

## ICA STUDY GROUP REPORT: KNOWLEDGE MANAGEMENT

### **Background To The Study**

Since the late nineties Governments have become accustomed to hearing and using the new term “knowledge management” (KM). While no one seems to agree on its definition, everyone agrees on the need to manage knowledge.

Perhaps this is because, despite massive investments in ICT and in automation of operational processes, there has been limited progress in using existing and new information to create knowledge and sharing it among Government officers. The goal is clear, but Governments are trying to reach it in different ways.

### **Conduct Of The Study**

In April 2003, the ICA issued a call for participants in a Study Group on Knowledge Management within Government Administrations. The declared aim of the Study Group was to share knowledge about “KM within Government Administration” in order to guide ICA members in their own policy-making on KM. This was followed by a survey questionnaire in May 2003 with responses from eleven countries and the European Commission.

The Study Group asked ICA members to contribute information in the following domains:

- KM policies and strategies
- Organisational measures in place in support of KM
- Budgeting specific to KM in Government
- Collaborative systems in use within Government administration
- Systems for the handling of official electronic Government records
- Systems for management of Government content on an enterprise basis
- Systems for acquisition of knowledge from outside Government and for its storage and sharing among Government officers
- Systems for the transfer of competencies between Government officers
- Initiatives and incentives for knowledge sharing between Government officers
- Measures of the success of KM initiatives

### **Results**

The results show that although Knowledge Management was highly hyped around the year 2001, now that hype has died away. However, it is still being experimented with in many Governments. It is expected that at least a sub-set of what we call Knowledge Management today will become an institutionalised function of Government.

The results of the survey and the Study Group Report have been compiled by Dr. Hugo Agius Muscat, M.D., M.Sc. the Head of Knowledge Management in the Office of the Prime Minister, Malta and can be accessed in the PDF File ([ica-kmstudy.pdf](#).)