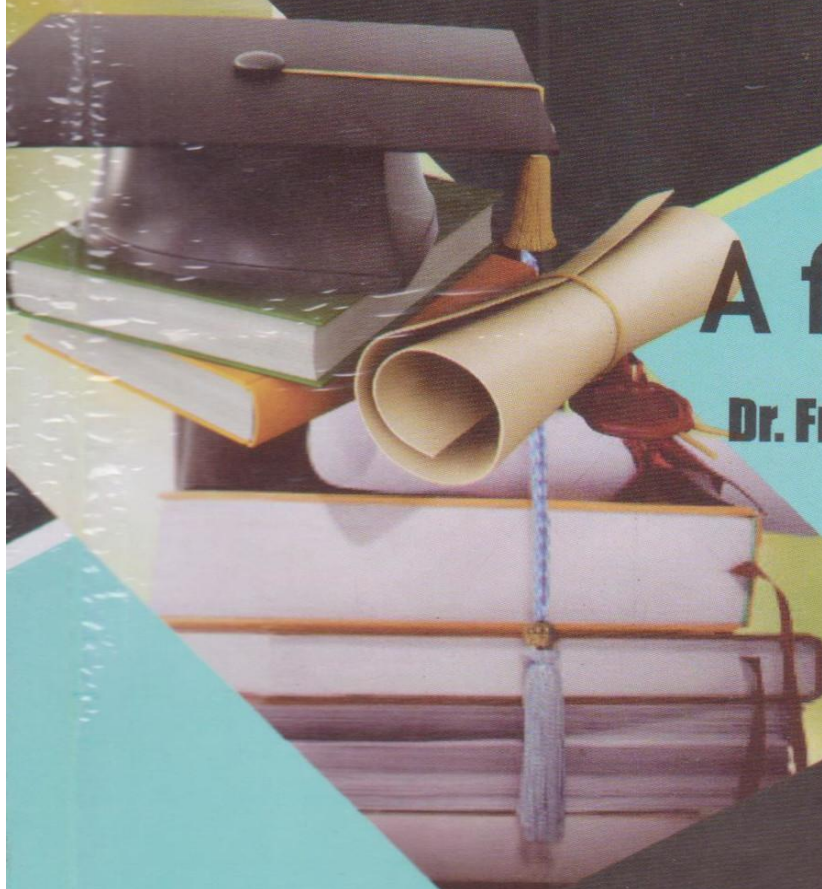


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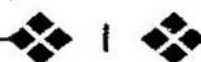
A festschrift
in honour of
Dr. Francis Adesoji Fabunmi

Edited by
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Introduction

Advocating for knowledge management is typically crucial in fulfilling the philosophy of library and information science. As a mother of all professions, library and information science has an embedded responsibility of supporting and promoting knowledge management for the purpose of ensuring sustainable availability, accessibility and utilization of knowledge in organizations and/or the society for growth and development. Advocacy is fundamental in successful library and information science practices, playing key roles in communicating to decision-makers and communities why libraries and information institutions are vital assets and resources in a knowledge-driven society like ours. Advocacy deals with the political, economic, and socio-cultural issues that affect knowledge management and helps to influence policies, laws, regulations and interests from various stakeholders in favour of managers of knowledge assets.

LIS advocacy is in tandem with the fact that library and information science is an interdisciplinary and multidisciplinary academic and professional field that exists to promote knowledge and information generation and provision. LIS advocacy models involve activities and programmes deliberately planned, monitored, evaluated and implemented to enhance the achievement of knowledge management in organizations. It is important in galvanizing the understanding of the need for effective knowledge management in organizational productivity, improved performance, and efficiency. It assists management and employees to collaborate and cooperate for improved public image of their organizations vis-à-vis the kind of knowledge or information that should be release into the public domain. LIS advocacy is a paradigm in knowledge generation and transfer. It helps in endearing libraries, librarians and librarianship as well as an information system to policy makers, organizations,



governmental and nongovernmental agencies and the public for enhanced funding and support.

