for managing service delivery between the national government and the county governments and within and amongst devolution-supporting institutions. These are indicated as inadequate systems for the exchange of data, information, and knowledge between counties and national ministries, departments, and agencies (MDAs), inconsistent and disaggregated information and data, and loss of intellectual capital due to high staff turnover (World Bank, 2014). Despite being that

devolution supporting institutions are driven by the devolution agenda, lack of proper cooperation between these stakeholders and the counties on matters such as policy development, information transfer, among other challenges, has led to parallel and uncoordinated KM practices (Ndiege & Wamuyu, 2019).

Studies touching on knowledge management practices and effectiveness of devolution-supporting institutions in Kenya are scarce. On the other hand, there has been little empirical research that directly examines the link between knowledge management practices and their effectiveness in devolution-supporting institutions. This study therefore endeavors to study knowledge management practices specifically creation, capture, sharing, and storage, and the impact they have on the effectiveness of institutions supporting devolution.

Research Objectives

General Objective

The primary purpose of this study was to assess Knowledge Management practices and the effectiveness of institutions supporting devolution in Kenya: a case study of the Council of Governors.

Specific Objectives

- i. To investigate the relationship between knowledge storage and effectiveness of institutions supporting devolution in Kenya: a case study of CoG.

Research Questions

- ii. What is the relationship between knowledge storage and the effectiveness of institutions supporting devolution in Kenya: a case study of CoG?

Theoretical Review

Knowledge Based Theory of the Firm

The knowledge-based theory has its initial roots in the resource-based view (RBV) of the firm as proposed by Penrose (1959). The theory considers knowledge as the most critical resource of a firm. This knowledge is imaged and transmitted through manifold entities which would include organizational culture and policies, identity, routines, systems, documents, and workers. The main arguments of RBV were later developed by Wernerfelt (1984), Conner (1991), and Barney et al. (2021) who argued that for a firm to attain competitive advantage, it must proactively defend its set of organizational resources (physical, financial or human resources). Accordingly, given that knowledge is the greatest strategic resource of the firm, and that knowledge-based resources are socially complex and difficult to imitate, a firm's knowledge base is one of the most important determinants of enhanced organizational performance (Stoian et al., 2024).

The theory principally lays focus on knowledge at the group and the firm levels of analysis with particular emphasis on the interactions between individuals and groups for knowledge creation and knowledge sharing. It further shows how such interactions can lead to an organization's competitive advantage (Cohendet et al., 2024). Nevertheless, the RBV treat knowledge as a generic resource rather than containing special features. To that end, it does not provide a distinction between the different types of knowledge-based capabilities. Thus, information technologies can be better alternatives since they can be applied to enhance, synthesize, and expedite a large-scale intra- and inter- firm KM (Hughes et al., 2022).

From the theoretical literature examined, it is evident that the core tenets of arguments in the theories find their usefulness in this study. This is especially in deriving the direction of the causal variables where the key assumption is that of KM practices. These practices include;

knowledge creation, knowledge capture, knowledge sharing and knowledge storage which enhance organizational effectiveness. More particularly, the usefulness of these theories is to conceptualize the direction of the variables where it is surmised that KM practices positively lead to enhanced organizational effectiveness.

Conceptual Framework

A conceptual framework is a graphic representation that depicts the link between the explanatory variables and the explained variable with indicators that expound more on the two variables. Figure 2.2 presents the conceptual framework for this study showing knowledge storage as independent variables and effectiveness of institutions supporting devolution as the dependent variable.

