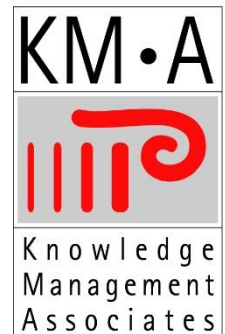




Knowledge Management for Change in Africa

KM4Change Conference
Lomé, 13-15 June 2023

Knowledge Management:
Key components and challenges



Knowledge is at the heart of human dignity

Knowledge enables **citizens** to

- determine their own lives and future,
- care for their own health,
- avail themselves of citizen and human rights,
- develop their potential, deliver decent work, create a fair income,
- deal with unexpected new situations and other cultures,
- consume responsibly, competently protect wildlife and the environment, and fully contribute to the social and economic development of their communities and nation as a whole.



Knowledge is at the heart of organisational performance

Knowledge enables **organisations**

- to operate better and faster at less cost, by sharing knowledge and experience and co-creating a better future
- to achieve its full potential by making full use of the existing knowledge
- Build on the successes and failures of others instead of reinventing the wheel and repeating mistakes
- Sustain knowledge when people leave and or change instead of losing knowledge

World leading companies made KM a global success story



SIEMENS



McKinsey
& Company



Deloitte.



أرامكو السعودية
saudi aramco



xerox



IBM

... and many, many more...!!!

UN and development partners have identified the relevance of knowledge for development




JIU/REP/2016/10

**KNOWLEDGE MANAGEMENT
IN THE UNITED NATIONS SYSTEM**

Prepared by
Petru Dumitriu

Joint Inspection Unit
Geneva 2016



United Nations

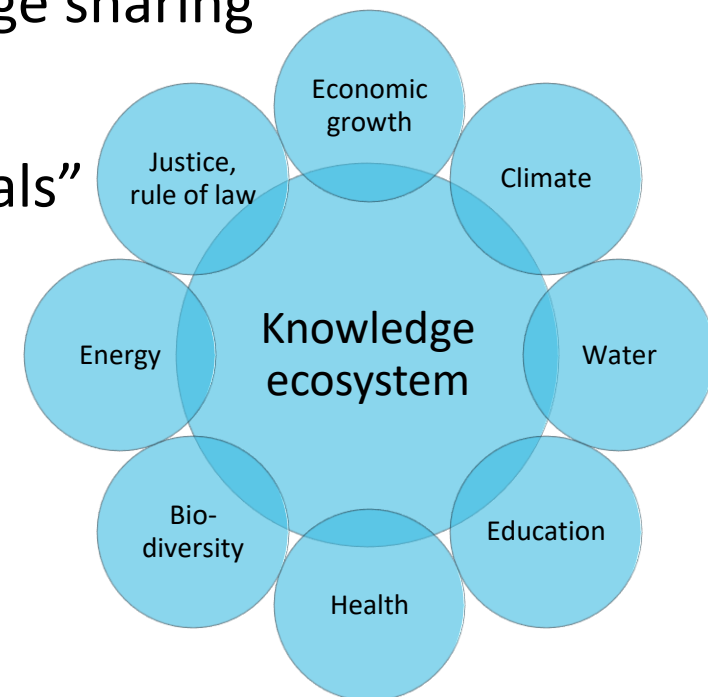


... and many, many more...!!!