However, in this chapter, attention shall be specifically focused on examining the following subheadings:

- ❖ Conceptualization of LIS advocacy
- ❖ Overview of knowledge management
- ❖ Situating knowledge management processes for LIS advocacy
- ❖ LIS advocacy models and knowledge management
- ❖ Implications of LIS advocacy and knowledge management
- ❖ Tools in LIS Advocacy and knowledge management
- ❖ Factors impeding LIS advocacy and knowledge management
- ❖ Strategies for enhancing LIS advocacy and knowledge management

Conceptualization of LIS Advocacy

Generally, advocacy is the active support of an idea or course of action that manifests in the use of certain strategies and methods to influence the opinions and decisions of people or organizations (Buckley, 2009, as cited in Anyanwu, Obichere & Ossai-Onah, 2013). Sharma (1996) defines advocacy as a dynamic and multifaceted process involving an ever changing set of actors, ideas, agendas, and politics, with the aims of identifying issues, formulation and selection of solutions, awareness building, policy action, and evaluation. It is directed at changing the policies, positions or programmes of an organization. Advocacy involves a set of sustained or targeted actions or efforts directed at positively changing decision making in support of a specific policy issue or programme. According to Obar, Zube and Lampe (2012), advocacy is an activity by individuals or group of individuals with the aim of influencing decisions within political, economic, social and cultural institutions.

In the context of this work, LIS advocacy is a set of conscious programmes or activities designed to shape, change, influence or fine-tune the mindset and perception of people or group of people about library and information science, its functions and services, and as a profession. Begum (2022) define advocacy as the actions individuals or organizations undertake to influence decision making at the local, regional, state, national, and international levels that help

create a desired policy or funding change in support of libraries. Ezeala and Hundu (2019) posit that LIS advocacy is the deliberate and sustained effort to foster understanding of library programmes while influencing the attitudes of stakeholders about the library and librarianship. It facilitates the support given to a library for its financial and philosophical goals or needs, in the form of monetary or material donations.

LIS advocacy could involve activities such as media campaigns, public enlightenments, public speaking, awareness creation, peaceful protests, street walks, readership promotion campaigns, public lectures as well as research publications to influence public policy, laws and budgets. This can be achieved by using facts on library activities, relationships with policy makers and friends of the library, the media, and dedicated information to educate government officials and the public. It can bring about improvement in the reputation, respect, rating, acceptance, public image and general support from and within the public domain:

Overview of Knowledge Management

Knowledge management is conceived as the process of preserving organizational knowledge assets for the purpose of getting the right knowledge consistently available, to the right people, at the right time and through the right media. Its origin in the Library and Information Science (LIS) lexicon is traceable to the work of Dr. Karl M. Wiig, who in 1986 coined the term, “Knowledge Management” in his article about the use of artificial intelligence in helping people manage knowledge (Nnadozie, Nwosu, Ononogbo & Nnadozie, 2015). Meanwhile, understanding the concept of knowledge management requires a clearer deconstruction and analysis of the various dimensions, forms, types or perspectives from which knowledge is deduced and managed. Accordingly, Igwe, Nnadozie and Unagha (2015); Hajric (2018), both referring to the works of Polanyi and Nonaka, opined that knowledge is basically classified as tacit and explicit knowledge or loosely as embedded, ingrained, procedural, declarative, encultured or embodied knowledge.

For clarity, tacit knowledge is a non-codified knowledge in the form of personal experience. It is described as “know-how”, and considers to be intuitive, hard to define knowledge and principally

based on personal experience (Brown & Duguid, as cited in Hajric, 2018). Tacit knowledge is “context-dependent”, and inherent in a person's mind or organizational practices (Nnadozie et al, 2015). On the contrary, explicit knowledge is a “formalized” and “codified knowledge”, which can be found on documents such as books, journals, memos, policy documents, government publications, etc., and commonly regarded as “know-what” (Hajric, 2018). Unlike tacit knowledge, explicit knowledge is easily identified, stored, and retrieved since they are formally documented in tangible and visible media.

However, drawing from the above perspectives, Torban, as cited in Chibuzor, Jovita and Onyemachi (2019) define knowledge management as a process through which organizations identify, select, organize, publish, transmit or share important information and skills that are part of the history and culture of the organization and can be found in an unstructured form in the organization. Similarly, Webb, as cited in Alsabbagh and ALKhalil (2017) construe knowledge management as the identification, optimization and active management of intellectual assets to create value, increase productivity, gain and sustain competitive advantage.