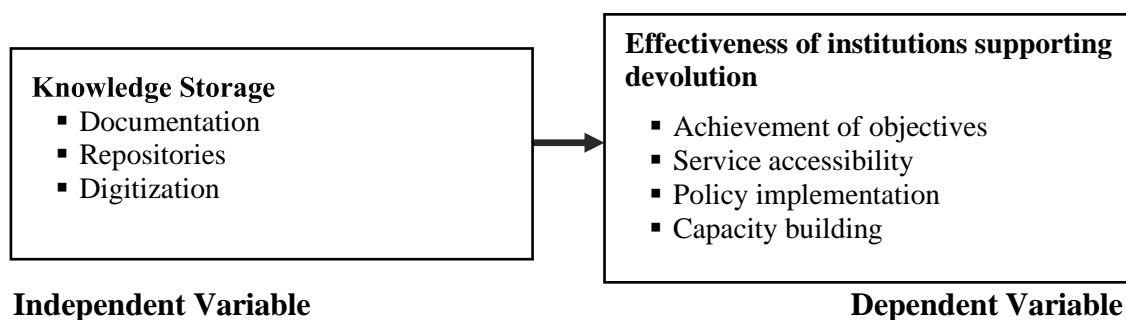


Figure 2.2: Conceptual Framework

Knowledge Storage

Knowledge storage is the use of both soft and hard style recording of knowledge in a way that can be easily retrieved. The overall objective of knowledge storage is to retain individual and organizational knowledge (Almuayad et al., 2024). Odubuker et al. (2023) argue that organizational knowledge storage must entail keeping knowledge in various components and forms which may include; written documentation, documented organizational procedures, tacit knowledge, and codified human knowledge.

Odubuker et al. (2023) posit that knowledge storage processes should be concerned with making existing knowledge readily available and accessible to all authorized persons. Equally, the accessibility should be in a manner that is user-friendly. Moreover, O'Dell and Almuayad et al. (2024) opine that there is a need for organizations and corporations to develop a framework for structuring and organizing their stock of knowledge. This is intended to obtain a common and agreed standards which would reduce redundancy and improve organizational efficiency.

Empirical Literature Review

Koech et al. (2015) sought to establish the relationship between knowledge storage, retrieval, and employee performance in public technical training institutions in the Rift Valley, Kenya, while holding employee engagement as a moderating variable. The study applied the explanatory research design in which the target population was 3,147 workers out of which 343 formed the sample size using the Cochran's formula. The findings of the study established that knowledge storage positively affects employees' performance.

In Uganda, Odubuker et al. (2023) examined how knowledge storage influences organizational performance, focusing on National Teachers' Colleges (NTCs). Data was gathered through questionnaires from 141 respondents out of a targeted 221 across five NTCs. Using both descriptive and inferential statistical methods, the study analyzed knowledge storage as an

independent factor affecting the performance of these institutions. The findings indicated a significant positive correlation between knowledge storage and NTCs' performance. Given that this research focused specifically on educational institutions, the need arose for the present study, which explores knowledge management in the context of devolved government effectiveness. This shift in focus is essential for understanding how knowledge management practices contribute to governance efficiency beyond the educational sector.

In Romania, Ștefan et al. (2024) examined the impact of knowledge management (KM) on both individual and organizational performance. The study utilized partial least squares structural equation modeling (PLS-SEM) and advanced mediation analysis techniques. Data were collected from 1,284 respondents across public and private sector organizations. The findings indicated that knowledge storage had a stronger direct influence on individual performance than on overall organizational performance. However, this study primarily focused on organizational outcomes and relied on PLS- SEM for analysis. In contrast, the present research explores the effectiveness of devolved government and employs multiple regression analysis.

RESEARCH METHODOLOGY

This study adopted a descriptive research design as it is most appropriate for demonstrating the relationship between the variables (Dane & Carhart, 2023).

the target population comprised of senior management, committee representatives and staff of the Council of Governors (CoG). The total population was 90. The number of targeted officers is tabulated in Table 1.

Table 1: Target Population

Level	Frequency
Senior Managers	8
Committee Representatives	13
Staff	69
Total	90

Source: Annual Report (2025)

A sample is a subset of a target population chosen and is a representative of the whole population, hence, a sampling exercise is a process of selecting the number of people or subjects which provided data from which the study will draw inferences about the whole population (Memon et al., 2020). Kothari and Garg (2019), indicate that random sampling technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is divided from a relatively homogeneous population. This study used the census method where the entire population of 90 staff were interviewed. This is because the total population was not vast; it is less than 100.