Knowledge is at the heart of sustainable development

Sustainable knowledge **Societies** foster

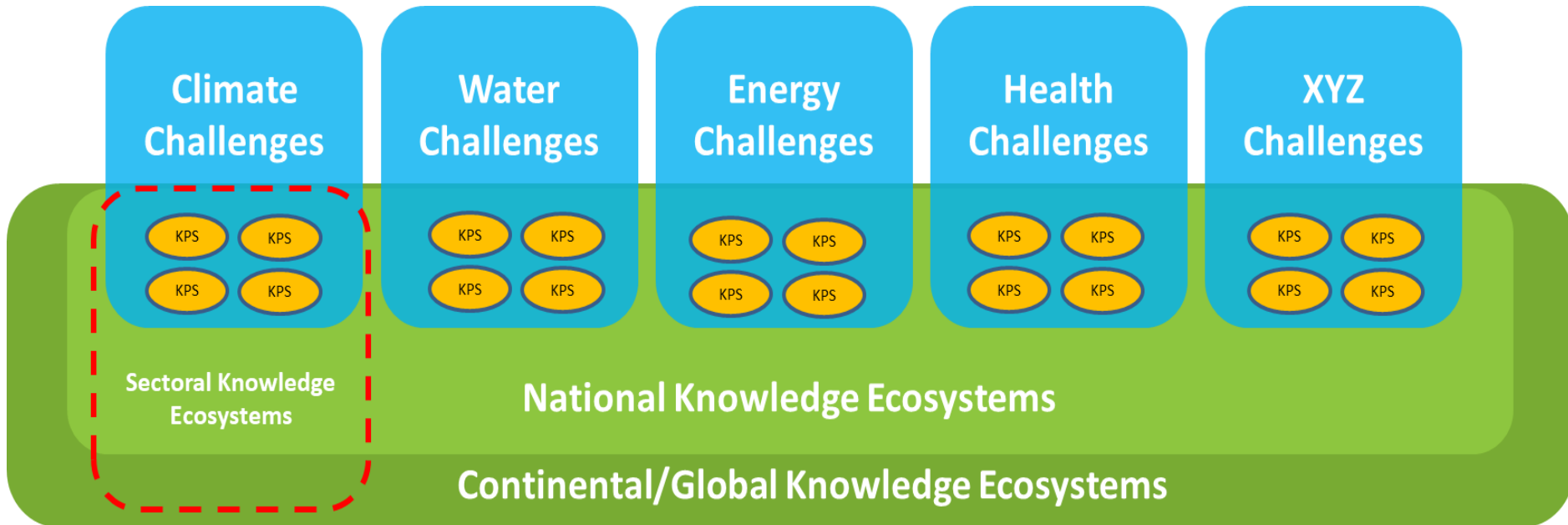
- local knowledge ecosystems
- knowledge inclusion
- knowledge partnerships and knowledge sharing
- traditional/ indigenous knowledge
- International “partnerships for the goals”
- Knowledge-based public services
- open access to knowledge
- freedom of expression