It is also a systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical and strategic requirements, which consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge (Hajric, 2018). Knowledge management is also clarified as the interrelated processes of identifying, creating, assimilating, and applying organizational knowledge to exploit new opportunities and enhance organizational performance (Abualoush, Masa'deh, Bataineh & Alrowwad, 2018; Obeidat, Al-Suradi, Masa'deh & Tarhini, 2016; Yang, 2011). It is a tool in achieving organizational goals and objectives through strategic-driven motivation and facilitation of knowledge workers who develop, enhance and use their capabilities, competencies and ingenuities to interpret data and information. This is achieved through the use of available information, tools, experience, skills, culture, character, personality, and feelings by giving meaning to available data and information.

Knowledge management is a strategic management function that allows knowledge sharing within organizations to enhance accessibility and utilization of knowledge, know-how, experience, and expertise. It helps as essential managerial process that builds on creating new knowledge and ensuring effective use of knowledge and information within organizations in a sustainable basis. It enhances organizational learning process by ensuring the consistent flow of knowledge, information, skills, and expertise. It facilitates organizational productivity and improved performance. Effective knowledge management helps in increasing the amount of knowledge required for organizational members to harness their responsibilities and performance of duties.

In today's reality characterized by severe competition, unfettered advancement in information and communication technologies, unfriendly government regulations, economic volatilities and insatiable customers' preferences as well as other multifaceted variables facing the LIS profession and libraries, knowledge management has become the only sustainable tool for achieving competitive advantage. This can be achieved through advocacy as an innovative measure of attracting attention to functions, services and responsibilities of libraries, librarians and librarianship. In this light, LIS professionals as knowledge managers have the duty to advocate the significance of knowledge management in organizations, and within the society, as this can be useful in achieving productivity through effective exploitation of opportunities in the market by harassing and sharing available knowledge resources.

Situating Knowledge Management Processes for LIS Advocacy

Implementing effective LIS advocacy models requires understanding and streamlining relevant knowledge management processes. Knowledge management processes are the interrelated or intermingled activities as necessary steps, stages, procedures and phases in knowledge management. As knowledge managers with responsibilities of advocating for organizational knowledge management, understanding the various knowledge management processes, their uniqueness, and implications in organization is very essential for LIS professionals.

However, Abualoush et al (2018); Gonzalez and Martins (2017); Nnadozie et al. (2015) in their separate researches identified ten (10) interrelated knowledge management processes. These include: knowledge creation/generation, knowledge acquisition/capturing, knowledge taxonomy/organization, knowledge packaging, knowledge storage/preservation, knowledge sharing/dissemination/transfer, knowledge audit/evaluation, knowledge mapping, knowledge retrieval and knowledge application /utilization. These processes are briefly discussed below to guide LIS professionals in advocating for knowledge management in their organizations.

➤ **Knowledge Creation/Generation:** Knowledge creation/generation is a crucial activity in organizational knowledge management. Knowledge creation/generation is the ability to originate a novel idea or useful solution to the process of managing organizational knowledge (Nnadozie et al., 2015). It involves the developing of new knowledge or the replacement of existing content of the organization's tacit and explicit knowledge (Abualoush et al, 2018; Chang & Lin, 2015). Knowledge generation enhances effective knowledge sharing, amplification, enlargement, and knowledge justification in organizations. It is achieved through social and collaborative processes, as well as individuals' cognitive processes as products of effective advocacy.

➤ **Knowledge Acquisition/Capturing:** This refers to the activity of identifying and procuring tacit and explicit knowledge from the human gatekeepers within an organization. It is said to relate to the intra-organizational process that facilitates the creation of tacit and explicit knowledge, starting from individuals and integrating the organizational level as well as the identification and absorption of information and external knowledge source (Gold et al., as cited in Gonzalez & Martins, 2017). It includes writing, recording, documenting, verifying, correcting, updating, augmenting, clarifying, and generalizing knowledge.

➤ **Knowledge Taxonomy/Organization:** This knowledge management process involves the enumeration and arrangement of tacit and explicit knowledge assets within an organization. This is closely associated with knowledge classification. According to Herd, as cited in Nnadozie, et al. (2015), knowledge taxonomy is a high level of information search device constructed as the basis of

knowledge management for the purpose of discovering, navigating, and successfully accessing to intellectual capital in organization.

