



# Status of Knowledge Management in Zimbabwe

Kingstone Mujeyi



UNIVERSITY OF ZIMBABWE

# Defining Knowledge Management

- Knowledge Management (KM) is the process or methods relating to creating, packaging, storing, sharing, using and managing data and information of an organization
- KM is the process through which organizations generate value from their intellectual and knowledge-based assets
- It involves data mining and means of pushing information to users to make it easily accessible

***In general, it relates to unlocking and leveraging the knowledge of individuals so that this knowledge becomes available as an organisational resource***

# The Knowledge Hierarchy

A continuum from data to information to knowledge, following each other in that order.

Data - elementary and/or crude facts,

Information - data that has meaning attached to it,

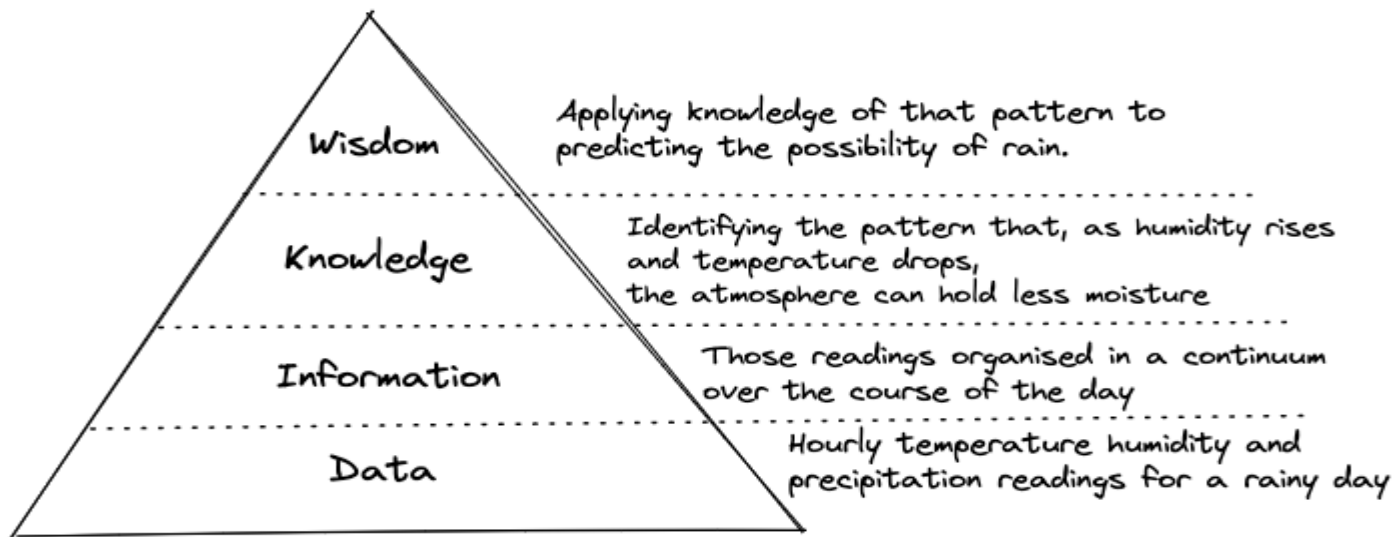
Knowledge being information coupled with experiences, insights, beliefs and expertise.

Knowledge is inclusive of both data and information, which require knowledge for their interpretation and understanding.

# What is Knowledge?

Knowledge - an understanding of information acquired through research, education and/or personal experience.

- That information comes from data -- raw facts and figures that have been contextualized.



# Types of Knowledge

There are four types of knowledge -- *Explicit*, *Tacit*, *Implicit* and *Embedded*.

**Explicit knowledge** - codified -- meaning it's found in books, files, folders, documents, databanks, videos, etc.

- the easiest form of knowledge to pass along.

**Tacit knowledge** - intuitive in nature.

- based on personal experience and practice
- Knowledge extraction and transfer is difficult
- Knowledge-holder has to document (write it down or creating a video).
- Terms like *emotional intelligence*, *intuition* and *judgment* can all be applied to tacit knowledge.

# Types of Knowledge

**Implicit knowledge** - refers to the application of explicit knowledge

- It includes the explanation of explicit knowledge and can be difficult to capture.

**Embedded knowledge.** This knowledge is found in systemic processes, routines, manuals, structures and organizational cultures.

- also referred to as *procedural knowledge*
- It's embedded formally through management initiatives or informally as organizations use and apply the other knowledge types.

# Knowledge Management System

A type of content management system that stores and retrieves organizational knowledge.

- Commonly known as a knowledge base
- helps to present information to users in various ways:
  - FAQs.
  - Webinars.
  - Training programs.
  - Case studies.
  - Forums

# Knowledge Management Process

**Knowledge gathering.** This includes searching for data, pulling information from various sources and capturing it.

**Knowledge assessment.**

- Once captured, data is assessed for incorrect or outdated information, redundancy, and gaps and incompleteness before it can be truly useful.

**Knowledge storage and organization.**

- Includes cataloguing and indexing content in a knowledge management system and placing links within this content to provide further related information for users to digest.