KM4PAdU Public Administration of Uganda



National and sectoral knowledge ecosystems are fundamental



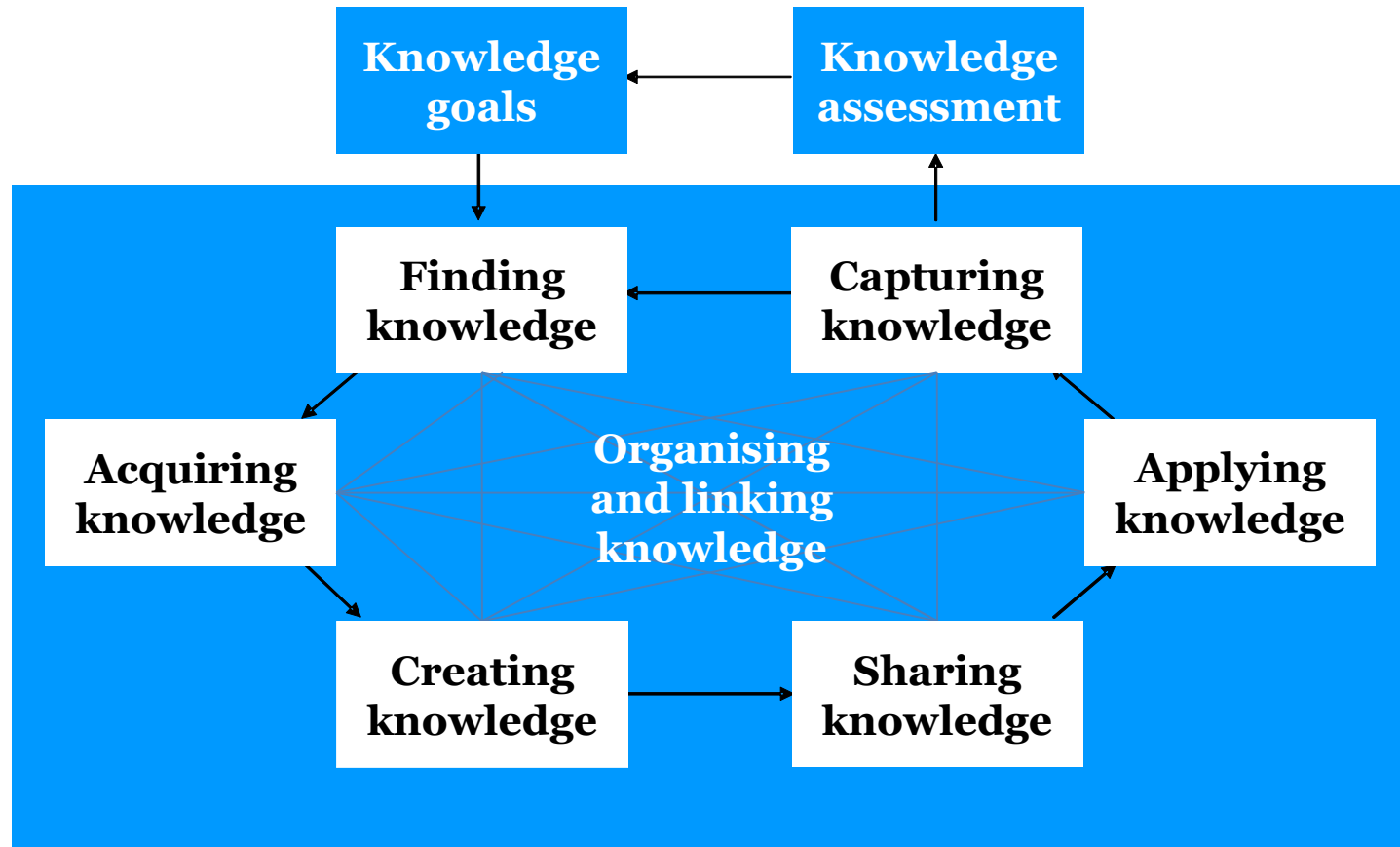
Project and components

KM4CHANGE

Key components

- KM Certification Course: 8 days **trainings** in Knowledge Management and Knowledge Society
- Development of **organisational KM strategies** for participating organisations
- Jointly identifying **KM Challenges for Caritas Africa** and **co-creating solutions** in groups -> Inspiring the **KM Strategy for Caritas Africa**
- Experience Capitalization: **Creating knowledge products** on specific topics
- Forming a **continental KM4Change Community of Practice**

