

# Advancing Knowledge Management Strategies for Achieving the Sustainable Development Goals in Africa

**BY**

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## **ABSTRACT**

**Knowledge takes center stage in Sustainable Development. It is resource prime option for any citizen, organization or company, public body, government and finally the United Nations in achieving the UN Sustainable Development Goals. Knowledge Management is intended to support SDGs by offering an integrated information framework issues that directly affect SDGs achievement. This provides a view of the social and economic meaning of knowledge in which it is possible to harness the transformative understanding for the creation of inclusive, pluralistic information societies.**

**Using desk reviews of relevant literature, the paper identifies ways of advancing Knowledge Management strategies for achieving the sustainable development goals in Africa along three main objectives. In order to achieve the SDGs by 2030 with the required evidence in Africa, the papers suggest that policy makers at all levels need to consider capacity building in Knowledge Management, institutionalizing Knowledge Management products as well as implementing Knowledge Management products in alignment with the sustainable development goals.**

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# CHAPTER 1

## INTRODUCTION

### *1.1 Background*

Knowledge forms the core of sustainable development goals. It is an option for any citizen, organization or company, public body, government and finally the United Nations in achieving the UN Sustainable Development Goals. To develop prosperous, sustainable, peaceful and inclusive knowledge societies, multi-stakeholder cooperation at local and global level are needed. The challenges of the future can be met only by sharing knowledge, experiences and ideas in a fair and trustful partnership (Andreas, B; Sarah, C, 2018).

Knowledge is a vital resource for all people. If we are self-determined, we will make our own positive knowledge-based decisions, create our own future and make a greater contribution to the social and economic development of our families, communities and societies. Recently, information has become the critical resource at organizational and corporate level. The ability to define, plan, construct, deliver, use, implement, accumulate and sustain the information needed to create value for customers is strongly associated with economic performance. Proper Knowledge Management has already become a prerequisite in the ISO 9001:2015 standard on Quality Management. Cities and communities are developing strategies to map knowledge into information cities and regions in order to provide people, companies and organizations with the best possible context for their knowledge work. Some innovative cities and countries have developed information partnerships to promote collaboration within the local knowledge ecosystem. Cities and regions understand that they cannot know everything by themselves and have started developing partnerships on knowledge systems. The exchange and communication of global knowledge makes intellectual relationships and communities stronger, and leads to better understanding, stability and prosperity.

Knowledge is now widely recognized as a crucial competitive asset as well as it gives a comparative advantage to individuals and organizations (Palacios and Garrigos, 2006). Knowledge is understood as being a practical or theoretical understanding of a subject. In the 21st century Knowledge Management has come to play an important role, as it used to be extended to a wide range of activities and locations for the management, growth and enhancement of intellectual assets (Shannak, 2009). It has been enriched by the enormous amount of contributions made by many researchers and the vast accumulation of experiences.

The justification for the increased value of knowledge lies in the fact that Knowledge Management (KM) provides many positive outcomes to boost the learning performance. The outcome of this globalization is the advent of knowledge-based economies where the focus of the successful human capital management is focused on ensuring value is created for the economy. In recent times, companies, organizations and economies are no longer competing solely on the basis of financial capital and power, but the new competitive advantage in business economies is knowledge awareness.

Faizuniah (2013) stated in her study that, one of the contributing factors to organizational competitiveness is the willingness of organizations and individuals to share knowledge, especially organizational knowledge. Knowledge sharing allows people and organizations to raise awareness, because it enables them to discuss and learn about certain issues and ideas that can inspire the new generation (Faizuniah, 2013).

Knowledge management is the systematic management of an organisation's information assets to create value and meet tactical and strategic needs; it consists of initiatives, processes, strategies, and systems that support and enhance the storage, assessment, sharing, refinement, and knowledge creation. Tom Davenport (1994) described Knowledge Management as the method to capture, distribute and use knowledge effectively. It can be defined as a discipline that advances an integrated approach to evaluate, capture, identify and share an organizational asset which may include databases, documents, policies, procedures. With the increasing need to digitalize and revolutionize Africa, Knowledge Management has been identified as a tool to improve on organizational outputs, return individual knowledge and contribute to national goals as part of efforts to achieve the Sustainable Development Goals (SDGs).

Knowledge can serve as a key strategic resource in today's economy and can become the basis for organizational competitiveness rather than a physical and tangible resource (Wang & Aspinwall, 2005; Chen, Huang & Cheng, 2009). Knowledge Management embedded into the operations, productions and services of an organization gives them a competitive advantage. According to Wong et al, the key focus of information systems is the transformation to the management of information to that of knowledge. Therefore, knowledge management is essential in every organization as knowledge is intangible, fluid, less boundary-specific, context-specific and difficult to grasp, transmit, mimic and transact (Chen et al, 2009).

According to Alavi and Leidner (2001) the recent growing interest in Knowledge Management and Knowledge Management systems has been seen as boosted by the transition into the information age and the theories as the primary source of economic rent. In line with this growing interest, Information System

researchers have recently promoted a class of information systems, referred to as Knowledge Management Systems (Alavi & Leidner, 2001).

This may not seem so complicated in itself, but it means a strong bond with corporate strategy, knowing where and how information resides, developing structures that cover organizational roles, and ensuring that organizational stakeholders embrace and endorse initiatives. The overarching goal is to create value, manage and optimize the information assets of the company in order to achieve organizational goals.