Primary data was collected using structured questionnaires. Questionnaires are most appropriate because they allow anonymity of the respondents and the information given, a characteristic that would contribute to the high quality of the responses provided (Flick, 2020). The questionnaire used was divided into six sections with section one providing general information on the respondents and the five subsequent sections focused on the study variables.

Quantitative data was collected and analyzed where the SPSS software Version 28 was used to analyze quantitative data and both descriptive (percentages, frequencies, means and standard deviations) and inferential statistics (Correlation and regression analysis). The strength of the relationship between pairs of variables was determined using correlation analysis while the influence

of various factors on intentions to share knowledge was examined using regression analysis

RESEARCH FINDINGS AND DISCUSSIONS

the primary data was collected from staff of CoG with a sample of 90 out of which 86 questionnaires were correctly and accurately filled. Creswell and Creswell (2023) observed that the response rate that is suitable in many social science studies is around 80 percent. The response rate, as depicted in the table indicates a high level of participation in the study on the influence of knowledge management practices and the effectiveness of institutions supporting devolution in Kenya. A substantial 95.6% of the respondents returned their questionnaires, demonstrating strong engagement and willingness to contribute to the research.

Descriptive Statistics Analysis

This section provides descriptive statistics of the study variables. The analysis includes the mean (μ) and standard deviation (δ) that describe the data comprehensively. Respondents were requested to rate their responses using a Likert-type scale where 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), and 5=Strongly Agree (SA). The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree and 4.5-5 strongly agree. In addition, a standard deviation greater than 2 was considered large meaning responses were widely spread and not tightly clustered around the mean.

Descriptive Analysis of Knowledge Storage

The study's objective was to investigate the relationship between knowledge storage and effectiveness of institutions supporting devolution in Kenya; the council of Governors. The results were analyzed and indicated in the table 2.

Table 2: Descriptive Analysis of Knowledge Storage

Statements	Mean	Std. Dev.
There is a formal mechanism/procedure for how information and knowledge is stored in the organization	3.65	1.25
Organizational information resources are centrally located	3.48	1.35
Information and communication systems and databases are given sufficient prominence and resourced adequately	3.35	1.37
Information is accessible through an automated database/resource and information center	3.08	1.22
Aggregate Score	3.39	1.30

The aggregate mean score of 3.39 indicates a neutral stance on knowledge storage. The first statement was whether there was a formal mechanism/procedure on how information and knowledge are stored in the organization, recorded a mean score of 3.65, indicating that employees agree with this assertion. However, the standard deviation of 1.25 suggests some variation in responses, meaning that while most employees recognize the existence of formal storage mechanisms, others may perceive inconsistencies in their implementation or effectiveness. The findings are in unison with the study of Demir et al. (2023) that knowledge management influence positively influences organization sustainability.

Similarly, the statement regarding organizational information resources being centrally located had a mean score of 3.48, which is on the borderline between neutral and agree. The standard deviation of 1.35 highlights a considerable spread in responses, implying that while

centralization efforts exist, some employees may experience difficulties in accessing these resources efficiently. The results agree with the research of Ștefan et al. (2024) that found that knowledge management influence innovation within the organization.

On the other hand, the perception of whether information and communication systems and databases are given sufficient prominence and adequately resourced was rated neutral, with a mean score of 3.35. The standard deviation of 1.37 suggests that employee opinions vary significantly, indicating that while some believe these systems receive the necessary attention and investment, others feel improvements are needed to enhance their efficiency and usability. The study agrees with the study of Almuayad et al. (2024) on innovation being influenced by knowledge storage.

Finally, the statement on information being accessible through an automated database/resource and information center, recorded a mean score of 3.08, placing it within the neutral category. The standard deviation of 1.22 shows a moderate level of variability in responses, suggesting that while automated systems exist, their effectiveness and ease of access might not be uniformly experienced across the organization. The findings concur with the study of Odubuker et al. (2023) which indicated that knowledge storage positively impacted organization performance.