Knowledge Life Cycle



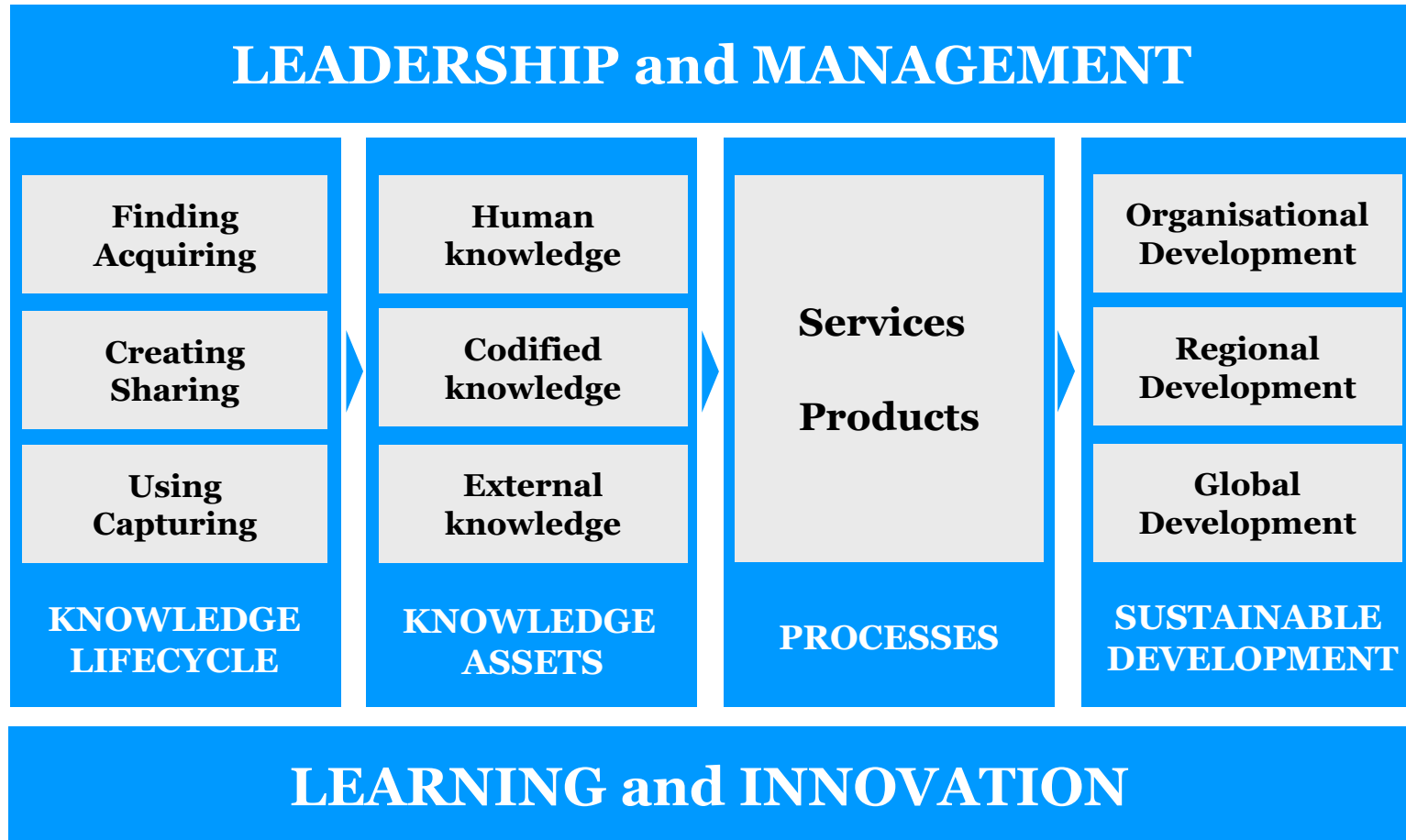
Based on Probst, Raub, Romhardt, Managing Knowledge, 1999

Knowledge Management: Our definition

Knowledge Management is

- a targeted, systematic, and integrated approach
- to identifying, acquiring, creating, sharing, applying, and capturing knowledge,
- relevant to achieving the specific objectives of the organization.

KM4Dev model



ISO 9001:2015

7.1.6 Organizational knowledge

- The organization shall **determine** the knowledge necessary for the operation of its processes and to achieve conformity of products and services.
- This knowledge shall be **maintained** and **made available** to the extent necessary.
- When addressing changing needs and trends, the organization shall **consider** its current knowledge and determine how to **acquire or access** the necessary additional knowledge.

Knowledge Resources

Process steps:	Human Resources (Human Assets)	Codified Knowledge (Structure Assets)	External Knowledge (Relationship Assets)
Step 1			
Step 2			
Step 3			
Step 4			
Step 5			
...			

Knowledge leadership and culture

Clear, sound and motivating knowledge policy: Mission Statement + Principles

Leadership:

leaders as role models; support for knowledge work

Appraisal system:

careers, incentives and clear limits of knowledge work

Processes:

Knowledge Mgt. as a natural and accepted activity within the processes

Space:

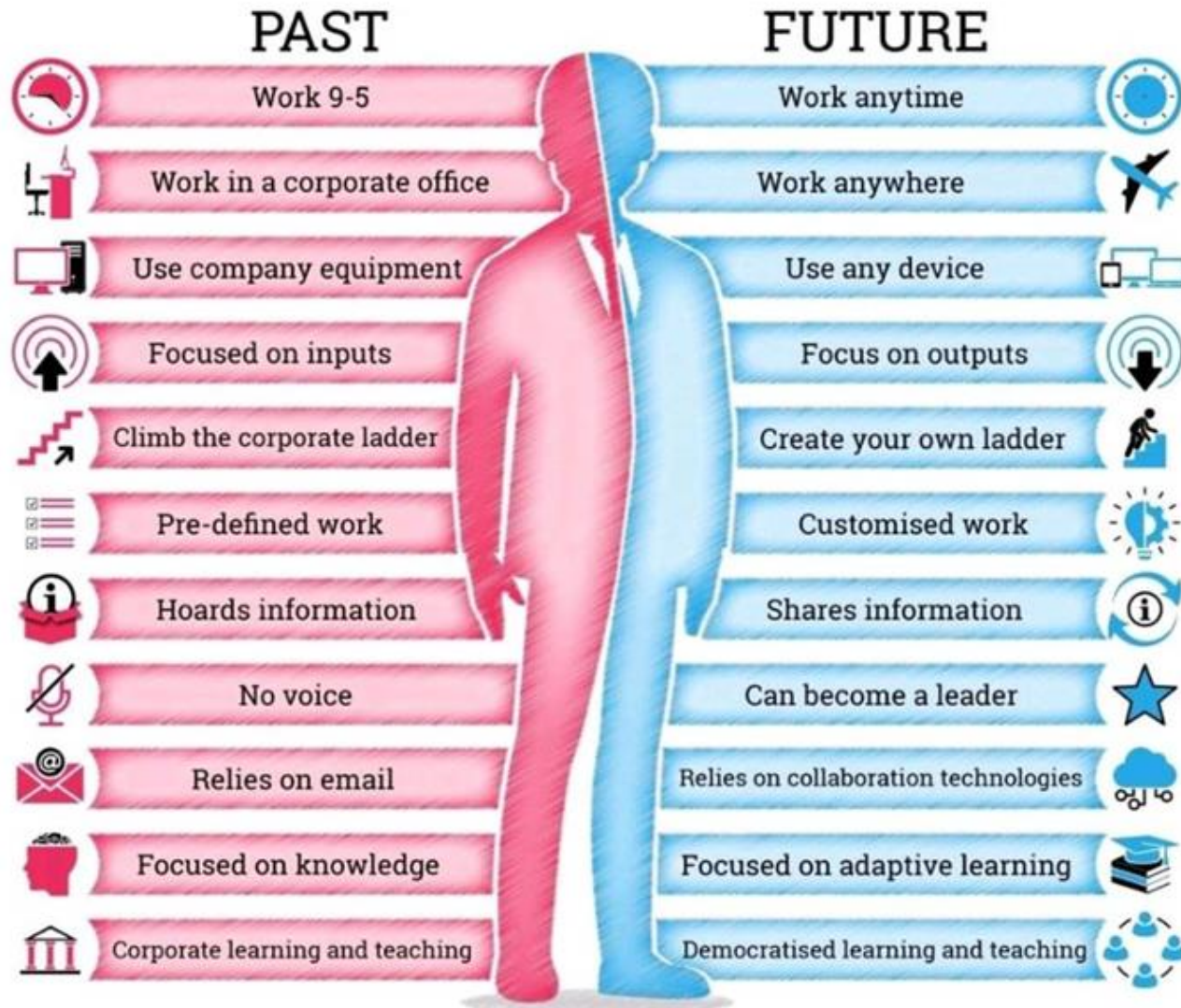
enabler for communication, innovation, learning

Cultural fit:

No conflict with other cultural elements

Knowledge work is changing

Knowledge leadership is needed



Communities of Practice (CoPs)

“Groups of people who share a concern or passion for something they do and learn how to do it better as they interact regularly”

(Wenger)

Characteristics:

- **Common domain**
- **Community**
- **Theory and Practice**



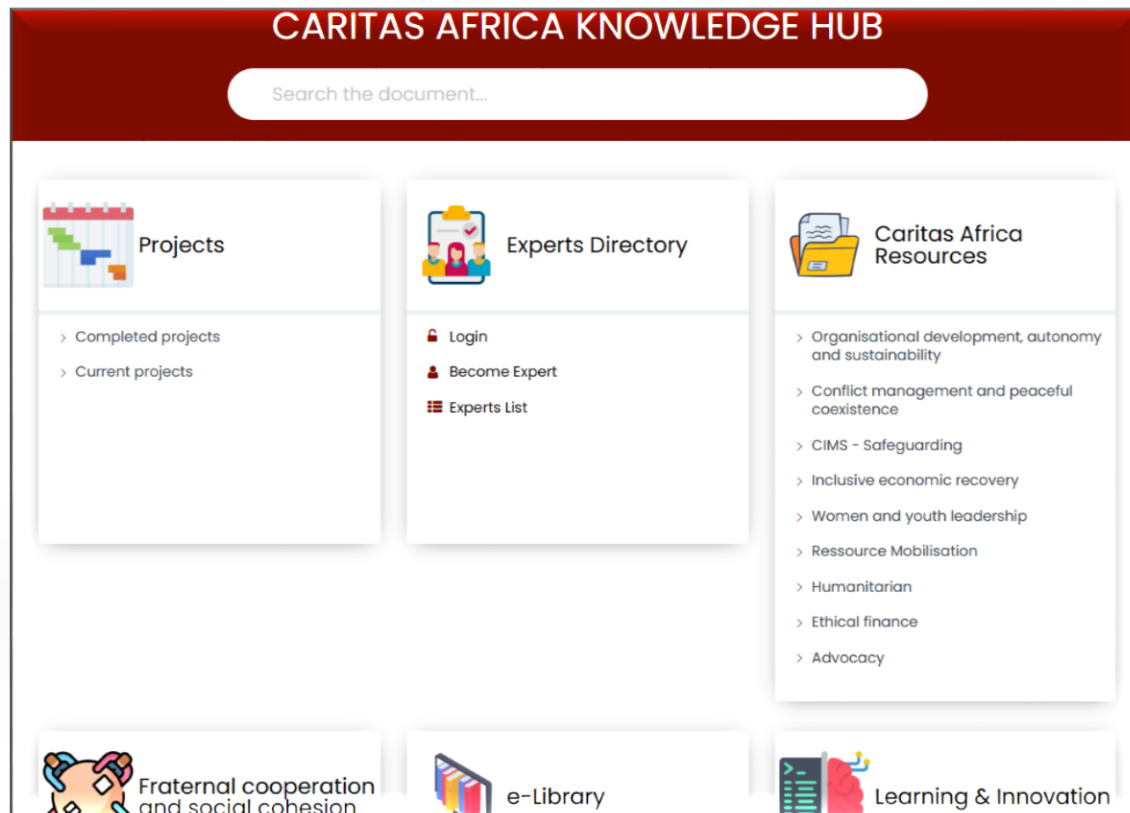
Knowledge capturing processes: Example Capturing



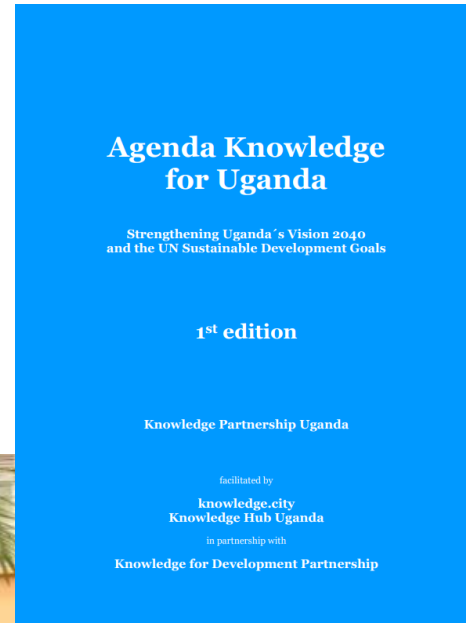
Source: Brandner, A.;
Abugri, B. (2021):
[Continental Data Capture Strategy](#)

Knowledge Hubs

- Avail knowledge resources to the users with a single point of access
- Knowledge resources may remain at the original place, but are findable and accessible at the K-Hub
- A governance model and a common knowledge strategy is required



Knowledge partnerships and knowledge agenda



Celebrating success: KM Award, Certification Ceremonies



KM Award 2019 – ILRI International
Livestock Research Institute



Amony Betty Bennadine, Certified KMer
Human – Rights Commission Uganda

Discussion



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