➤ **Knowledge Packaging:** Ardimento et al, as cited in Nnadozie et al (2015) opine that knowledge packaging is the methods, tools, and techniques for formalizing experiences, skills, and know-how in order to make it available in the form of products and services. Knowledge packaging facilitates the ease of sharing knowledge in an organization.

➤ **Knowledge Storage/Preservation:** Knowledge storage/preservation is primarily targeted at ensuring the sustainable availability, accessibility and utilization of knowledge in organization. According to Ranjbarfard, Aghdasi, López-Sáez, and López (2014), knowledge storage refers to the processes of storing existing, acquired, and created knowledge in properly indexed and interlinked knowledge repositories. It requires constantly updating organizational memory and improving communication tools to facilitate access to knowledge by employees.

➤ **Knowledge Sharing/Dissemination:** This is a very vital knowledge management activity which has to do with spreading or transferring knowledge formally or informally within an organization. Knowledge sharing is crucial for the proper accessibility and utilization of knowledge assets. It helps organizational members exchange tacit and explicit knowledge and generate new knowledge among the target people (Birasnav, 2014); as well as facilitate the process of disseminating, transferring, and exchanging knowledge among employees.

➤ **Knowledge Audit/Evaluation:** Knowledge audit means the process of cross-checking, verifying, analyzing, and ascertaining the accuracy of tacit and explicit knowledge. It is the systematic examination of the tacit and explicit knowledge assets of an organization (Hylton, as cited in Nnadozie et al. 2015). It provides the basis for measuring how well an organizational knowledge is being exploited by members of the organization in the execution of the organization's activities.

➤ **Knowledge Mapping/Plotting:** This is practicable in an electronic knowledge management system. It is a virtual representation of an organization's knowledge, use as navigational aid to codify or arrange information and tacit knowledge. It enhances the identification of knowledge networks, community practices,

identification of knowledge sources, expertise, and ways of enhancing knowledge sharing.

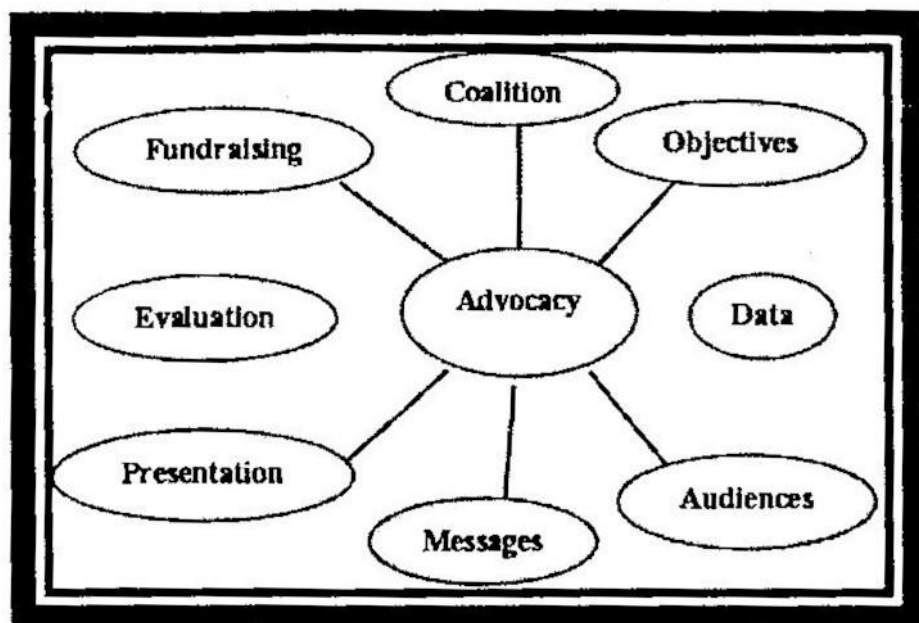
➤ **Knowledge Retrieval:** Knowledge retrieval is the identification of knowledge carriers and location of the knowledge. It is the pulling out of knowledge sources to meet a defined knowledge need, and involves the application of information searching skills to trace the location of knowledge assets in an organization (Nnadozie et al., 2015). It involves the identification of knowledge retrieval tools such as catalogue and index cards, abstracts, bibliographies, search engines, browsers, online public access catalogue (OPAC), CD-ROM databases, online databases, etc. It is the prim of utilizing tacit and explicit knowledge in organizations.

