



## *La gestión del conocimiento de los actores del desarrollo local en Yateras*

### *Knowledge management for local development actors in Yateras*

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### **Resumen**

En el presente artículo los autores investigan acerca del comportamiento de la preparación de los actores para la gestión de los procesos locales con el propósito de diagnosticar el comportamiento del fenómeno en el municipio Yateras. Para ello, se emplearon métodos del nivel teóricos como análisis- síntesis, inducción- deducción, modelación y el hermenéutico. También se emplearon técnicas como tormentas de ideas; técnicas del filtro; votación ponderada, modelo de las 7s, causa y efecto con los que se pudo precisar determinados aspectos epistemológicos en torno a la gestión local y realizar el diagnóstico previsto, detectando debilidades y fortalezas.

**Palabras clave:** Gestión del conocimiento; Desarrollo local; Capacitación; Autonomía municipal

### **Abstract**

In this article, the authors research the behavior of the actors' preparation for the management of local processes with the purpose of diagnosing the behavior of this phenomenon in the municipality of Yateras. For this purpose, theoretical methods such as analysis-synthesis, induction-deduction, modeling and hermeneutics were used. Techniques such as brainstorming, filter techniques, weighted voting, the 7s model, cause and effect were also used to determine certain epistemological aspects of local management and to carry out the planned diagnosis, detecting weaknesses and strengths.

**Keywords:** Knowledge management; Local development; Capacity building; Municipal autonomy

## **Introduction**

In the guidelines of the economic and social policy of the Party and the Revolution, approved by the Communist Party of Cuba (PCC) in 2017, the territories are assigned the task of promoting development based on the country's strategy, so that the municipalities are strengthened as a fundamental instance with the necessary autonomy, sustainable, with a solid economic-productive base, and the main disproportions are reduced, among these, taking advantage of their potential.

Local initiatives are generated from the knowledge of the particularities of each locality, its entities and communities. This requires the adequate preparation of human talent, an aspect addressed by different researchers of the subject in question such as: Núñez (2017), Núñez & García (2017), Núñez, Fernández and González (2020) and is assumed by the authors of this work, since the first thing that must be developed in the territories, are the human resources that have to transform the other elements of the environment.

Consequently, in the literature on management in general and in particular of scientific and technological activities linked to local development, one of the conceptions is knowledge management. Likewise, the bibliographic review carried out on the most representative international and national trends on knowledge management allows us to suggest that this process can be applied to local development.

Regardless of the efforts made in the management of the knowledge of the actors for the sustainable local development of the municipalities, there still persist in the territory, difficulties detected with the instruments and techniques applied by the authors for this purpose, among which are:

- Lack of skills in the officials of the Board of Directors to manage, as a process, the mechanisms that allow diagnosing the main problems presented by the agencies for local development.
- Most of the training plans and strategies of the Governing Council and subordinate agencies are not designed in a coordinated manner so that they can meet the objectives and cover the main needs of local development.
- Training is not conceived with the systemic approach it requires, therefore, all the variables that make it up are not related to the mediate and future performance that would allow measuring the impact on local development.

- Not all managers and reserves have the required level of preparation in strategic management. The mastery of infocommunications is also affected. All this limits the management of knowledge in order to optimize the work of management and the adequate use of human capital and financial resources under their command.
- Insufficient knowledge management useful for executing local initiative projects.

These elements allow us to identify as a problem to work on in the research, the level of knowledge of local actors to generate useful actions for local development and to propose a diagnosis of the preparation of actors in knowledge management from their interaction with the Yateras Municipal University Center for the balanced attention of the socioeconomic needs of the territory.

A population of 30 decision-makers was taken into account, including leaders and officials of the different municipal structures; 124 producers and service providers. Of the decision-makers, ten (10) were taken as a random sample, representing 22%; of the others, with the application of the same method, 43 subjects were chosen, representing 33.8%.

## **Development**

### **Some references on knowledge management for local development**

Knowledge Management is a social process that acquires its own characteristics according to the conditions and actions of the actors involved in its application; its contribution is significant due to the strategic nature of relevant knowledge in specific contexts; but it is only viable if effective synergies are created among the actors involved and social networks are articulated to unite institutions and people in correspondence with local interests expressed in plans, strategies or projects. This is consistent with the approaches of Núñez, Alcázar and Proenza (2017), Núñez, et al. (2020), among others.