Most economies recognized that technology-based competitive advantages are temporary and that their staff are the only lasting competitive advantages they have, so that they stay at the forefront and maintain a competitive edge organization.

Knowledge management (KM) is therefore an infrastructure that plays a strategic role in the life of every individual, organization or even a country. The continuous adjustment of organizational strategy and performance is often knowledge intensive especially in Agricultural Research Institutions. Agricultural Research Institutions are saddled with the responsibility to generate technologies and knowledge to inform policy development and scaling. Interestingly, in recent years, mainstreaming knowledge management practices in government/policy processes has gained increasing recognition (Hagmann & Gillman 2017). The need to create an enabling environment that encourages the adoption of knowledge management practices in Africa and the use of indigenous knowledge assets as an important input in poverty alleviation strategies is central to the discussions (Ahmed et al 2012).

### *1.1.2 Sustainable Development Goals for Africa*

In September 2015, the UN General Assembly adopted the Sustainable Development Goals (SDGs), with the 2030 Sustainable Development Agenda. The SDGs will form an action plan over the next decade to liberate humanity from poverty and bring the world back on the road to sustainability.

These priorities, one and inseparable, embody the three dimensions of sustainable development: the economic, social and environmental aspects. With the introduction of the SDG's, 2015 marks a defining moment for the global development movement. In September 2015, the sustainable Development Goals (SDG's), the next development agenda were adopted.

The SDG's also serve as a blueprint for a stable and sustainable future for all. These tackle the global challenges we face, including those of poverty, injustice, climate change, deterioration of the environment, peace and justice.

The new development agenda has been significantly expanded, covering MDG's unfinished business and adding in other aspects such as stability, governance, among SDG's. The sustainable development agenda 2030 comprises 17 SDG's, 169 goals and nearly 300 measures. Governments support for domesticating, identifying and enforcing SDG's remains a major priority for the world. The 17 targets are all intertwined, and it is crucial that we achieve them all by 2030 so that nobody is left behind (UN DP, 2015)

The 2030 agenda is an individual, earth and sustainability action plan and by through greater freedom it also aims to reinforce the universal harmony. It recognizes the poverty eradication in all its types and dimensions like extreme poverty as it is the biggest global challenge and a prerequisite for sustainable development. This policy is being pursued by all countries and stakeholders working in strategic partnership.

The policy promotes the use of a multi-sectoral approach to identify the SDG's. This is also based on the fact that debates on the post 2015 agenda have shown that the SDG agenda cannot be approached in silos but needs a comprehensive and holistic approach that eliminates conflict between goals. Joint programming within the UN system provides a unique opportunity to do just that and this enables each agency to contribute knowledge and added value in a manner that facilitates cooperation between UN agencies and between UN and national governments. Through preventing duplication of operations, such teamwork will help to increase the effectiveness of UN initiatives.

The 17 SDG's goals as per the agenda for 2030 are; Goal 1: no poverty; Goal 2: zero hunger; Goal 3: good health and well-being; Goal 4: quality education; Goal 5: gender equality; Goal 6: clean water and sanitation; Goal 7: affordable and clean energy; Goal 8: decent work and economic growth; Goal 9: industry, innovation, and infrastructure; Goal 10: reduced inequalities; Goal 11: sustainable cities and communities; Goal 12: responsible consumption and production; Goal 13: climate action; Goal 14: life below water; Goal 15: life on land; Goal 16: peace, justice a peace, justice and strong institutions; Goal 17: partnerships (Also depicted in the figure below).





Figure 1:- Sustainable development goals

### 1.2 Problem statement

An increasing awareness of organizational knowledge as a vital tool brings Knowledge Management (KM) to focus. Meanwhile, KM is taking the position of an autonomous sector along with the introduction of a rising number of research studies and KM programmes. In developed countries, KM is no longer an alien concept yet, together with a lack of research use, developing economies are far behind in adoption (Javed 2017). Not only does the abstractness of 'knowledge', 'knowledge-intensive work', and 'knowledge-intensive organizations' prevail, they also expand with increasingly complex contexts, resulting in strong KM demand. Competitiveness and higher demands to enhance performance leads researchers to find a link between KM and organizational performance (OP). Business and profit-oriented organisations, to explore this relation, are already in the experimental stage. Whereas, public, non-profit, small organizations (Lee and Lan, 2011) within developing countries such as in Africa are unaware of this advancement.

The World Economic Forum (2015), reported that Africa produces only 2.6% of global scientific knowledge with just 29 publications per million inhabitants, compared to 1013 and 609 for North America and Europe. About sixty-five percent (64.6%) of these publications are co-authored with researchers from other continents. The continent has 79 scientists per million inhabitants compared to countries like Brazil and United States where the ratio stands at 656 and 4,500, respectively (UNESCO Science Report – Towards 2030). The contribution of Africa to the global information structure is the lowest in the world at the present time. This is due, on the one hand, to the low capacity to generate institutional and individual information and on the other, to the high institutional and infrastructural capacity. The report posits that the

capacity to make informed decision is low at all governmental levels in Africa due to poor or non-availability and accessibility of relevant and reliable data, information or knowledge.