➤ **Knowledge Application/Utilization:** The ultimate aim of knowledge management is the application or utilization of tacit and explicit knowledge in solving organizational problems as well as achieving innovation. It ensures that the organization's goals are achieved efficiently and effectively (Bouraghda & Dris, 2015). It is the culmination of generating, storing and sharing knowledge. It helps in transforming knowledge into practical solutions, including the development of new products/services, improving managerial systems, technologies and processes, as well as overall performance and productivity of organization.

LIS Advocacy Models and knowledge management

LIS advocacy models reflect a structure or step-by-step approach through which an advocacy plan or programme such as organizational knowledge management system is executed. In this work, LIS advocacy model is designed in line with the basic elements of advocacy developed by Ritu R. Sharma (1996) in his work, **"Introduction to Advocacy Training Guide: SARA/AED Advocacy Training Guide."** The model consists of: objectives, data, audiences, messages, presentation, evaluation, fundraising and coalitions (**ODAMPEFC**). This implies that for a successful LIS advocacy for knowledge management system, there should be clearly established objectives to be accomplished, availability of data, known audiences to be served, well-articulated messages, effective presentation for acceptance, evaluation of efforts and actions for possible feedback, availability of funds for execution, and the number of people who support it.

Fig. 1: Basic Elements of Advocacy



Source: Sharma, 1996

The basic elements of advocacy as shown in the diagram above are briefly discussed to show their relationships and implications for successful knowledge management.

➤ **Objectives:** This refers to the goals, aims or targets set to be achieved by advocacy plan. It requires LIS advocates and all stakeholders to decide the problem to be addressed and attempt to get the target organization to recognize that the problem needs action. However, the primary objective of advocating for knowledge management in organizations is to ensure that organizational knowledge both tacit and explicit are preserved and shared across all levels of organizations for enhanced productivity, efficiency and effectiveness.

➤ **Data:** It is common knowledge that quality data is indispensable for making informed decisions when choosing a problem to work on, identifying solutions to the problem, and setting goals. Advocating for knowledge management begins and ends with the use of data at every stage. Data are used in knowledge generation and knowledge sharing. It helps in resource mobilization, allocation and utilization as well as in evaluating the result of knowledge management advocacy. In this wise, to realize the goal of advocacy plan, data collection and interpretation should be given adequate attention.

➤ **Audiences:** According to Sharma (1996), audiences in advocacy are those with decision-making power and, ideally, the people who influence the decision makers such as staff, advisors, influential elders, the media and the public. Thus, in the context of knowledge management, the target audience of LIS advocacy include management and employees of organization, and other stakeholders such as government officials who have vested interests in the activities of an organization. Advocating for knowledge management without considering these interested parties can only result in a waste of resources and effort because the goal of generating and sharing their expertise, experience, skills (tacit) knowledge and having them contribute to explicit knowledge drive will not succeed.

➤ **Messages:** Advocacy message refers to a concise, short and persuasive statement indicating the objective of the advocacy plan to be achieved, how, and why (Sharma, 1996). The message states the specific action(s) expected of all stakeholders towards enhancing knowledge generation, storage and transfer. It requires that the content or ideas expressed in the advocacy message, the language, source, media of delivering the message (such as face-to-face meeting, letter, social media platforms, brochure, radio, television, short video presentation, newspapers, etc.), as well as time of delivering the message should be carefully selected, specified and made acceptable. The message should generally be simple, clear and easily understandable to the target audience.

➤ **Presentation:** Developing advocacy plans and messages for knowledge management means nothing if such plans and messages are not presented to the right audience – the policy makers. Thus, a successful advocacy requires a careful and thorough preparation of convincing arguments and presentation style that can turn advocacy plans into successful advocacy outcomes – the acceptance of knowledge management as organization-wide philosophy. This enhances the propensity of knowledge sharing for enhanced organizational performance and productivity.