The relationship between knowledge and local development processes can benefit the transformation of the municipality, given that development will increasingly depend on those factors of an intangible nature that depend on the capacity of local actors to create or maintain the appropriate conditions and institutionality for the promotion of innovations, and that act objectively as enablers of development as referred to by Núñez, et al. (2017) and Núñez, et al. (2020).

In this perspective, elements such as the level of training of the workforce and its capacity to assimilate new knowledge and the managerial spirit of the subjects involved can be associated. In general, these aspects make the difference between different localities and are also determining factors in the success of local development initiatives.

From these ideas, it is understandable the conclusion that the efforts aimed at enhancing local development processes have to go through knowledge management, an aspect in which the researchers Núñez, et al (2017), Núñez, et al, (2020) agree with. However, it is worth asking, Are the companies, organizations, entities and subjects of the municipality aware of the importance of this factor for the territory? Is the management sufficient? What is lacking in the latter? The diagnosis presented here is intended to answer this question.

The concept of development has multiple meanings, if it is understood that:

Development is a process of self-movement from the lower (from the simple) to the higher (to the complex), which brings out and realizes the internal tendencies and the essence of phenomena, which lead to the emergence of the new (new (it) and the old. (...) it presents a spiral aspect; it has a beginning and an end, in the beginning, in the tendency, is contained the end of the development, and the culmination of a certain cycle, establishes the beginning of a new one in which some particularities of the first one can be repeated (...) it is an immanent process: the passage from the inferior to the superior is produced because in the inferior are contained, in a latent state, the tendencies that lead to the superior (...) for the first time are comprehensible, the glimpses of the superior contained in the inferior. (Rosental and Ludin, 1981, p. 113-114).

Referring to the local, from this perspective, the municipality is the political-administrative unit, where government, productive and service structures are located and which in turn, are territorially conformed by popular councils, districts and population settlements, urban and rural.

In this sense, it is up to the territory to promote development based on the country's strategy approved by the National Assembly of People's Power in 2019; so that municipalities are strengthened as a fundamental instance, with the necessary autonomy, sustainable with a solid economic-productive base and the main disproportions are reduced, taking advantage of their potential, an aspect that is endorsed in the 17th Guideline of the Communist Party of Cuba approved in 2017 and by the Constitution of the Republic of Cuba issued by the National Assembly

of People's Power in 2019.

On the other hand, it is incumbent upon the Ministry of Higher Education to consolidate the fulfillment of the responsibilities of agencies, entities, administrative councils and other economic actors in the training and development of the skilled workforce. To update the training and research programs of the universities according to the needs of development, the updating of the Economic and Social Model and new technologies.

For this reason, knowledge management is necessary for the entire population and fundamentally for the leaders in the entities and companies of the municipality. This must be paramount in their preparation, as well as the need to preserve ethics, which together with the sense of belonging and the fulfillment of duty, must bring human and revolutionary sensitivity; determining factors for the fulfillment of the Objectives of the Communist Party of Cuba approved at the First National Conference of the PCC in 2012.

On the other hand, autonomy in business administration or management is part of the State's regulatory framework and implies a high level of responsibility of its managers and workers' collectives in the timely adoption of decisions to ensure its efficient operation. In addition, it has an active role in the elaboration of proposals for short, medium and long term development plans, including investments, and is responsible for their proper execution.

### **Diagnosis of the current state of knowledge management of local actors for sustainable local development in the municipality of Yateras.**

Knowledge management for sustainable local development in municipalities is a process aimed at elaborating the conception of the university graduate professional and of producers and service providers.

The initial contradiction to be resolved is that the object of work of each of the professions cannot be very narrow since it would limit the mastery of the most general, common aspects of that object, nor can it be broad, it is necessary to guarantee an adequate mastery of their basic training. This aspect must be achieved in a period of approximately five years at the most.

Therefore, the solution to this contradiction begins by determining the objects of each of the activities of the production and service centers, so as to guarantee the adequate scope of each profile and that its fulfillment can be achieved in the referred period of time.

On the other hand, in order to establish the object of training, the starting point is the identification of the most general and frequent problems of each profession and activity of services and production in the community. These professional problems must have a basic character; they must be problems that are manifested where the basic jobs of each profession are located, in correspondence with the conception of a broad profile.

Based on the bank of problems of a profession, a problem is formed that makes it possible to understand what the basic work of the professional consists of, which makes it possible to clearly determine the object of that profession. In correspondence with this, the object of the profession is determined, and its fields of action and spheres of action can be specified.

