



**“KNOWLEDGE OF CREATION: THE  
IMPORTANCE OF DIALOGUE AND  
EXPERIENCE”**

---

***Presentation by:  
James S. Kuleiye,  
Principal Customs Officer  
East African Community Secretariat  
Arusha, TANZANIA***



# SCOPE

---

1. **Knowledge Creation- A conceptual framework:**
2. **Knowledge creation- process**
3. **Dialogue and Experience**
4. **Knowledge Creation in Customs: EAC Experience**
5. **Observations**

# Knowledge Creation: A conceptual Framework.

- The term “ information ” and “knowledge” are often used interchangeably and it is necessary that a clear distinction be made at the outset.
- Information is a flow of messages or meanings which might add to restructure or change knowledge (Dretske,1981). Information is that commodity that is capable of yielding knowledge, and what information signal carries is what we can learn from it.



## Cont.....

---

- Knowledge on the other hand, is identified with information produced or sustained belief, but the information a person receives is relative to what he or she already knows about the possibilities on the source.



# Cont.....

---

- Cook and Brown (1999) regard knowledge as something people possess. Knowledge is a tool of knowing and that knowing is an aspect of our interaction with social and physical world. Nonaka (1999) describe knowledge as “ a dynamic process of justifying personal belief towards the truth.”



## Types of knowledge:

---

- *Explicit* and *Tacit* knowledge. **Tacit knowledge** is personal, context-specific, unwritten, unspoken and therefore hard to formalize and communicate. Tacit knowledge is deeply rooted in action, commitment and involvement in specific context. Tacit knowledge tends to be specific to a context (available in a particular time and place), practical, routine, and procedural.



cont....

---

■ **Explicit** or codified knowledge, on the other hand, refers to knowledge that is transmittable in formal, systematic language. Explicit knowledge can transcend to a specific context (and is transferable to other times and places) and tends to be rationalizing, theoretical, and declarative.



# Cont...

---

- *Knowledge creation* is the formation of new ideas through interactions between explicit and tacit knowledge in individual human minds.
- Nonaka and Takeuchi (1999) amplify it further that it consists of socialization (tacit to tacit), externalization (tacit to explicit), combination (explicit to explicit), and internalization (explicit to tacit)





# Dialogue and Experience

---

- The process of knowledge creation is founded on two elements – dialogue and experience.
- Dialogue and conversation are central to innovation. Innovation is about coming up with a new idea.



# Cont...

---

- Dialogic conversation helps to build trust, to provide the needed openness in both parties and to convince others by valid argument
- Dialogue turns implicit knowledge explicit. It enables knowledge to be shared in a supporting and a trustful atmosphere – the socialization phase.



## Cont...

---

- With regard to the role of experience in knowledge creation, it is acknowledged that the prime mover in organizational knowledge creation is the individual. Individuals accumulate tacit knowledge through direct “hands -on” experience
- The quality of tacit knowledge is influenced by the variety of experiences and the “knowledge experience”..

# EAC Countries





WORLD CUSTOMS ORGANIZATION  
ORGANISATION MONDIALE DES DOUANES



# Knowledge Creation and Dialogue in Customs: EAC Experience

- the nature and structure of Customs operations worldwide, and particularly with the framework of the World Customs Organization, unlike any other international organization, facilitates knowledge creation and dialogue , which translates tacit into explicit knowledge- hence WCO instruments!



# Cont.....

---

- The importance of dialogue and experiences in knowledge creation is well manifested in the Customs at various levels
- The principal functions of EAC Customs is to develop policy and monitor its implementation.



# Cont...

---

- The Directorate of Customs organizes its business around working groups. The Groups engage in dialogue over various aspects of Customs Policy in the region.
- The Working Groups is composed of Government Officials and subject stakeholders with relevant knowledge and experience.



## Cont....

---

- The working group report to the Committee of Customs for further dialogue, share experience and knowledge on the subject matter and develop position to be submitted into the next level.





## Cont....

---

- The Policy making body of the EAC – *“the Council of Ministers”* considered the report and make a decision.
- Through such process, each levels is given opportunities to share both their tacit and explicit knowledge that is finally documented as a regional **Customs Instruments**. i.e *Customs Protocol, Customs Law, Regulations and other operational documents*



## Cont..

---

- The EAC Secretariat in collaboration with the Partner States Revenue Authorities had identified a number of Capacity Building Initiatives to ensure the knowledge created trickled down to the intended stakeholders: i.e. *Harmonized Curriculum for Customs Officers and Freight Forwarders* .

# Observations...

- At the Global level, WCO creates a forum for Customs Administrations and other key stakeholders to dialogue, share experience and create knowledge in the form of instruments shared world wide, such as RKC, Istanbul Convention, Arusha Declaration to mention just the few!



## Cont...

---

- Centralization of the dialogue process may in future constrain the level of participation and poses sustainability challenges
- WCO may explore the possibilities of using Regional Communities (RECs) or WCO Regional Configurations in its endeavour to create knowledge that is acceptable globally.



# Cont..

---

- Participation of Private Sector in knowledge creation is vital as enshrined in in the WCO 21<sup>st</sup> Century blueprint. At the region and Global level, we should as much as possible draw experience and sustain dialogue with the private sector in the knowledge creation and sharing for the better administration of Customs



# Cont...

---

- In conclusion I wish to echo the observations made by the WCO Secretary General, Mr. Kunio Mikurya that *“knowledge is now the definite part of today’s political and business environment. It is knowledge that drives Customs and it is knowledge management that will propel Customs to excellence”*.



Cont....

---



■ *THANK YOU FOR YOUR ATTENTION*