This makes the narrative of advancing Knowledge Management strategies towards Sustainable Development Goals imperative in shaping the future of Africa. The advancement of knowledge Management is grounded on the principles of improving and sustaining the livelihoods of people by achieving the SDGs in the foreseeable future and the purpose of generating KM strategies for SDGs is to generate knowledge and innovations to properly document, analyze and widely disseminate for uptake and scaling them up.

Although strategies have been placed to achieve SDGs in Knowledge Management, there is still the issue of implementing them. Implementation agencies, sectors, and ministries often lack people with the skills they need to achieve results, and public resource allocation and institutional strategies are not always coherently determined. The lack of these capacities has affected the implementation of the SDGs to improve on the enhancement and documentation of knowledge and innovations in Africa.

Little research has been done in the field of Knowledge Management that addresses developmental challenges aimed at accelerating the achievements of the SDGs in the continent. This is set to reduce the dissemination of knowledge products and useful experiences to be able to map out key strategies to develop SDGs.

Knowledge Management has been recognized as an essential driver of productivity and economic growth for the development of societies in the continent. It will continue to play an important role both tacit and explicit by providing knowledge intensive activities in improving Sustainable Developmental Goals by accelerating the pace of scientific knowledge in the simplest terms by characterizing intellectual capabilities.

Some literature exists in the area of knowledge management, but the paucity of research is sub-optimal and requires further studies. This paper seeks to identify ways of advancing Knowledge Management products and strategies to meet the Sustainable Developmental Goals in Africa.

### *1.3 Objectives*

The research aims at finding ways to advance knowledge management strategies to achieve the sustainable development goals.

- Identify ways of enhancing skills by building capacities in the field of Knowledge Management

- Structure and institutionalize Knowledge Management products
- Align the uses of knowledge management products with sustainable development goals

#### *1.4 Relevance of the Study*

Knowledge is an important tool and prerequisite necessary precondition for the advancement of societies around the world. It needs a culture of knowledge sharing among different stakeholders to meet the United Nations ' Sustainable Development Goals and master the challenges of the future. The world of yesterday was a snapshot of the concepts of industrialization, urbanization, empires and colonialism, pyramid hierarchies, communities and certainties. Such patterns are evolving for tomorrow's world. Having come from the products industry of the past, we are relying today on a service sector that is inclined towards future intellectual services. (Goux-Baudiment, 2009). In the era of big data and digital economies, this has even become more profound. Goux-Baudiment (2009) strongly argues that African developing countries take outdated ideas from the developed world, which might not suit their context, leaving them with a greater challenge to join the evolving information age. The report suggests that scientifically-based think tanks, including Agricultural Research Institutes, can help improve public policy performance, which can prove to be a perfect location for collaborations at local, regional and global level, and establish collaboration based on mutualization and distribution.

#### *1.5 Motivation of the Study*

This research paper originated from the researcher's experience working on a similar role at a regional research institute. The researcher's Knowledge Management connaissance comes into action to find out the best solution for the organizational performance in Africa. One underlying assumption for the study is that knowledge management could be a possible solution for achieving the SDGs and influence policy. This is also based on the assumption that information management has to be recognized at the strategic level. Any organization at the forefront of the implementation of the SDGs is highly knowledge-intensive, where the input is information, processed by knowledge workers (researchers), and converted into knowledge objects. To handle the rhetoric of such an organization, mechanical phenomena are not enough and a fine balance between human and structural elements is required to achieve satisfaction, improve performance and accelerate the achievement of the SDGs with evidence.

## CHAPTER 2

### LITERATURE REVIEW

It is important that when we see something grandeur, we don't get carried away by the frills, but hold our ground, look at its eyes, try to understand it and then make decisions and opinions (Randhir, 2019). The review of literature should not be merely a reflection of past research but should conclude with some new knowledge (Boote and Beile, 2005). The concern for KM is expressed in a bibliometric review of the ProQuest database for publications over 1999-2009, resulting in 26,000 citations, and around 1,500 citations per year from 2005-2009 (Grant, 2012). Ma and Yu (2010) advise that interest in knowledge management (as an independent field) is increasing but one obstacle is raised by the lesser-recognized journals.

Thanks to a wide range of phenomena, the environment is experiencing a transition from demographics, geography, globalization, socio-political to the vast information and knowledge society (Goux-Baudiment, 2009). Knowledge's value in terms of a multi-perspective and complex nature (Chang and Ahn, 2005) raises concern about the management needed. At the same time, an integrated, implicit essence of knowledge with multiple forms makes managing challenging (Schwartz, 2006). Different forms of knowledge tend to opt for similar management (Tsoukas, 2005), thus separating information management options from one another. Knowledge is the synthesis of information with perception of patterns, and approaching awareness (Cooper, 2014). Hierarchies of knowledge (Frické, 2009) and hierarchies of reverse knowledge (Früauff, Kahrens, Menacere and Mouzoghi, 2015) relate to the distinction between tacit and explicit forms of knowledge.

#### *2.1 The meaning and concept of Knowledge Management*

In the 21<sup>st</sup> century Knowledge Management has come to play a significant position, as it has been extended to a wide range of activities and areas for the management, growth and enhancement of intellectual assets (Shannak, 2009). It has been enriched by the enormous amount of contributions made by many researchers and the vast accumulation of experiences.

An accurate single definition of knowledge, universally acceptable to everyone and in all contexts, is almost impossible. Scholars who are interested in learning, as a resource, as a philosophical concept, as social wealth, etc., have given their own definition to suit their studies line.