The fields of action are the essential aspects (knowledge and skills) that must be assimilated during the professional's training process. They constitute, in essence, the what and the how of decision-makers, producers and service providers.

The elaboration of actions for knowledge management has to start from the objectives foreseen in the program agreed with the Municipal Administration Council. These objectives can be improved or modified as long as they guarantee the fulfillment of the objectives foreseen in the Municipal Training Strategy as part of the Integral Development Plan of the Municipality (PDI), with the CUM having the power to specify them, and based on them, to elaborate the structuring of the objectives of the topics.

For the application of the instruments and techniques of the research, 10 decision-makers were taken as a sample, the leaders and officials of the different municipal structures, representing 22% of the population, while 43 subjects were chosen from the producers and service providers, representing 33.8%.

After applying the selected techniques, in order to address the general problem, as well as the general and specific objectives, it was possible to obtain a group of elements that made it possible to identify a number of deficiencies and problems that affect the knowledge management of actors in local development, based on the brainstorming technique, the following problems emerged:

- There is no multifactor platform to respond to the evaluation of local initiative projects.
- Local stakeholders lack knowledge for the elaboration and management of local initiative projects.

- Deficient level of preparation of cadres and reserves in Strategic Management, the use of computers and new information technologies and knowledge management in order to optimize the work of management and in the mastery of knowledge for the optimal use of human and financial capital under their command.
- The training plans and strategies of the management councils and subordinate agencies, for the most part, are not designed in a coordinated manner that allows them to meet the objectives and cover the main needs of local development.
- Insufficient motivation of local stakeholders to carry out local initiative projects.
- Knowledge management is not conceived with an integral and systemic approach to development that responds to the institutional, economic-productive, socio-cultural and environmental dimensions.
- Lack of commitment and responsibility of some actors to take on local initiative projects.

After analyzing the problems detected, it was decided to apply the problem reduction technique using the filter technique, raising several questions.

Once the filter technique was applied, the list of problems was reduced to only five (5), which are listed below:

- 1- Non-existence of a multi-factor platform that responds to the evaluation of local initiative projects.
- 2- The actors do not have sufficient knowledge for the elaboration and management of local initiative projects.
- 3- Not all cadres and reserves present the required level of preparation in Strategic Management, the use of computers and new information technologies and knowledge management in order to optimize the work of management and in the mastery of knowledge for the optimal use of human and financial capital under their command.
- 4- Most of the training plans and strategies of the management board and subordinate agencies are not designed in a coordinated manner that can meet the objectives and cover the main needs of local development.

5- Knowledge management is not conceived with an integral and systemic approach to development that responds to the institutional, economic-productive, socio-cultural and environmental dimensions.

Once the list of problems was reduced, the weighted voting technique was applied in order to arrive at the choice and consensus of the problem. The group of experts is made up of professionals sufficiently qualified to do so.

With the implementation of the technique, it was concluded that problem four (4) referred to the fact that most of the training plans and strategies of the Municipal Administration Council and the subordinate organizations are not designed in a coordinated manner to meet the objectives and cover the main needs of local development; this was the most important and coincided with a score of 15 according to the score given by the experts. Problems 1, 2, 5, were decided to be related as important problems and we list them below:

- Knowledge management is not conceived with an integral and systemic approach to development that responds to the institutional, economic-productive, socio-cultural and environmental dimensions.
- There is no multifactorial platform that responds to the evaluation of local initiative projects.
- Most of the training plans and strategies of the administration council and subordinate agencies are not designed in a coordinated manner that can meet the objectives and cover the main needs of local development.

A very important technique in the solution of problems in public administration is the "7 S" model, which visualizes a management model based on seven essential factors that make up the organization and allow implementing a successful strategy, on the left side the problems of the organization and on the right side in Arabic numerals the 7 spheres connected to each other, with a central element that are the "shared values", as shown in Table 1.