Effectiveness of institutions supporting devolution

The main focus of this study was to assess KM practices and how they impact the effectiveness of institutions supporting devolution. The results of the effectiveness of institutions supporting devolution were analyzed and shown in table 3.

Table 3: Descriptive Analysis of Effectiveness of institutions supporting devolution

Statement	Mean	Std. Dev.
The organization has been able to comply with the requirements of its service charter hence ensuring effective service delivery to stakeholders	3.08	1.22
The organization carries out audits of its services and ensures recommendations from the same are effected	3.16	1.15
The organization effectively learns from past experiences and integrates the learnings into future practices	3.16	1.57
Knowledge sharing in the organization has helped to reduce duplication of efforts and thereby has increased work efficiency.	3.17	1.30
Access to shared knowledge helps me complete my work faster and with fewer errors.	4.64	0.48
Sharing knowledge has enhanced our ability to understand and meet customer needs.	3.5	0.82
The availability of well-organized stored knowledge has reduced the time spent searching for information	2.94	1.38
The organization consistently attains its performance objectives	4.01	1.07
County governments are generally satisfied with our level of support to them	4.3	0.90
The organization has won awards in the last three years'	3.5	1.08
Aggregate Score	3.55	1.10

The aggregate mean score of 3.55 suggests a general agreement on effectiveness of devolution service delivery. The first statement was that of compliance with the service charter and effective service delivery had a mean score of 3.08, placing it within the neutral category. The standard deviation of 1.22 suggests a moderate variation in responses, indicating that while

some employees believe the organization meets these requirements, others may perceive gaps in compliance. The findings agree with the study of Kijugu and Moronge (2021) that found that knowledge management influenced service delivery.

The second statement was whether audit and implement recommendations recorded mean score of 3.16, also reflecting a neutral stance. The standard deviation of 1.15 shows that responses were relatively clustered, suggesting that while audits are conducted, their effectiveness may not be consistently perceived across the organization. The study concurs with the findings of Barbier and Tengeh (2022) that knowledge management impacts public service delivery.

The third statement was whether they learned from past experiences, the mean score of 3.16 again indicates a neutral position. However, the standard deviation of 1.57 suggests a higher variability in responses, meaning that while some employees recognize improvements in knowledge integration, others may feel that lessons are not always effectively implemented. The findings agree with the research of Natalie (2022) on knowledge management and the performance of service firms. The fourth statement was on the impact of knowledge sharing on work efficiency, which received a (mean of 3.17, standard deviation of 1.30) neutral perception about these aspects, implying room for improvement in structuring and accessing shared information. The findings agree with the study of Kijugu and Moronge (2021) that found that knowledge management influenced service delivery.

The fifth statement on speed and accuracy in work completion due to knowledge sharing which had the highest mean score of 4.64 with a low standard deviation of 0.48, indicating strong consensus among employees that knowledge access significantly enhances efficiency and accuracy. The above findings concur with the study of Chebet and Njuguna (2020) that found that knowledge management had a positive effect on service delivery.

The sixth statement was on knowledge sharing and customer satisfaction, received a mean score of 3.5, indicating agreement among respondents. The standard deviation of 0.82 suggests that responses were fairly consistent, meaning that most employees acknowledge the positive impact of knowledge sharing on customer engagement and service delivery. This implies that fostering a knowledge-sharing culture can be beneficial in improving responsiveness and tailoring services to meet customer expectations effectively. The findings confirm the research of Kihia and Thairu (2021) that found that knowledge management had a positive effect on service delivery.

The seventh statement was on the availability of well-organized knowledge resources, which falls within the neutral category. This suggests that employees neither strongly agree nor disagree on whether structured knowledge management significantly enhances efficiency in information retrieval. The standard deviation of 1.38 indicates a moderate variation in responses, implying that while some employees find the knowledge storage system useful, others may experience challenges in accessing or utilizing stored information efficiently.

