



Knowledge Management 101

FEF-OSC Workshop
May 2025



“The more extensive a man's knowledge of what has been done, the greater will be his power of knowing what to do.”

– Benjamin Disraeli



- Benjamin Disraeli, 1804 – 1881, British Prime Minister

Session Objectives

1. Establish the importance of Knowledge Management (KM)
2. Introduce key aspects of Knowledge Management
3. Reflect on CSOs KM practices and way forward
4. Share tips on how CSOs can strengthen KM practices



What is Knowledge Management?

1. A vague, intellectual exercise that does not apply to everyone.
2. The art of building websites and databases.
3. A technology solution to an organizational problem.
4. Something that some folks in your organization do – mainly those IT people or librarians – that is not applicable to my work.
5. None of the above.



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Definition of Knowledge Management

There are many diverse definitions of knowledge management but in this context, we shall use the definition put forward by the USAID project K4Health:

- “Knowledge Management (KM) is a **systematic process** of **collecting knowledge** and **connecting people to it** so they can act effectively and efficiently.”



What does this mean?

Knowledge management is the **intentional** and **ongoing** process of generating new knowledge, capturing and organizing existing knowledge, and adapting that knowledge to meet different audiences' needs, so that it is **accessible and usable** for the intended audience(s).



KNOWLEDGE

ICEBERG

EXPLICIT KNOWLEDGE
IS DOCUMENTED INFORMATION

WHAT



IMPLICIT KNOWLEDGE
IS APPLIED INFORMATION

HOW



TACIT KNOWLEDGE
IS INFORMATION THAT IS UNDERSTOOD

WHY

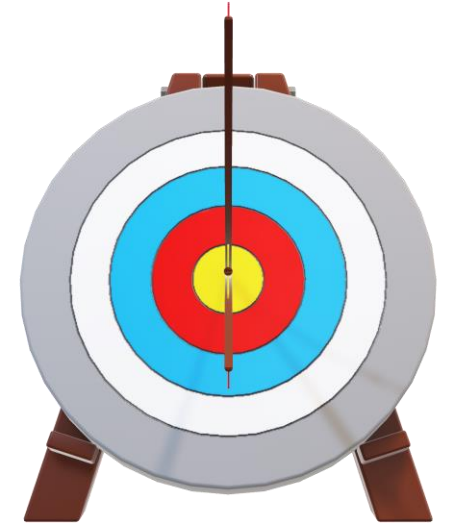
Differences Between Implicit, Tacit, and Explicit Knowledge

TYPE OF KNOWLEDGE	DEFINITION	WAYS OF CAPTURING	EXAMPLE
Explicit Knowledge	Knowledge that is easily articulated, codified, and shared	• Documents Databases • Manuals • Procedures	Training and sharing best practices
Implicit Knowledge	Knowledge that is gained through experience and is often difficult to articulate	• Observation • Experience • Mentorship	Performing tasks and solving problems creatively
Tacit Knowledge	Knowledge that is deeply ingrained based on personal experience, beliefs, and values	• Storytelling • Communities of practice • Knowledge sharing platforms	Initiating innovation and building relationships

Key Feedback on KM

Feedback from **Baseline Assessment** includes:

- **Limited knowledge** of what Knowledge Management entails with **80%** of CSOs having no KM structure
- Not having a proper **KM system** in place
- Not assigning dedicated time or KM responsibility
- There is room for improvement with regards to internal systems of KM – both technical & behavioural



Why does KM matter?

Though often resource-strapped, CSOs and all organizations for that matter rely heavily on knowledge—whether it's in the form of **successful strategies**, **community insights**, or **stakeholder relationships**.

KM ensures that knowledge is available to the **right people at the right time** thereby enhancing decision making and increasing impact.



15 Benefits of Knowledge Management



1. Make better decisions



2. Easily find information



3. Reuse ideas & documents



4. Avoid redundant effort



5. Stop repeating mistakes



6. Exploit existing experience



7. Communicate widely & quickly



8. Offer standard processes



9. Provide methodologies



10. Exploit scarce expertise



11. Convince customers



12. Accelerate delivery



13. Leverage size of organization



14. Make problem solving reusable



15. Stimulate innovation

KM Mini-Evaluation Exercise

Respond to the following:

1. Read and  reflect on the slide
2. On a sheet of paper, answer **YES** or **NOT YET** to each question
3. Calculate your total score over 10
4. Let's share!