| Problems                                                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total |
|-------------------------------------------------------------------------------|---|---|---|---|---|---|---|-------|
| 1. There is no multifactor platform to evaluate local initiative projects. 2. |   | X |   | X |   | X | X | 4     |

|                                                                                                                                                                                                                                                                                                                                                                                                                 |  |   |  |   |   |   |   |   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---|--|---|---|---|---|---|
| 2. Not all managers and reserves have the required level of preparation in strategic management, the use of computers and new information technologies and knowledge management to optimize the work of management and in the mastery of knowledge for the optimal use of human and financial capital under their command.                                                                                      |  | X |  | X |   | X |   | 3 |
| 3. The designed strategy does not relate all the variables that make it up with the immediate and future performance that allows the measurement of the impact on local development.                                                                                                                                                                                                                            |  |   |  | X | X |   | X | 3 |
| 4. Knowledge management is not conceived with an integral and systemic approach to development that responds to the institutional, economic-productive, socio-cultural and environmental dimensions.                                                                                                                                                                                                            |  |   |  |   | X |   | X | 2 |
| 5. Most of the training plans and strategies of the administration councils and subordinate agencies are not designed in a coordinated manner that can meet the objectives and cover the main needs of local development. Training is not conceived with an integral and systemic approach to development that responds to the institutional, economic-productive, socio-cultural and environmental dimensions. |  | X |  | X | X |   | X | 4 |

Table 1. Results of the 7 S technique

Source: Taken from González (2012)

Legend: It shows the following factors: 1. Style; 2. Personnel; 3. System; 4.

It can be seen that the organizational factors with the greatest impact on the problems identified in the organization are strategy and shared values, since the sum of impact per column exceeds the rest of the factors. Based on the selection of the problem that most affects this sub-directorate, the cause and effect diagram or fishbone diagram, as it is commonly known, or Ishikawa's diagram in reference to its author, is applied. In this technique, the horizontal thorn points to the problem and the vertical thorns point to the causes and sub-causes.

In the exercise of this technique, it was possible to obtain three causes and six sub-causes that are related to each other. These causes led to deficiencies in prevention, assistance and social work, since they generate the emergence of social problems, and in turn lead to a reduction in the population's trust in government and state leaders.

Taking into account the Guidelines of the Economic and Social Policy of the Party and the Revolution approved in 2017 as an expression of the will of the people; based essentially on the concept of Revolution of the historical leader Fidel Castro Ruz; an analysis is made of the relationship between these, the resolution approved at the Seventh Congress of the Communist Party of Cuba and the identified problem. In this regard, it could be corroborated that in Chapter I, related to the Economic Management Model, the problems that have more incidence with Guideline 17 are one (1), two (2) and five (5) for an occurrence of 1.4 of the total of the guidelines.

While in chapter V, related to the policy of science, technology, innovation and environment, of the 14 guidelines, 10 of them are the ones that have more incidence in the problems, except problem two (2), with an occurrence of 8 guidelines for a 5.7 of the total of the guidelines; therefore, it is required to pay extreme attention because in them is the essence of the municipal university centers in the link with the local sustainable development of the territories.

On the other hand, in the analysis carried out, it was found that problem four (4) is the one with the highest incidence in the guidelines. This problem requires greater interest in order to be solved. Likewise, an evaluation was made of the relationship between the Guidelines of the Economic and Social Policy of the Party and the Revolution and the problems detected with the aim of enabling the transition to a new stage, an adequate knowledge management contributes to the achievement of greater results in the local development of the territories in all its scenarios.

In this sense, the role played by each guideline in the projection of the future of the country is defended, supported by what is projected in the Cuban Economic and Social Model of Socialist Development endorsed in by the Communist Party of Cuba in 2017. See Table 2.

| Chapter | Weakness |   |   |   |   | Total | Committed guidelines | Significance of the affected guideline in %, of total guidelines |
|---------|----------|---|---|---|---|-------|----------------------|------------------------------------------------------------------|
|         | 1        | 2 | 3 | 4 | 5 |       |                      |                                                                  |
|         |          |   |   |   |   |       |                      |                                                                  |