#### *2.2 The concept of Knowledge Management*

Knowledge Management, which is the systematic management of the knowledge assets of the organization with a view to creating value and meeting tactical and strategic requirements, consists of the

initiatives, processes, strategies, and systems that sustain and enhance the storage, evaluation, sharing, refinement, and creation of knowledge. This was further defined by Tom Davenport (1994) as the process of capturing, distributing, and effectively using knowledge. It can also be defined as a discipline that advances an integrated approach to evaluate, capture, identify and share an organizational asset which may include databases, documents, policies, procedures. With the increasing need to digitalize and revolutionize Africa, Knowledge Management has been identified to be a tool to improve on organizational outputs.

Managing information at an enterprise is just as critical as managing other things. Information management is a crucial factor in this competitive era that a company needs in order to achieve success. Managers around the globe are striving hard to share and transfer knowledge within and outside the domain of their organizations and economies. In a successful Knowledge Management systems, individuals, teams and entire organization are enabled to collectively and systematically create, share and apply knowledge, to better achieve their objectives.

### *2.3 Knowledge Management Today*

Today, Knowledge Management (KM) is in a state of high growth, especially among the business industries. As the performance metrics of early adopters are documenting the substantial benefits of Knowledge Management, more organizations are recognizing the value of leveraging organizational knowledge. Today KM and its associated conceptual approaches are marketed as important and necessary components for organizations to thrive and sustain their competitive keenness.

### *2.4 Stages of Knowledge Management*

#### *Knowledge creation:*

Companies generate a great deal of knowledge or information in their daily business activities. It would be necessary for the organization to have a system for managing the newly created information, so that it can be reused to solve new problems or leveraged to add value to other business activities.

Knowledge is created by two ways either as Explicit or tacit Knowledge. Explicit knowledge is placed on paper and is recorded and made available to others. In the minds of employee's tacit knowledge is created. For the R&D team to come up with new improved products, this kind of information could be very useful.

### *Storing knowledge:*

Knowledge is stored and organized in a repository. The organisation's position on how and where it lies. But the aim of this stage is to ensure that the organization can contribute, organize and share knowledge. Without storing the knowledge, its transfer for the purpose of learning and utilization, both internally and externally, will be difficult to achieve.

### *Knowledge sharing:*

One of the advantages of knowledge is that knowledge is dynamic. Knowledge can be adapted and evolved through the processes of learning and sharing. Information is shared and accessed by individuals, who can scan or navigate to the pieces of information.

### *Use the knowledge:*

This is final goal of knowledge practice. The Knowledge Management does not have any significance if knowledge generated is not used to its potential. The more knowledge is created as knowledge is applied and utilized. Without the effective utilization of knowledge, then the Knowledge Management process is incomplete.

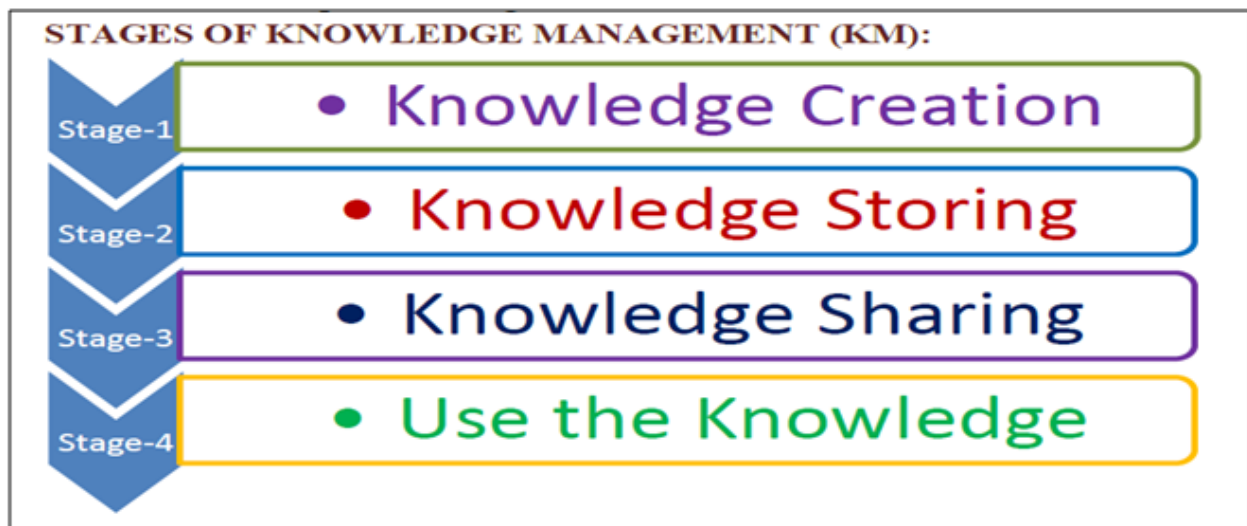


Figure 2: Stages of Knowledge Management

### *2.5 Relevance of Knowledge Management*

Knowledge Management is the biggest factor for competitive advantage for any organization. Today, organizations realize that Knowledge Management (KM) is an important asset that can be managed in the same way as physical assets in order to boost performance. With the growing competition day by day, every organization needs to innovate and implement new and exemplary methods to sustain themselves in the

competitive world. Innovation comes with knowledge both tacit and explicit contributed to the organization by its human resource. Though the term Knowledge Management and the concept have evolved during the 1970s, there are still some organizations which have not adopted the concept. However, the ignorance of Knowledge Management may affect the progress and growth of the organizations in the years to come. Hence every organization has to realize the relevance of Knowledge Management and implement the same within their organizations to attain competitive advantage. Knowledge Management is a tool which helps in the successful running of a firm because with people comes knowledge and with knowledge comes growth. Knowledge Management focuses on connecting people, processes and technology to leverage entrepreneurial knowledge.