➤ **Evaluation:** To ascertain the success of advocacy goals and objectives, as well as measure the effectiveness of other embodiments of advocacy plans, evaluation of the results of knowledge management processes becomes necessary. This can be achieved by obtaining feedback from various stakeholders. In a

nutshell, evaluation helps in taking necessary corrections and retooling of resources and efforts for improved knowledge management activities.

➤ **Fundraising:** Successful LIS advocacy and knowledge management requires adequate funds. In other words, fundraising parallels the advocacy process itself and serves as a tool for survival. Funds for advocacy activities can be raised from membership dues; corporate donations; in-kind contributions; fundraising events such as dinners, concerts, film festivals, picnics, etc.; sale of merchandise such as crafts, artwork, promotional items, etc.; grants seeking from foundations and international donor agencies; national or local government grants and contracts; holiday giving such as Christmas donations; auction of donated goods and services; raffle donated prizes; and sale of advertising space in newsletters and other publications. Adequate fundraising facilitates the realization of advocacy objectives, reaching out to target audiences, development and transmission of advocacy messages to target audiences, building of alliances, following up of relationships, and implementation of decisions. This is very helpful in successfully selling knowledge management philosophy to management and employees in organizations.

➤ **Coalitions:** According to Sharma (1996), coalition is a group of individuals or organizations working together in collaboration or coordination to achieve a common goal. The purpose of coalition is to help in identifying key groups which, when join efforts together, can guarantee more success. It practically provides safety for advocacy efforts and protection for members who may not be able to take action alone; magnifies existing resources by pooling them together and by delegating work to others in the coalition; increases financial and programmatic resources for an advocacy campaign; and enhances the credibility and influence of an advocacy campaign, as well as that of individual coalition members; among others. This is very necessary in advocating for knowledge management because it involves solicitation sharing of both tacit and explicit knowledge.

Implications of LIS Advocacy and Knowledge Management

Advocating for knowledge management is the beginning of a substantial transformation in the nature of works in organizations. It



emphasizes the need to take pragmatic initiatives to handle, save, store, organize, share, transfer, and preserve organizational knowledge (IFLA, 2017). Practically, LIS professionals are transforming into knowledge managers due to prevailing trends in the knowledge and information environment. Hence, advocating for knowledge management helps in promoting knowledge management in organizations as tactical and strategic management processes. It is essential for successful knowledge management, and positively influences policy decision-making and implementation. LIS advocacy facilitates the process of educating managers in organizations on the need to encourage employees to freely share their experiences, skills, competencies, idiosyncrasies, and expertise as tacit forms of knowledge as well as other explicit knowledge for organizational success.

Advocating for knowledge management assists policy makers and management in framing or formulating policies that encourage knowledge sharing and knowledge transfer; in reforming existing policies, laws and budgets, as well as developing new programmes for enhanced knowledge management in organizations (InterAction, as cited in Sharma, 1996). It equally makes organizations to see knowledge management as an integral part of organizational responsibility and the need for necessary management support in terms of financial, manpower and technological provisions.

Tools in LIS Advocacy and knowledge management

Typically, LIS advocacy and knowledge management rely on a combination of various tools such as people, money and information technologies, which is code-named PMIT. PMIT facilitates the effectiveness, functionality and sustainable success of LIS advocacy and the knowledge management processes.

PMIT stands for people, money and information technologies. These tools are briefly examined below:

✓ **People (P):** People are indispensable in successful LIS advocacy and knowledge management processes. People are the possessors and creators of tacit and explicit knowledge and are also vital in sharing knowledge with other players in organizations (IFLA, 2017). People are the individuals who play a part in knowledge management processes (Chiwanza & Musingafi, 2013). People in LIS advocacy and knowledge management include LIS professionals,

knowledge managers, management, employees, system analysts, curators, archivists, and users of knowledge.

✓ **Money (M):** Another key tool in effective LIS advocacy and knowledge management is money. Contextually, money refers to all financial resources, liquid and non-liquid within the disposal of an individual or organization to execute its plans, including advocating for knowledge management. Money facilitates hiring, retaining, training and motivating personnel or people for effective LIS advocacy and knowledge management. Money also helps in the acquisition and maintenance of other necessary facilities such as information technologies (IT), as well as in meeting running costs of LIS advocacy and knowledge management.

