



#### **KNOWLEDGE MANAGEMENT: WHY AND HOW?**







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#### **CHANGES IN FOCUS OVER TIME**



- 1. Age of agriculture (10 000-2 500 BC)
- Wealth was defined as the possession of land



- 2. Age of industry (1760-1840)
- Wealth was defined as the possession of capital (factories)



- 3. Age of knowledge (1991 to present)
- Wealth is based on the possession of knowledge and the ability to use it to create or improve goods and services





## INDIGENOUS KNOWLEDGE

Africa is termed a knowledge society because it has indigenous knowledge which forms the basis for decision making within communities. This indigenous knowledge also known as the local knowledge can be captured, shared, and transferred by networking with communities









#### **DEFINITIONS**

#### **Knowledge** (Davenport and Prusak, 2000:5):

"Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers. In organizations, it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practices, and norms."

While defined in many different ways, knowledge management generally refers to how organizations create, retain, and share knowledge (Argote, 1999; Huber 1991).

#### **Knowledge management** (Skyrme, 2011b):

"Knowledge management is the *explicit* and *systematic* management of *vital knowledge* - and its associated *processes* of creation, organization, diffusion, use and exploitation - in pursuit of business objectives."







#### **KNOWLEDGE SHARING**

Experience and research suggest that successful knowledge sharing involves extended learning processes rather than simple communication processes, as ideas related to development and innovation need to be made locally applicable with the adaptation being done by the 'incumbent firms' (Nelson & Rosenberg, 1993) or 'the local doers of development' (Stiglitz, 1999) for the ideas to be successfully implemented



Knowledge sharing is an activity through which knowledge (namely, information, skills, or expertise) is shared among people, communities, or organizations.





## **TYPE OF KNOWLEDGE**

Explicit Knowledge

- Tangible
- Information written down or codified
- Easily shared

Tacit Knowledge

- Intangible
- Information stored inside a person's mind
- Shared via learning

Knowledge





#### **TERMS DEFINITIONS**

Data

 Raw information coming from a neutral observation or a measure done with a device.

INFORMATION

 Gathering of data organized in order to deliver a message in a written or oral format

Knowledge

 Explicit knowledge (expressed with words, easy to communicate) and unwritten (hardly expressed with words because it refers to a complex know-how)



Linked to the experience of the person holding them; therefore, they are transmitted through interactions, observations, or imitations





## DATA VS INFORMATION VS KNOWLEDGE

Information understood, can lead to an action

**KNOWLEDGE** 

Actions to improve access to drinking water

Data interpreted and put into context

**INFORMATION** 

The rate in rural areas differs from that of urban areas

Off context raw elements

**DATA** 

The rate of access to drinking water



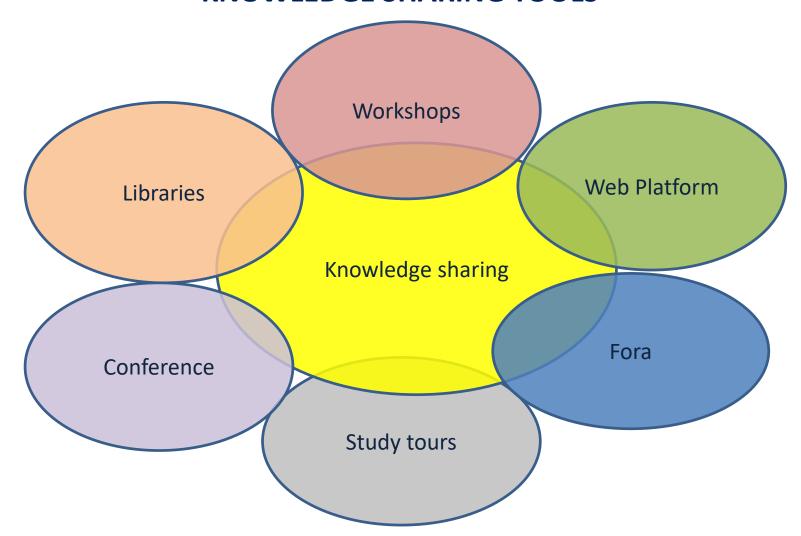


## **KNOWLEDGE MANAGEMENT STAKEHOLDERS NGOs** States-owned Development institutions programs and projects Development Financial and technical Knowledge sharing associations partners Media





## **KNOWLEDGE SHARING TOOLS**







## **KNOWLEDGE MANAGEMENT MAJOR FACTORS**

## Enablers

Mechanisms that foster knowledge consistency

Stimulate knowledge creation

## Processes

Structured coordination for managing knowledge: storage and usage

# organizational performance

Organizational learning and profitability in knowledge management





#### OBSTACLES TO KNOWLEDGE SHARING

#### These are:

- Heterogeneity of languages
- Insufficiency of financial resources for the translation of documents into the official languages
- High cost of training and knowledge sharing sessions
- Lack of specialised platforms in knowledge sharing
- Lack of focus on regional organizations
- Insufficiency of coordination between development actors
- Insufficiency of continuous training





## **KNOWLEDGE MANAGEMENT FAILURE FACTORS 1/2**

Causal failure Problems with Improper organizational Organizational factors: culture structure Lack of Inadequate skill of performance knowledge indicators and managers and measurable workers benefits Improper planning, Inadequate design, management coordination, and support evaluation





