

**Knowledge Transfer and Sharing in Consulting Projects within the Municipal Sector: An Analytical Study of the Integrative Relationship and Activation Dimensions****Yaser A. Attar**[yaserattar@gmail.com](mailto:yaserattar@gmail.com)

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**Abstract**

This study aimed to analyze the complementary relationship between knowledge transfer and knowledge sharing in consultancy projects within the municipal sector, examine the impact of this relationship on consultancy project management, and derive activation dimensions that can help transform project-generated knowledge into an institutional asset that can be used, shared, and sustained. The study adopted an analytical approach by reviewing the literature and models included in the research and analyzing the concepts, factors, challenges, and dimensions associated with knowledge transfer and knowledge sharing in consultancy project environments. The study concluded that the relationship between knowledge transfer and knowledge sharing in consultancy projects is complementary and causal. Knowledge sharing functions as a preparatory mechanism for building trust, exchanging expertise, and preparing tacit knowledge for circulation, while knowledge transfer represents the stage through which shared knowledge is transformed into knowledge that can be absorbed and applied within the client organization. The study also found that activating knowledge transfer and knowledge sharing in the municipal sector requires six interrelated dimensions: providing formal and informal channels, building a supportive organizational environment, developing human capabilities, using technology and digital platforms, embedding a supportive organizational culture, and ensuring measurement and continuous improvement.

The study emphasizes that the success of consultancy projects in the municipal sector does not depend solely on the quality of technical deliverables or consultant expertise, but also on the client organization's ability to absorb, document, share, and reuse the knowledge generated from these projects in future projects and decisions. Accordingly, the study provides an analytical reading of the relationship between knowledge transfer and knowledge sharing and proposes activation dimensions that can be further developed to support knowledge activation in municipal consultancy projects.

**Keywords:** Knowledge Transfer, Knowledge Sharing, Consultancy Projects, Municipal Sector, Activation Dimensions, Knowledge Management.

**1. Introduction**

Consulting projects in the municipal sector are no longer viewed merely as contractual activities aimed at producing reports, studies, designs, or technical deliverables. Instead, they have become an important domain for knowledge generation, expertise exchange, and institutional capacity building. By nature, consulting projects rely on external specialized expertise to address technical, organizational, and developmental issues. Consequently, the expertise generated through these projects is expected to be transformed into applicable organizational knowledge within the beneficiary entity, rather than remaining confined to the consultant or ending with the completion of the contract. The significance of this issue has increased in the municipal sector due to the diversity of consulting projects implemented by municipal authorities. These projects include planning and design projects, supervision of capital projects, traffic studies, environmental studies, feasibility studies, business development consultancy, and education and training consultancy. Such projects are closely linked to public services, infrastructure, and regulatory decisions that directly affect quality of life and municipal services. Therefore, the knowledge generated from these projects represents a highly valuable institutional asset when it is systematically transferred, shared, and documented.

The knowledge management literature discussed in this study indicates that knowledge does not achieve its actual value merely by existing within individuals or being stored in documents and reports. Rather, its true value emerges when it is exchanged and utilized practically within the organization. In this context, knowledge transfer and knowledge sharing represent two complementary processes within knowledge management. Knowledge sharing facilitates the exchange of expertise and experiences among individuals and teams, whereas knowledge transfer focuses on transforming such experiences into applicable and usable knowledge within the beneficiary organization. Within consulting projects, the relationship between knowledge transfer and knowledge sharing becomes more evident because these projects depend on continuous interaction among consultants, clients, project teams, and stakeholders. Consultants do not only provide technical outputs; they also deliver expertise, methodologies, ways of thinking, and work tools. These dimensions cannot be effectively conveyed without an environment that encourages participation, dialogue, trust, and practical application. Accordingly, addressing knowledge transfer independently from knowledge sharing leads to a partial understanding of the process. Likewise, knowledge sharing without transforming it into organized and applicable knowledge fails to achieve the desired impact on project management. Therefore, this study seeks to analyze the integrative relationship between knowledge transfer and knowledge sharing in consulting projects within the municipal sector, explore their impact on project management, and identify the activation dimensions through which knowledge generated from consulting projects can be transformed into a sustainable institutional asset that is usable, shareable, and maintainable.