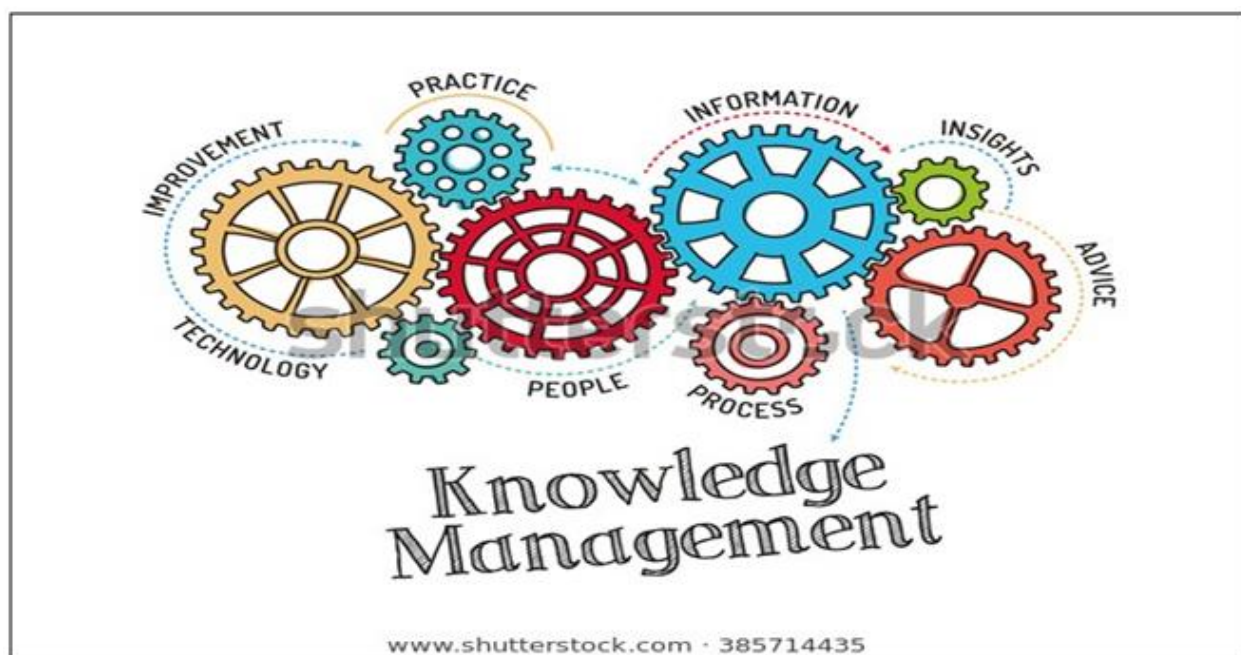


Figure 3: Knowledge Management process

### 2.6 The Function of Knowledge Management in achieving the SDG's

Knowledge Management strategies for achieving SDG's is done to ensure that knowledge and innovations are properly documented, analyzed and widely disseminated. This is done to serve as a basis for further investigation including the sharing of these lessons with country office stakeholders, wider audiences which will serve to sustain the knowledge acquired.

The knowledge sharing and development agenda complements the SDG's by offering an integrated knowledge-based approach to problems that directly affect the achievement of SDGs. This provides a view of the social and economic relevance of information in which it is possible to harness the transformative

power to build inclusive, pluralistic knowledge societies. It is believed that awareness is important for individuals, families, companies, governments and the global community are thus an integral part of sustainable development.

Reinforcing the ability of developing countries to share knowledge has become increasingly critical to achieving the SDG's. Knowledge, Technologies and innovations are needed to be recognized, captured and shared for national and international scale-up.

In line with the above, the Knowledge for Development Partnerships (K4DP 2018), a pioneer in Knowledge Management, working with the UN agenda 2030 and with support from the International Fund for Agricultural Development (IFAD), developed fourteen (14) Knowledge Development Goals with the aim of strengthening agenda 2030 and accelerating the achievements of the SDGs. This sets the foundation for the effective and efficient mainstreaming of Knowledge Management in the entire agenda as depicted in the abridged version below:

Knowledge Development Goals	Summary Description of Goals
❖ Goal 1: Pluralistic, diverse and inclusive knowledge societies	Responsible and transparent knowledge ecosystems, also for those who are excluded because of gender, migration status, disability, and other vulnerabilities.
❖ Goal 2: People-focused knowledge societies	Self-determination of the individual, founded on education for all, freedom of expression, universal access to information and knowledge and respect for cultural and linguistic diversity.
❖ Goal 3: Strengthening local knowledge ecosystems	Collaboration and context-based communication, based on local realities and local knowledge.
❖ Goal 4: Knowledge Partnerships	Multi-stakeholder knowledge partnerships crossing sectoral and disciplinary boundaries to facilitate creative and rich solutions.
❖ Goal 5: Knowledge cities and rural urban-linkages	Profiled internationally well-connected knowledge cities recognizing and embracing their knowledge function so that rural areas can be part of knowledge societies
❖ Goal 6: Improved knowledge strategies in development organizations	Advanced knowledge management strategies with a recognition of these organizations' role in knowledge ecosystems and in strengthening local knowledge.
❖ Goal 7: Capture, reservation and	Protection of intellectual heritages, including digital heritage, in



democratization of knowledge	libraries, museums and archives. Equal opportunities to easily access and use knowledge.
❖ Goal 8: Fair and dynamic knowledge markets	Private sector playing an active role in the local knowledge markets based on fair market conditions for private knowledge services.
❖ Goal 9: Safety, security and sustainability	Evolving knowledge societies mitigating uncertainties and negative impacts.
❖ Goal 10: Legal Knowledge	Legal frameworks based on transdisciplinary knowledge addressing the real needs of the people, citizens knowing their rights and being able to invoke them.
❖ Goal 11: Improved Knowledge competencies and knowledge work	High competence in all kinds of individual knowledge work and organizational knowledge management. High quality of knowledge service professionals; protection of knowledge workers.
❖ Goal 12: Institutions of higher education to play an active role	Universities and other institutions of higher education deploying new, inclusive models to solve real world problems.
❖ Goal 13: Information and communications technologies (ICTs) for all	ICTs being utilized to access knowledge and facilitate communication and dialogue without hampering alternative methods of knowledge transmission.
❖ Goal 14: The arts and culture are central to the knowledge societies	Literature, the performing arts and the visual arts are the key elements of a society, as are religion and spirituality.

Table 1: Knowledge Development Goals

Source: (K4DP 2018)

### 2.7 Sustainable development goals and the targets

In 2015, all the Member States of the United Nations adopted the Sustainable Development Goals (SDGs), also known as the Global Goals, as a collective call for action to end poverty, protect the planet and ensure peace and prosperity for all people by 2030 (UNDP). Countries have dedicated themselves by the promise of Leave No One Behind to fast-track progress for those furthest behind first.

The SDGs are unique in that they tackle issues that affect us all while reaffirming our continued international commitment to ending poverty everywhere. We are diligent in ensuring that there is none left behind and, more importantly, we engage everyone in creating for all humanity a more sustainable, healthier, more prosperous world.

Goals	Targets
✚ Goal 1: No Poverty	End poverty in all its forms everywhere
✚ Goal 2: Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
✚ Goal 3: Good Health and well-being	Ensure healthy lives and promote well-being for all at all ages
✚ Goal 4: Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
✚ Goal 5: Gender Equality	Achieve gender equality and empower all women and girls
✚ Goal 6: Clean water and sanitation	Ensure availability and sustainability
✚ Goal 7: Affordable and clean energy	Ensure access to affordable, reliable, sustainable and modern energy for all
✚ Goal 8: Decent work and economic growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
✚ Goal 9: Industry, Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
✚ Goal 10: Reduced Inequalities	Reduce inequality within and among countries
✚ Goal 11: Sustainable cities and communities	Make cities and human settlements inclusive, safe, resilient and sustainable
✚ Goal 12: Responsible consumption and production	Ensure sustainable consumption and production patterns
✚ Goal 13: Climate action	Take urgent action to combat climate change and its impacts
✚ Goal 14: Life below water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
✚ Goal 15: Life on land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
✚ Goal 16: Peace, justice and strong institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
✚ Goal 17: Partnerships for the goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Table 2: Sustainable Development Goals

## **CHAPTER 3**

### **METHODOLOGY**

This research is based on a thorough review of numerous Sustainable Development Goals (SDG's) implementation studies, reviewing policy documents on SDG related country initiatives. To achieving the study's objectives, related literature was built on elaborating on some essential points.

The study outlines the capacities of African countries needed to develop in an attempt to tap into the opportunities offered by the SDG's to create economies that can meet and maintain their ambitions for growth. This defines the concept of capacity building and recognizing ways of forming strategic and operational plans in achieving the Sustainable Developmental Goals.

The findings and recommendations of this study will inform on adopting a holistic, comprehensive and coordinated approach to institutionalize management products by tailoring them into ways that fit the sustainable development goals. Due to the limited information on Knowledge Management products in the SDG's, this study will inform on ways by which Knowledge Management products will be used, which could improve on the coherences and strengthening of the synergies which compliments on approaches in the sustainable development goals.

## CHAPTER 4

### RESULTS AND DISCUSSIONS

#### 4.1 Capacity building in Knowledge Management

Capacity development is a process of improving institutional, human and organizational capacity to carry out core functions, solve problems and take advantage of opportunities, facilitate communication and information sharing, and achieve sustainable objectives. Capacity building is the mechanism through which individuals and organizations acquire, develop, and maintain the skills, expertise, tools, supplies and other resources needed to get their jobs done. This helps individuals and organizations to compete more efficiently (wider size, bigger audience, greater impact). Capacity building is a way of learning actions that involves building capacity to organize, network, and interpret information to ensure that research is important to policy and practice informing (Van der Kwaak et, al, 2012). Capacity development according to Ulleberg (2009), is building skills, relationships and values that enable organizations, groups and individuals to perform better and achieve their development goals.