## **KNOWLEDGE MANAGEMENT FAILURE FACTORS 2/2**







## **SOLUTIONS TO KNOWLEDGE SHARING OBSTACLES 1/2**

The poor level of knowledge sharing can be remedied through the following actions:

- Advocate in favor of knowledge sharing to governments and financial and technical partners
- Improve the quality of knowledge dissemination tools (internet, magazines, etc.)
- Increase internet access and speed
- Raise funds for knowledge sharing
- Focus efforts on regional institutions (African Water Association, Water and Sanitation for Africa, etc.)
- Make available lessons learned, techniques, reports, and knowledge support documents





## **SOLUTIONS TO KNOWLEDGE SHARING OBSTACLES 2/2**

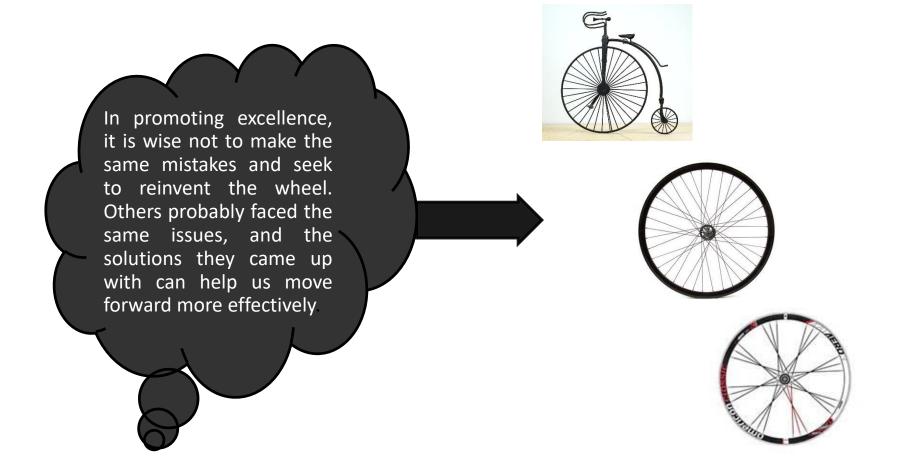
## The poor level of knowledge sharing through the following actions:

- Incorporate knowledge management and information sharing into development programs from the start
- Include the appropriate government agencies and the beneficiaries in the planning process
- Take into account the indigenous knowledge
- Promote knowledge management culture within the institutions
- Develop smarter and more interactive systems





## WHAT TO AVOID IN MANAGING KNOWLEDGE?







## KNOWLEDGE MANAGEMENT AND INFORMATION SHARING: USAID WA-WASH CASE





## PROGRAM IMPLEMENTATION CONTEXT

**CULTURE INTEGRATION** Scale: Local, National, Regional **WORK PLAN SOCIO-ACTIVITIES**, **STRUCTURE ECONOMIC PARTNERS** ALONE WE CAN GO FAST TOGETHER WE CAN GO FAR

Actors: NGO, Academic, Public, Private

**ENSURE SUSTAINABILITY** 

« We are not staying forever but we want our actions to last a ifetime »



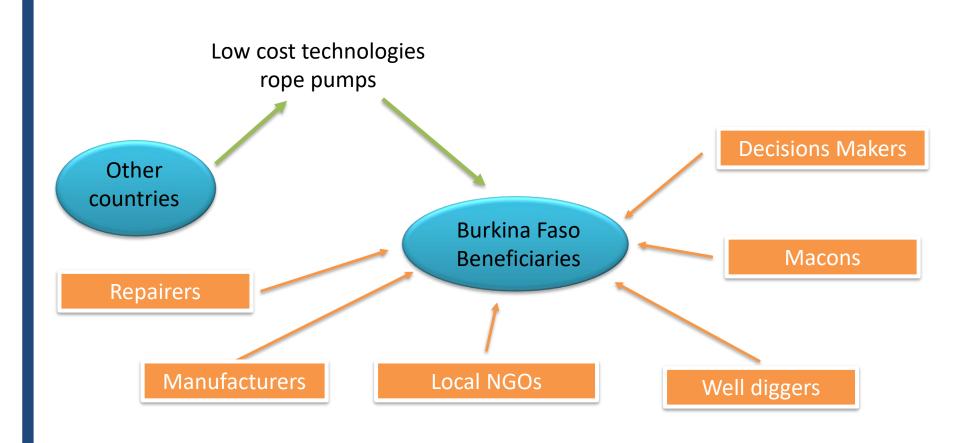


## **KNOWLEDGE MANAGEMENT APPROACH AfWA USAID Projects** Other WASH Data/information Other Projects stakeholders Collection **KM Platform** Information **Data Quality** African Water sharing **Assurance** Association Engaging Stakeholders





## **EXPERIENCE ON THE FIELD: TRANSFER OF KNOWLEDGE**







## **CONCLUSION**

In the developing countries, access to water, sanitation, and hygiene services is still very low especially in rural areas.

One of the solutions is knowledge sharing which relies upon concrete tools to make development actors more operational.





It is true that obstacles to knowledge sharing exist; however, with more advocacy, involvement of the financial and technical partners, and information dissemination tools of good quality, knowledge sharing will help for successful development programs/projects worldwide.





#### **THANKS**

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