**2. Problem Statement**

Consulting projects in the municipal sector generate significant technical and organizational knowledge, including expertise, methodologies, models, documents, lessons learned, work practices, and problem-solving approaches. However, such knowledge does not automatically become an institutional asset that can be effectively utilized once the project is completed or its deliverables are submitted. In many cases, knowledge remains confined to the consultant, a limited number of project team members, documents that are not actively utilized, or tacit experiences that become difficult to retrieve and apply in the future.

The Municipality of the Holy Capital (Makkah Municipality) includes a knowledge transfer clause in consulting project contracts. Nevertheless, the existence of such a clause alone is insufficient to ensure effective knowledge transfer and sharing. The issue does not lie in the lack of recognition of the importance of knowledge, but rather in the weakness of standards and mechanisms that support the verification of knowledge transfer, the monitoring of implementation requirements, and the sharing of extracted knowledge with specialists within the municipal entity. The doctoral dissertation further indicates that the process lacks clear criteria that enable proposal evaluation committees to assess knowledge transfer plans effectively. In addition, there are no well-defined mechanisms that assist project managers in verifying the implementation of knowledge transfer requirements or facilitating the sharing of generated knowledge among relevant professionals. This problem is further intensified by the nature of consulting projects themselves, as they are temporary, involve multiple stakeholders, operate under strict timelines and delivery pressures, and often rely heavily on the tacit knowledge accumulated by experts. Moreover, weak documentation practices, limited incentives, the absence of institutional communication channels, inadequate knowledge-sharing systems, and weak organizational cultures that do not sufficiently support knowledge exchange may lead to the loss of valuable project-generated knowledge or hinder its utilization after project completion.

Accordingly, the problem of this study lies in the need to analyze the integrative relationship between knowledge transfer and knowledge sharing in consulting projects within the municipal sector and to identify activation dimensions that support transforming the knowledge generated from these projects into a sustainable institutional asset that is usable, shareable, and maintainable.

Based on this problem, the study seeks to answer the following main research question:

**What are the activation dimensions for knowledge transfer and knowledge sharing in consulting projects within the municipal sector in light of the integrative relationship between them?**

**3. Significance of the Study**

The significance of this study stems from its focus on a topic of both scientific and practical value in the fields of knowledge management and project management. The study addresses the relationship between knowledge transfer and knowledge sharing within the environment of consulting projects, which is characterized by the generation of specialized knowledge that remains vulnerable to loss if it is not properly documented, exchanged, and applied within the beneficiary organization. The scientific significance of the study lies in the fact that it does not examine knowledge transfer and knowledge sharing as separate concepts; rather, it analyzes them from the perspective of their integrative relationship within the context of consulting projects. Furthermore, the study contributes to providing a more focused

analytical treatment of knowledge transfer and sharing by linking them to consulting projects in the municipal sector and by identifying activation dimensions that support their effective implementation and continuous improvement. The practical significance of the study is reflected in its potential to provide dimensions and mechanisms that may help municipal entities improve the benefits gained from consulting projects. This can be achieved through establishing channels for knowledge transfer and sharing, developing human capabilities, strengthening a supportive organizational culture, utilizing digital platforms, and measuring the impact of knowledge after project completion. Accordingly, the study may contribute to reducing knowledge loss, enhancing organizational learning, and improving the quality of decisions and future projects.

#### 4. Objectives of the Study

The study aims to analyze the integrative relationship between knowledge transfer and knowledge sharing in consulting projects within the municipal sector and to identify activation dimensions that support the effective utilization of the knowledge generated from these projects.

The following sub-objectives emerge from this main objective:

- To clarify the relationship between knowledge transfer and knowledge sharing within the context of consulting projects.
- To analyze the impact of knowledge transfer and knowledge sharing on the management of consulting projects.
- To identify the main factors influencing the success of knowledge transfer and knowledge sharing.
- To highlight the challenges that hinder knowledge transfer and knowledge sharing in consulting projects.
- To identify activation dimensions for enhancing knowledge transfer and knowledge sharing in consulting projects within the municipal sector.