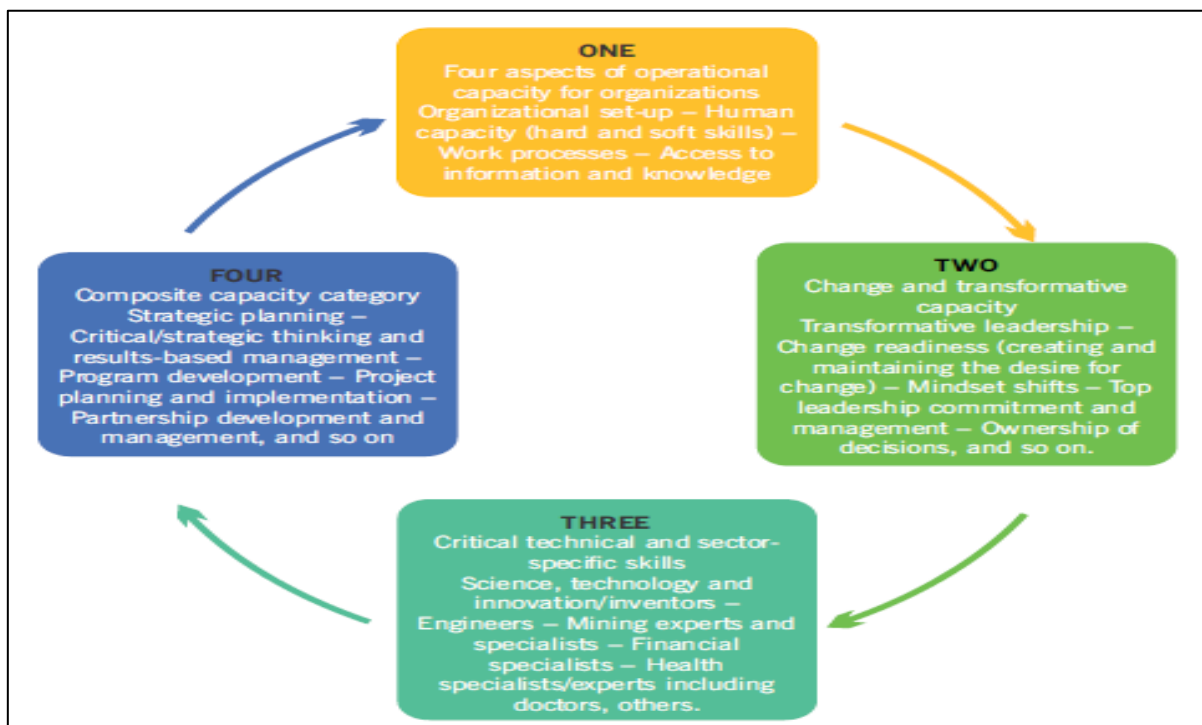


Figure 4: Conceptual framing of capacity sets for sustainable development in Africa

Source: ACBF 2016b.

According to the African Capacity Building Foundation (ACBF) (2016), There is a need for new approaches to unlock the transformative potential of ordinary people and society, organized as government, civil society, entrepreneurs, business, academia and others to enhance on knowledge sharing and management. Figure 1 depicts a conceptual framework of four-dimensional capability will serve as a foundation for understanding and resolving the capacity needs of Africa.

Through organizing, sharing and disseminating information and knowledge, Knowledge Management and capacity building will help avoid authoritarianism and social insensitivity. Knowledge Management and capacity building would become a strategy for providing the right information to the right people at the right time, thus encouraging people to share and use this knowledge in order to enhance organizational and social efficiency. For reasons of sustainable development goals, there is the need to employ Knowledge Management professionals by building capacity to resolve, store and share knowledge.

These professionals should have excellent communication skills and competencies, and should have expertise in electronic systems and resources, or planning and training experience. In an evolving and dynamic organizational climate and interpersonal communication skills, they should have persuasion skills and reasoned argument to convert tacit knowledge to explicit knowledge.

Whiles there is the need of building capacities, it is important to draw more attention to the identification and implementation of effective capacity building approaches. The main objective of capacity building is to streamline the process of individuals and organizational change that will enable organisations, groups and individuals to achieve their development goals, as well as any capacity building initiatives that need to be thoroughly planned to contribute to the goals.

<p>Identifying needs and building on existing capacities</p>	<p>Carefully identified needs are important for setting goals and program design and are crucial if capacity building programs are to reflect the specific conditions and objectives of the recipient..</p> <p>Capacity evaluation would help identify the existing ones based on the new capacity-building projects, as well as the experts who could be engaged in designing and implementing the activities. To maximize capacity building performance, there is a need to consider carefully what is already available and let local institutions and professionals take the lead in delivering capacity building activities.</p>
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Being clear about the goals	<p>Clear understanding of the objectives of capacity building between suppliers and beneficiaries is required. Any capacity building program should, most significantly, make a direct contribution to achieving sustainable development.</p> <p>In addition, questions such as: “What capacities should be built, for whom, on what topics, and to what end?” need to be addressed carefully. A clearer set of goals collectively agreed among beneficiaries, would help efficiently target initiatives, minimize uncertainty, boost synergies and ensure capacity building better meets countries ' needs.</p>
Target the right people to build a critical mass	<p>Scientists, civil society groups, companies, associations and unions are important sources of shaping and redirecting government decisions or facilitating mechanisms of change outside the government sphere by means of new business ideas or social trends. Such groups need as much support as government officials to create a critical mass of people seeking sustainable development ideas. For any policy decision it will be important for a government to take the help of major stakeholder groups.</p>

Table 3: Ways to improve effective capacity building

#### 4.2 Institutionalizing Knowledge Management products

There is a strong requirement for Knowledge Management programs in organizations, institutions, governments, to allow in the facilitating of knowledge sharing, knowledge acquisition and knowledge preservation.

