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Knowledge and Knowledge Management

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Relationship between Information and Knowledge

- Data – information – knowledge continuum
- Data – particular, + objective facts; record
- Information – context
 - Inform, change
- Knowledge – mind
- Knowledge = I*ESA
 - Knowledge harder to separate than information
 - Knowledge not conflicting. Information can be



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Explicit / Tacit Knowledge

- Explicit knowledge codified
 - Documented knowledge
- Tacit knowledge difficult to codify
 - Personal knowledge
 - Social knowledge
- KM initiatives centred on tacit knowledge
 - Knowledge creation



Knowledge /Information Management /1

- Not the same !
- Information management complements KM
- What is information management?
 - Access, handling, storage, delivery, security, archiving
- What does this mean for an organisation?
 - Resource centre /library organised
 - Record keeping



Knowledge /Information Management /2

- What is KM?
 - No agreed definition of KM
 - Several opinions about scope
 - Varying emphasis on ICTs, organisational change /development



Knowledge /Information Management /3

- Coordinated effort to grow and leverage an organisation's know-how value
- Growth
 - Develop competencies /skills
 - R & D
 - Networks /alliances
 - Consultants
 - Multi-disciplinary collaborations



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What is KM? /2

- Leverage
 - New courses /services
 - Intellectual property
 - Increase revenue collection
 - Consultancy services
 - Reuse – cost avoidance /reinventing wheel
 - Reuse – improved quality
 - Process – consistent delivery



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Can Knowledge be Managed?

/1

- No !!
- KM Structures – management, communication, ICTs
- A good KM strategy will support:
 - Reward knowledge sharing
 - High levels of trust
 - Team-based collaborative work
 - Customer satisfaction focus
 - Value outside ideas
 - Manage competition
 - Understand the need to share knowledge at all levels
 - Support localised decision making



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Can Knowledge be Managed?

/2

- Pitfalls
 - Impatience
 - ICTs a panacea
 - Ignoring the cultural dimension
 - KM team to update databases, websites etc.
 - Top management support
 - Clear value proposition



KM Initiative /1

- Clear value proposition
- Four business goals PRIC
- Productivity
 - “We don’t know what we know”
 - Raise performance to level of best
 - Lessons learned, best practices, expertise
- Responsiveness
 - Customers, problem solving, satisfaction, loyalty
 - Who, what, how /where and why



KM Initiative /2

- Innovation
 - Rapid conversion of ideas
 - Brainstorming, learning networks, discussion forums etc.
- Competency
 - Skills and knowledge development
 - New staff: ‘how things get done around here’.
 - Existing staff, build skills and expertise
 - continuing education, mentoring, innovative methods



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Summary /1

- Data, information and knowledge
- Knowledge in the mind
- Documented – explicit
- Remains unarticulated – tacit
- IM is not KM
- IM – organised RC, record keeping
- KM – no agreed definition



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Summary /2

- ICTs and organisational change
- Grow /leverage know how
- Developing /managing structures
- Good strategy: understanding of the need to share
- Clear value proposition
- Four business goals



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Exercise

- What business goal do you believe would be the most appropriate for a KM initiative in your organisation /sub-sector?
- Outline your case
- What would be the 'hook' for your KM initiative?
- NB. Focus is on HRM issues



Initial T/R Findings

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What was the research question?

- What is the impact of recent training and other HRD activities in the eyes of key sector stakeholders



Study Districts

- Case studies in three districts
- Key stakeholders: CAO, Personnel Officer, Staff in District Water Office, TSU staff



Initial Findings

- Improved quality and quantity of outputs
- Limited resources
- Restructuring
- Sanitation lags water



Initial Findings/2

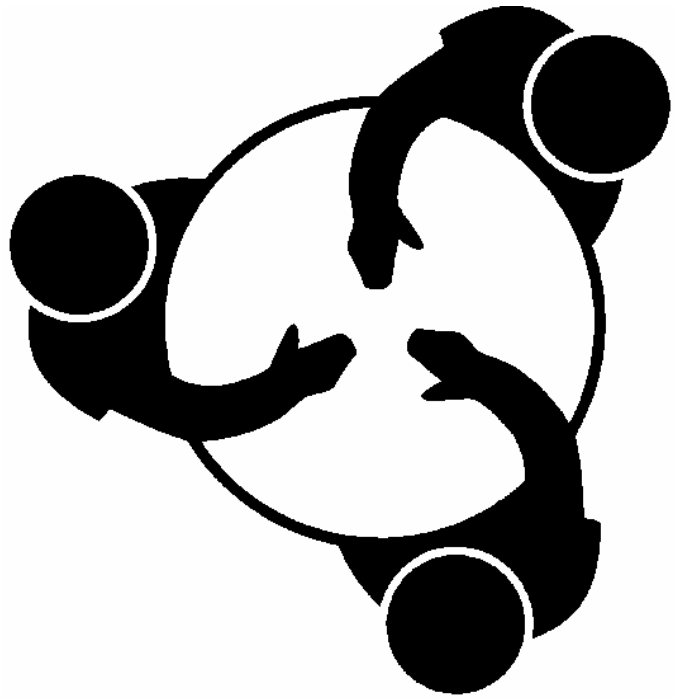
- Qualifications yardstick
- Enabling environment neglected
- Focus on Individual
- Learning is insufficient



Initial Findings/3

- Training has hardware focus and is supply driven
- Poor coordination and communication among providers





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Summary

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DANIDA



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