#### 5. Research Questions

The study seeks to answer the following research questions:

- What is the relationship between knowledge transfer and knowledge sharing in consulting projects?
- What is the impact of knowledge transfer and knowledge sharing on the management of consulting projects?
- What are the factors influencing the success of knowledge transfer and knowledge sharing?
- What are the challenges that hinder knowledge transfer and knowledge sharing in consulting projects?
- What are the proposed activation dimensions for knowledge transfer and knowledge sharing in consulting projects within the municipal sector?

#### 6. Methodology of the Study

The study adopted the analytical approach through reviewing and analyzing the literature and models discussed in the research related to knowledge transfer, knowledge sharing, and the management of consulting projects. This approach aims to interpret the relationship between knowledge transfer and knowledge sharing, analyze their impact on project management, and identify activation dimensions suitable for consulting projects within the municipal sector.

The analysis was developed through four interrelated steps. The first step focused on analyzing the concepts related to knowledge transfer and knowledge sharing and identifying the differences and relationships between them. The second step involved reviewing the previous studies presented in the research in order to identify the factors, challenges, and practices associated with knowledge transfer and knowledge sharing. The third step concentrated on analyzing the impact of knowledge transfer and knowledge sharing on consulting project management in terms of time, cost, quality, innovation, and organizational learning. Finally, the fourth step aimed at identifying the activation dimensions appropriate for the context of consulting projects within the municipal sector.

#### 7. Scope and Limitations of the Study

The study is thematically limited to analyzing the integrative relationship between knowledge transfer and knowledge sharing in consulting projects within the municipal sector. It does not address all topics related to knowledge management except to the extent that they contribute to understanding this relationship and its activation dimensions. Methodologically, the study is limited to an analytical review of the literature and models discussed in the research without conducting an independent field application or a statistical examination of the proposed activation dimensions. Therefore, the findings presented by the study represent an analytical framework that remains open for future development, validation, and practical application. Contextually, the study is confined to the municipal sector and its related consulting projects, while benefiting from the case of the Municipality of the Holy Capital (Makkah Municipality) as the context from which the original research problem emerged. However, this does not imply that the findings can be generalized to all organizations without considering the nature, context, and characteristics of each entity and its projects.

#### 8. Previous Studies and Research Gap

Previous studies discussed in the research indicate that knowledge transfer and knowledge sharing in consulting projects, governmental environments, and municipal sectors intersect with several fields, including knowledge management, project management, project-based organizations, and municipal administration. However, these studies do not collectively provide a direct framework for activating knowledge transfer and knowledge sharing in consulting projects within the municipal sector, which justifies the need for this analytical study. Within the Arab context, Al-Zahrani examined mechanisms for documenting tacit knowledge in governmental projects through a case study conducted at the Municipality of Jeddah. The study focused on transforming tacit knowledge into practices that can be documented and shared. Similarly, Al-Harthi and Al-Faidi explored the role of knowledge management in project management, emphasizing the relationship between knowledge flows and project flows and the importance of integrating knowledge management practices into the project life cycle. These studies highlight the importance of documentation and the integration between knowledge management and project management; however, they do not directly address the integrative relationship between knowledge transfer and knowledge sharing in consulting projects within the municipal sector.

In the governmental and municipal context, Al-Taei investigated the role of social networking tools in facilitating knowledge management and knowledge sharing in municipalities in the United Arab Emirates. The study demonstrated that successful knowledge sharing depends not only on technology but also on leadership support and the alignment of tools with daily procedures, policies, and incentive systems. Likewise, Mothamaha and Govender highlighted the role of knowledge management in improving service processes in the City of Johannesburg through transferring best practices, preserving institutional knowledge, and enhancing decision-making. In addition, Ncoyini and Cilliers focused on factors influencing knowledge management systems for improving knowledge transfer in local government, revealing that bureaucracy, weak organizational support, and technical challenges may reduce the effectiveness of knowledge transfer.