According to Sandhawalia and Dalcher (2011), organizations should build knowledge management (KM) capabilities into a state where KM practices are institutionalized and embedded in their processes and these practices and technological infrastructure allow ongoing knowledge development and utilization to create and sustain competitive advantage Cheruiyot et al, stated in their study, stated two elements to institutionalize Knowledge Management (2012).

#### *Information Technological infrastructure:*

The technology component of the knowledge infrastructure includes IT systems that allow information and knowledge to be integrated into the organization and the organization's knowledge assets to be created, transmitted and stored (Mills and Smith, 2011).

The IT infrastructure's function is critical because it increases connectivity, transfers information and fosters knowledge sharing, Kazemi and Allahyari (2010) stress when the time is right. KM innovations and software systems provide the right information to the right people. Appropriate information system infrastructure is needed to maximize the value of knowledge to enable knowledge sharing, development, and capture.

#### *Management Support and Alignment of Knowledge Management Strategy:*

Knowledge management programs should be compatible with long-term business strategies or otherwise they would not be executed as expected. The institutionalizing of developmental strategies should be aligned with the strategy of KM with a focus on achieving the short- and long-term strategy of the institution or economy.

Another factor in implementing KM is the implementation of the right incentives and benefits to enable stakeholders to share and contribute to the knowledge base and the best practices to strengthen the organization's innovations and learning.

Implementation includes a multi-stakeholder strategy involving actors from both the private and public sector (including entrepreneurs, innovators, inventors, investors, banks, and other players). This needs a more systematic, systemic and organized approach by building a broad-based partnership that requires strengthening and sustaining capacities across stakeholder groups. This also requires structures at the national and local levels to enhance opportunities for investments in development.

African countries will need to build a kind of social contract and momentum they need to change their economies, achieve the SDGs, and meet the goals of Agenda 2063 by embracing a multisectoral and multi-stakeholder structure. The SDGs can be a tool for job creation, skill development, creativity, and incentives for industry and only by institutionalizing them do we stand a chance of achieving them.

#### *4.3 Implementing Knowledge Management products and aligning sustainable development goals*

Knowledge Management is a powerful tool of advocacy and is essential to help secure recognition for the role of information as engines of local development. The advocacy for the function of knowledge management (KM) in organizations is a mechanism to support the 2030 Sustainable Development Goals of the United Nations (UN) (Sylvia Piggott, 2018).

The Knowledge Development Agenda is intended to support the SDGs by offering a holistic approach to knowledge-based issues that directly affect SDG's achievement and this gives an idea of the social and economic importance of information whereby it is possible to harness the transformative power of knowledge to build inclusive, pluralistic knowledge societies. Knowledge is considered an integral part of sustainable development for people, populations, businesses, governments and the global community.

#### Measures of implementing Knowledge Management for development

- Evaluate and create knowledge ecosystems methodically and strategically
- Initiate and professionalize information collaborations in order to be effective in communicating and improving expertise, on the basis of just conditions of involvement and interaction, confidence, mutual respect
- Establish legal frameworks for advanced global information sharing and digital knowledge distribution
- Strengthening market partnership to share knowledge, using digital knowledge tools and
- creating networks to promote small and medium-sized enterprises (SMEs) actively participate in the transmission of information.
- Anchor the flow of information inside public institutions ' mandates, such as government and public educational institutions, private sector development and NGOs
- Provide guidelines and approaches for evaluating the division of information and offer suggestions for improvement. These evaluations are conducted periodically for further development
- To enhance any kind of partnership between information services providers (public and private research and educational institutions, consultants, engineers, etc.) to facilitate the transfer of knowledge from where it is most required.
- Build capacities at all levels of society in knowledge work, knowledge management and knowledge politics. Facilitate, promote, and assist nations, towns, and communities in all areas of information handling Develop infrastructure in the above-mentioned fields to learn, develop, share experiences / lessons learned, ideas, visions, etc.
- Build a mechanism for knowledge sharing in development cooperation projects to boost local knowledge environments and markets, and to avoid increased reliance on transfer of knowledge.
- Increase capacities to access ICT especially electronic teaching and learning across all areas
- Enhance equal access to all types of work web based content, such as literacy, training, research, innovation, sharing, networking, preservation, etc.



## **CHAPTER 5**

### **CONCLUSION AND POLICY IMPLICATION**

- Critical priority areas include supporting Africa's structural transformation agenda; building capacity in development planning, domestic resource mobilization; fostering technology, innovation and science; promoting industrialization, especially natural resource-based industrialization
- National goals should focus on fundamentals and opportunities that increase competitiveness and opportunities in Knowledge Management strategies.
- National economies should develop baselines on the SDGs and identify Knowledge Management indicators to track and measure progress of the SDGs by integrating a proposed framework to explore ways to mitigate the challenges.

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