In terms of organizational performance, employees agreed that the organization consistently meets its performance objectives (mean of 4.01, standard deviation of 1.07) and that county governments are generally satisfied with the support provided (mean of 4.3, standard deviation of 0.90). These results suggest a positive perception of overall performance and stakeholder satisfaction. The findings agree with the study of Kihia and Thairu (2021) that found that knowledge management had a positive effect on service delivery. Also, the findings concur with the study of Idrees et al. (2023) which indicates that knowledge management and development of new products improves resource utilization leading to increased creativity and enhanced productivity.

Finally, the statement on recognition through awards, received a mean score of 3.5, indicating agreement, but with some variations (standard deviation of 1.08), meaning that while awards have been achieved, employees may have differing awareness or views on the extent of these achievements. This implied that CoG should increase internal and external communication on achievements

Correlation Analysis

The study computed correlation analysis to test the strength and the direction of the relationship that exists between the dependent and the independent variables. According to Schober (2018), Pearson correlation measures the strength and direction of a linear relationship between continuous variables, making it ideal for statistical modeling; hence the study used Pearson correlation for correlation analysis. Table 4 presents correlation analysis findings for this study.

Table 4: Pearson Correlation of Analyses on Knowledge Management Practices and the effectiveness of institutions supporting devolution

		EDSD	KSt
EISD	Pearson Correlation	1	
	Sig. (2-tailed)		
KSt	Pearson Correlation	.763**	1
	Sig. (2-tailed)	.000	

A strong positive correlation ($r = 0.763$) exists between knowledge storage and the effectiveness of institutions supporting devolution, meaning that institutions with organized and accessible knowledge repositories perform better in service delivery. The significance level ($p < 0.01$) validates this relationship. The findings highlight that all dimensions of knowledge management (creation, capture, sharing, and storage) have a positive and significant relationship with the effectiveness of institutions supporting devolution.

Regression Analysis

Table 5: Coefficients of Analyses on Knowledge Management Practices and Effectiveness of Institutions Supporting Devolution

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	β	Std. Error	Beta		
(Constant)	.667	.213		3.126	.002
Knowledge Storage	.327	.037	.442	8.903	.000

a. Dependent Variable: Effectiveness of Institutions Supporting Devolution

$$Y = 0.667 + 0.327X +$$

On knowledge storage ($\beta = 0.327$, $p = 0.000$) the findings revealed that a one-unit increase in knowledge storage leads to a 0.327 increase in effectiveness. The p-value (0.000) confirms significance, and the β (0.442) is the highest among all variables, indicating that knowledge storage has the strongest positive influence on the effectiveness of institutions supporting devolution. Thus, efficiently storing and managing knowledge ensures better decision-making, faster access to information, and improved organizational performance.

Conclusion

Knowledge storage shows a significantly positive correlation with the effectiveness of institutions that support devolution. The study findings reveal that documenting, use of institutional repositories and digitization influences the effectiveness of institutions supporting devolution. The regression analysis validates these findings; therefore the study concludes that knowledge storage has a significant impact on the effectiveness of institutions supporting devolution.

Recommendations

Institutions supporting devolution should develop and maintain a centralized knowledge management system (such as digital databases, document repositories, and cloud-based platforms) to ensure easy storage, retrieval, and access to critical information. Also, invest in automated knowledge management tools, such as corporate intranets, content management systems (CMS), and data warehousing solutions, and further, establish clear policies and protocols on knowledge storage to ensure standardization and consistency across all departments.

Recommendations for Further Studies

This study's recommendations for future research include addressing the limitations identified and expanding its scope to study other government agencies that have a devolution-supporting mandate, which could include the county governments and national government agencies.

Given the seemingly weak relationship of the variables, in future studies, moderating variables can be explored to understand the relationship between the dependent and independent variables (knowledge storage).

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