In project environments and project-based organizations, Zhou et al. proposed a framework for horizontal and vertical knowledge transfer across projects and demonstrated the importance of trust, diversified transfer channels, and organizational context in improving knowledge transfer effectiveness. Furthermore, Ekambaram examined the impact of time constraints on knowledge sharing and learning within project-based organizations, indicating that time pressure weakens the priority given to sharing and documentation activities. In another study, Ekambaram investigated the limited use of formal knowledge-sharing systems in project-based organizations and confirmed that the existence of a system alone is insufficient unless leadership support is translated into operational practices that encourage participation and utilization. In the field of consulting projects, Huang et al. explored knowledge sharing between consulting firms and clients in the Arab world from the perspective of cultural integration. The study showed that trust, relationships, and cultural context significantly influence knowledge exchange between consultants and clients. Moreover, El Dine and Taher demonstrated that successful knowledge transfer in consultancy projects is influenced by characteristics related to both consultants and clients, including consultant professionalism, interaction behavior, client involvement, and organizational readiness.

These studies collectively agree on the importance of leadership, trust, organizational culture, incentives, technology, documentation, and diversified communication channels in supporting knowledge transfer and knowledge sharing. Nevertheless, the research gap does not lie in the absence of studies addressing knowledge transfer or knowledge sharing individually, but rather in the limited number of studies that examine the integrative relationship between them within consulting projects in the municipal sector, while also identifying clear activation dimensions capable of transforming project-generated knowledge into a sustainable and usable institutional asset.

Accordingly, the current study contributes by providing an analytical perspective that integrates the relationship, impact, influencing factors, and challenges of knowledge transfer and knowledge sharing within a framework of activation dimensions suitable for the municipal sector context.

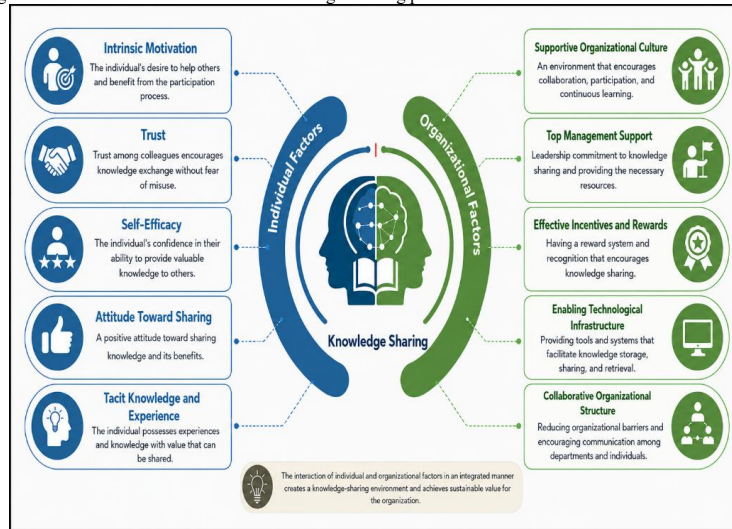
#### 9. Conceptual Framework of Knowledge Transfer and Knowledge Sharing

**Concept of Knowledge Transfer:** Al-Dulaimi explained that the process of knowledge distribution (knowledge transfer and dissemination) represents the first step in the utilization of knowledge. Knowledge transfer and dissemination refer to “the process of distributing and delivering the appropriate knowledge to the appropriate person at the appropriate time, in an appropriate form, and at an appropriate cost after the knowledge has been stored and organized.”

**Concept of Knowledge Sharing:** Hamshari defined knowledge sharing as “the process through which explicit and tacit knowledge is communicated to other individuals.” It is also described as “an exchange of knowledge between two parties, one acting as the sender of knowledge and the other as the receiver, who interprets and represents that knowledge.” Likewise, Bamfaleh indicated that knowledge sharing “is the process concerned with creating practical methods and facilities for transferring or disseminating knowledge from one individual, group, or organization to another. It includes both explicit and tacit knowledge and therefore consists of activities that support the flow and exchange of knowledge and expertise, whether individual or organizational.”