|         |     |    |     |     |     |    |     |      |
|---------|-----|----|-----|-----|-----|----|-----|------|
| I       | 17  | 17 | 0   | 0   | 17  | 3  | 17  | 1,7  |
| II      | 0   | 0  | 0   | 0   | 0   | 0  | 44  | 0    |
| III     | 0   | 0  | 0   | 0   | 0   | 0  | 25  | 0    |
| IV      | 0   | 0  | 0   | 0   | 0   | 0  | 8   | 0    |
| V       | 98  |    | 98  | 98  | 98  | 8  | 14  | 5,7  |
|         | 99  |    | 99  | 99  | 99  |    |     |      |
|         | 103 |    | 103 | 103 | 103 |    |     |      |
|         | 104 |    | 104 | 104 | 104 |    |     |      |
|         | 106 |    | 106 | 106 | 106 |    |     |      |
|         | 107 |    | 107 | 107 | 107 |    |     |      |
|         | 111 |    | 111 | 111 | 111 |    |     |      |
|         | 122 |    | 122 | 122 | 122 |    |     |      |
| VI      | 0   | 0  | 0   | 0   | 0   | 0  | 34  | 0    |
| VII     | 0   | 0  | 0   | 0   | 0   | 0  | 29  | 0    |
| VIII    | 0   | 0  | 0   | 0   | 0   | 0  | 29  | 0    |
| IX      | 0   | 0  | 0   | 0   | 0   | 0  | 8   | 0    |
| X       | 0   | 0  | 0   | 0   | 0   | 0  | 11  | 0    |
| XI      | 0   | 0  | 0   | 0   | 0   | 0  | 18  | 0    |
| XII     | 0   | 0  | 0   | 0   | 0   | 0  | 9   | 0    |
| XIII    | 0   | 0  | 0   | 0   | 0   | 0  | 22  | 0    |
| Totales | 9   | 1  | 8   | 8   | 9   | 11 | 274 | 4,01 |

Table 2: Guidelines of the Economic and Social Policy of the Revolution corresponding to the problem under investigation.

Source: Own elaboration

In this regard, the guidelines with the highest incidence are:

17. Promote the development of the territories based on the country's strategy, so as to strengthen the municipalities as a fundamental instance, with the necessary autonomy, sustainable, with a

solid economic-productive base, and reduce the main disproportions between them, taking advantage of their potential.

98. To place the role of science, technology and innovation in the foreground at all levels, with a vision that ensures that the objectives of the National Economic and Social Development Plan are achieved in the short and medium terms.

99. To continue developing the legal and regulatory framework that favors the systematic and accelerated introduction of the results of science, innovation and technology in productive processes and services, and compliance with the established standards of social and environmental responsibility.

To continue promoting the development of social and humanistic research on priority issues in the life of society, as well as perfecting the methods of introducing their results into decision-making at different levels.

104. To pay greater attention to the continuous education and training of technical personnel and qualified cadres who respond to and anticipate scientific and technological development in the main areas of production and services, as well as to the prevention and mitigation of social and environmental impacts.

Accelerate the implementation of directives and science, technology and innovation programs aimed at addressing climate change by all agencies and entities, integrating all of this into territorial and sectoral policies, with priority in the agricultural, water and health sectors.

Raise information and training that contributes to objectify the perception of risk on the scale of society as a whole.

Ensure the stability, completion and rejuvenation of the scientific and technological potential of the science, technology, innovation and environmental systems in order to resume their selective, gradual, proportionate and sustainable growth. To improve the various mechanisms of stimulation.

111. Strengthen the organization and development of professional design services capabilities, their integration with the country's institutional and business systems.

122. Consolidate the fulfillment of the responsibilities of agencies, entities, administration councils and other economic actors in the training and development of the skilled

workforce. Update the training and research programs of the universities according to the needs of development, the updating of the Economic and Social Model and new technologies.

### **Evaluation of the actions for the treatment of the detected deficiencies**

When submitting the actions to the criteria of specialists and users, it was found that they consider the proposal as feasible, adequate and pertinent, since it solves one of the existing problems in the municipality. On the other hand, 89% of the participants pointed out that the proposal favors a better development of training, which guarantees the formation of capacities for local development.

### **Conclusions**

Regardless of the efforts made in the process of knowledge management for the sustainable local development of the municipalities, there are still weaknesses that affect the processes carried out in this particular context.

However, in order to guarantee the work in function of providing solutions to the problems raised, there is a Department of Local Development in charge of carrying out the postgraduate training of professionals of the territory and a teaching department, which from the curricular point of view, inserts the undergraduate in the local development of the territory.

In addition, the human capital of the Municipal University Center of Yateras is formed by one (1) Doctor in Pedagogical Sciences and Full Professor, 14 Masters in Sciences, one Specialist in Agricultural Sciences, four (4) assistant professors and 10 assistants in the staff to carry out undergraduate and postgraduate education.

In all cases, personnel committed to the tasks that emanate from the need of the territory and the orientations of the university to accompany it in the necessary development.

In this regard, when assessing the feasibility of the proposal, it is appreciated, by such personnel, as feasible and necessary.

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