# Knowledge Management Process

**Knowledge dissemination.** This provides a way for users to access the information, including FAQs, training videos, white papers and manuals.

**Knowledge use.** Once information is distributed to users, they must put it into action.

# Why Knowledge Management?

The main goals of KM:

- Improving organizational efficiency
- Saving knowledge in an easily accessible form.
- KM aims to put the right information in front of a user at the right time.

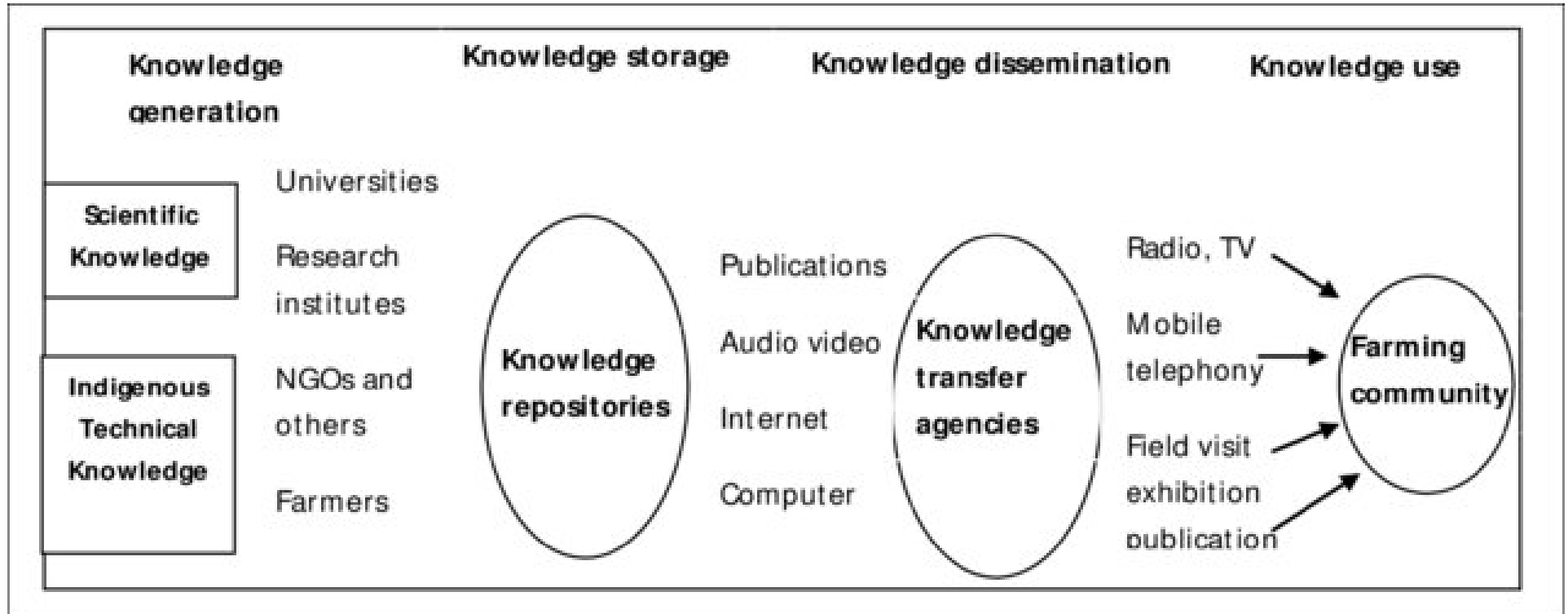
# Status of Knowledge Management in Zimbabwe

- There is limited understanding of KM
- KM is being implemented in public and private institutions, but only to a limited extent;
- Impediments to KM include:
  - Confusion and misunderstanding of the concept of KM,
  - Underutilisation of KM
  - Poor ICT systems – digital platforms
  - Organisational cultures that restrict knowledge sharing

# Status of Knowledge Management in Zimbabwe

- Relevant data and information are available but fragmented and scattered across various public and private institutions – **cumbersome to gather**
  - Multiplicity of players in KM
    - Govt Ministries, Departments, Agencies (ZIMSTAT, EMA, FNC, etc.), Parastatals (AMA, ARDA, GMB, etc.)
    - NGOs, Private Sector, Farmer Unions, Academia, Research, etc.
    - International Organizations/Development Partners
- Overlaps and duplication of KM processes
- Unfavourable knowledge sharing practices

# Agricultural Knowledge Management System in Zimbabwe



# Conclusion

- A significant increase in KM activity in Zimbabwe is critically required, Why?
- Because KM contribute meaningfully to agricultural and economic growth in general – **through efficiency**
- Factors limiting the development of KM research are:
  - limited funding,
  - poor data sharing culture,
  - confusion and a lack of understanding of the concept of KM;

# Way Forward

- Thus, there is a need to raise stakeholder awareness and understanding of KM in Zimbabwe
- Multi-stakeholder collaborative mechanism in KM processes – CoPs,
- Review and Reform Knowledge Sharing Policies
- Increase visibility of knowledge sharing platforms - Dgroups