10 Indicators of a knowledge sharing culture



1. Knowledge reuse is valued over reinvention



2. Sharing knowledge helps people to succeed in their careers



3. In the process of innovating, learning from failure is encouraged



4. Managers regularly inspect and participate in knowledge sharing



5. All employees join at least one community and pay attention to discussions



6. Desired knowledge behaviors are rewarded significantly, regularly, consistently, and visibly



7. Time is allowed for everyone to share, innovate, reuse, collaborate, and learn



8. Employee promotions require demonstrated knowledge sharing, and everyone knows this



9. Leaders regularly help, thank, and praise others



10. Leaders do not criticize, blame, or ridicule others and encourage everyone to follow their example

By Stan Garfield sites.google.com/site/stangarfield using images from [Flaticon.com](https://flaticon.com)

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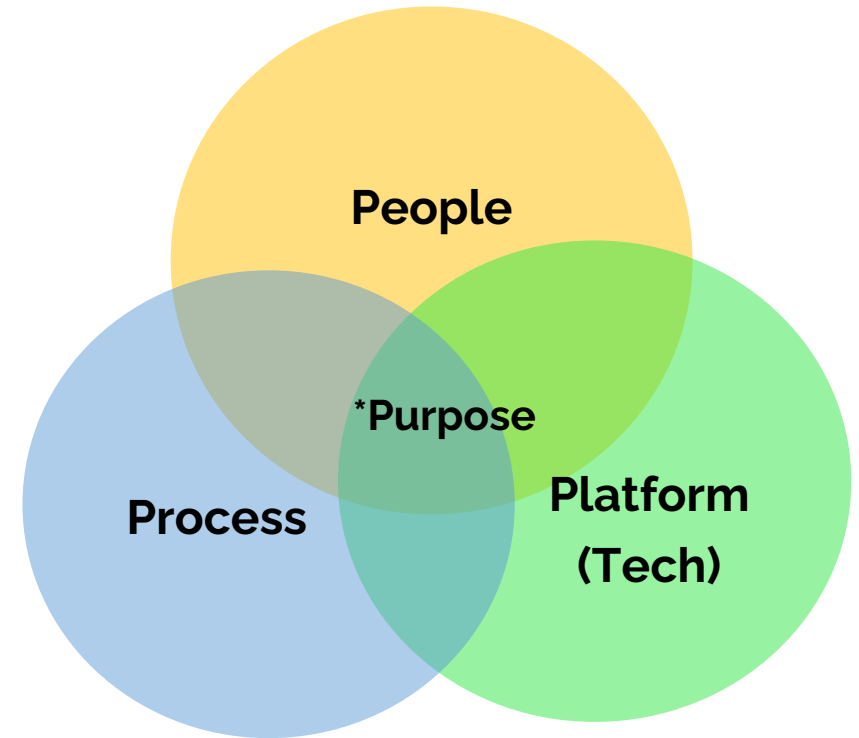
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KM Components – The 3 P's

- **People:** People are the creators of knowledge and the most critical element as people DRIVE the KM endeavours
- **Process:** This has to align with the needs and preferences of the People in order to be effective in achieving the desired KM efforts
- **Platform:** Technological tools help facilitate KM which should serve as a TOOL and not the DRIVER of KM endeavours.
- ***Purpose:** Knowledge must align with strategic objectives to be useful.



A bird in hand ...

- If the KM **FORMULA** =
 - **People** + **Process** + **Platform**
- Then, which ingredients does our Organization have right now?
- Which ingredients are missing?



Knowledge Management Steps

KM **steps** include the following:

1. Generate
2. Capture
3. Refine
4. Store
5. Share
6. Utilize



- KM begins when knowledge is **created, co-created and/or recreated.**
- After this, it must be captured and processed otherwise it gets lost.
- Thereafter, knowledge is organized and stored in a manner that allows for its easy retrieval to facilitate sharing and utilization of knowledge which creates a conducive environment for learning and knowledge sharing.

Experience sharing

Share how you engage in the following KM steps including the platforms you use to:

- Generate
- Capture
- Refine
- Store
- Share
- Utilize

Tips for KM Strengthening

- Establish clear goals and put an accountability mechanism in place
- Keep it user-friendly. Make sure the system is easy to use and navigate
- KM is a 2-way street ↔ Encourage sharing and collaboration
- Ensure content is organised in an easily taggable and/or searchable manner
- Offer KM trainings and reward compliance
- Regularly review and improve the KM system



*Thank
You*