✓ **Information Technologies (IT):** It is common knowledge that information technologies play central roles in all phases of LIS advocacy and knowledge management planning and execution. It is fundamental in making knowledge management processes more efficient and effective by supporting and facilitating knowledge generation, organization, packaging, storage, preservation, transmission, sharing, retrieval and application. Information technologies include various hardware and software that lead to transfer of knowledge from one unit to another and contribute to the retrieval and application of relevant knowledge when needed (Jaradat & Al-Maani, 2014). Typical examples of information technologies for LIS advocacy and knowledge management are: computer systems, database systems, Internet, radio, television, Satellite, social media (e.g., Email, Facebook, Twitter, WhatsApp, YouTube, Instagram, Blogs, TikTok, Groupware, LinkedIn, Wikis, etc.). These facilities enhance the generation and transfer of knowledge and communication between knowledge providers, experts and users.

Factors impeding LIS Advocacy and Knowledge Management

LIS advocacy and knowledge management is a complex exercise that requires adequate skills, commitment, financial support and technological facilities. However, most of these requirements are practically inadequate in most organizations. Ternenge (2019) in his research observed that unfriendly government regulations, lack of

trained LIS professionals in advocacy, apolitical nature of LIS professionals, and poor ethical and moral guidelines for LIS advocates are some of the factors impeding LIS advocacy and knowledge management. IFLA (2017) offers that some potential reasons why LIS advocacy and knowledge and management is not striving include: undervalue of knowledge by LIS professionals, ignorance of the significance of knowledge management, lack of understanding that knowledge management function is value-addition activity which generates income, as well as high cost of advocating for knowledge management systems in organizations.

In addition to the above, factors impeding LIS advocacy and knowledge management may also be considered to include: inadequate access to policy makers, poor attitude of LIS professionals towards advocacy and knowledge management, inadequate knowledge and skills in social communication and use of information technologies, lack of LIS professionals in politics and higher leadership positions in most organizations, poor organizational structure and motivation, lack of management support as well as unwillingness of employees to freely share knowledge with others.

Strategies for enhancing LIS Advocacy Models and Knowledge Management

LIS advocacy and knowledge management is based on interrelationship amongst various organizational players vis-à-vis tools, processes and system. It broadly demands active collaboration and resource sharing among organizational members, and commitment to the advocacy and knowledge management goals. Successful LIS advocacy and knowledge management require adequate funding, increased use of technologies as well as data collection and reporting arrangements.

According to IFLA (2017), LIS advocacy models and knowledge management can be enhanced through the following strategies.

- ❖ Goal setting for advocacy and knowledge management plan
- ❖ Highlighting the importance of knowledge management in organization
- ❖ Creating an environment of openness, knowledge-

- ❖ sharing and organizational learning
- ❖ Negotiating and/or persuading authorities and upper management on the need and value of knowledge management as included in the advocacy plan
- ❖ Alliance seeking in the hierarchical structures of the organization to obtain approval for advocacy and knowledge management plan
- ❖ Integrating advocacy plan into the vision, mission and objectives of the organization, as well as the overall business strategy of the organization.
- ❖ Providing adequate technological tools for effective advocacy and knowledge management activities.
- ❖ Effective communication of advocacy plan via demonstration of the value of information and knowledge services to the organization.
- ❖ Evaluating and measuring the results of advocacy and knowledge management as it affects the organization.
- ❖ Providing a comprehensive report on the cost-benefit relationship of the advocacy models and knowledge management on the organization.

Conclusion

In this study, the relationships between LIS advocacy models and knowledge management have been established. In other words, as a vital element of today's information environment, advocacy has become a tool in enhancing knowledge sharing in organizations among library and information science professionals. LIS advocacy helps in influencing knowledge generation, knowledge organization, knowledge packaging, knowledge storage, knowledge sharing and knowledge utilization. It places emphasis on the need for all stakeholders in an organization to see knowledge as a vital asset that should be freely shared across all levels of the organization for enhanced productivity, performance, efficiency and effectiveness. However, LIS advocacy models and knowledge management is hampered by factors such as inadequate access to policy makers, poor attitude of LIS professionals towards advocacy and knowledge management, inadequate knowledge and skills in social communication and use of information technologies, etc.

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