**Importance of Knowledge Sharing:** According to Al-Dulaimi, the importance of knowledge sharing lies in its contribution to organizational advancement and the achievement of organizational goals. This is accomplished through utilizing the knowledge and expertise possessed by individuals, improving and developing work methods, creating innovative practices, and enhancing the growth of knowledge among organizational members.

**Factors Influencing the Success of Knowledge Sharing:** Knowledge sharing represents a fundamental pillar for developing institutional competencies and improving organizational performance. It reflects the process through which expertise and knowledge are exchanged among individuals and teams, thereby contributing to the creation of sustainable competitive advantage. Rohman et al. demonstrated that the success of knowledge sharing is associated with a set of individual and organizational factors that influence individuals' intentions and, consequently, their actual knowledge-sharing behavior within organizations. The study identified several factors influencing successful knowledge sharing and classified them into individual and organizational dimensions that affect knowledge-sharing practices.



**Figure (1): Individual and Organizational Factors Influencing Knowledge Sharing**

*(Prepared by the researcher based on Rohman et al., 2020)*

The study concluded that the success of knowledge sharing is not the result of a single factor; rather, it is the outcome of a balanced interaction between individual and organizational factors. It was found that the intention to share knowledge represents the central link connecting these factors to the actual behavior of knowledge sharing, which highlights the importance of strengthening individual motivations alongside providing a supportive organizational environment.

The researcher further adds technological factors, such as knowledge management systems and technological infrastructure, which have become essential determinants of successful and effective knowledge sharing. These technological tools provide mechanisms that accelerate the pace of knowledge exchange and improve communication and collaboration among organizational members.

**The Role of Organizational Culture in Knowledge Transfer and Knowledge Sharing**

The implementation of knowledge management within the organizational context requires the existence of a cultural value system characterized by compatibility, support, and alignment with the principles of continuous learning and teamwork dynamics. Kahina defined organizational culture as “a set of beliefs, expectations, values, standards, and meanings that influence how individuals communicate and collaborate within an organization and shape their behavior in order to achieve organizational objectives.”

Organizational culture is considered one of the most significant requirements and fundamental elements for activating knowledge management practices, as it forms the primary determinant of managerial decision-making processes and guides employees’ organizational behavior. In addition, it shapes the system of values and beliefs associated with organizational change and development, the adoption of advanced technologies, teamwork enhancement, and institutional creativity, all of which collectively represent critical factors for organizational success and excellence.

Al-Fazari identified the distinctive characteristics of a knowledge-sharing culture within organizations as follows:

- Strategic Belief in the Value of Knowledge
- Strategic Orientation toward Developing Knowledge Assets
- Provision of Enabling Infrastructure
- Operational Integration of Knowledge
- Enhancement of a Collaborative Environment
- Comprehensive Accessibility of Knowledge Resources
- Systematic Motivation for Knowledge Sharing
- Supportive Technological Infrastructure

Based on the above, the researcher concludes that organizational culture represents a strategic element in institutional success and sustainability. It is not merely a collection of practices and behaviors; rather, it constitutes an integrated system that guides individuals and enhances their ability to work collaboratively in ways that contribute to achieving institutional excellence. Organizational culture thus evolves from being a set of slogans into an operational system capable of generating cumulative and measurable intellectual capital, creating a sustainable environment for learning and innovation, and enhancing the impact of knowledge management on organizational performance and competitiveness.

**Challenges in Knowledge Transfer and Knowledge Sharing**

Hijazi explained that despite organizations’ recognition of knowledge as an important resource and their efforts to benefit from intellectual capital and promote a culture of knowledge sharing and transfer, there remains a major challenge in knowledge management. This challenge stems from some employees’ reluctance to share knowledge with others within the organization, the lack of support from top management for knowledge-sharing practices, or the absence of training and diversified methods for knowledge transfer and sharing.

Furthermore, Al-Dulaimi identified several reasons why individuals may hesitate to share knowledge, including:

- Fear of losing financial benefits.
- Fear of losing authority and power, especially regarding tacit knowledge.
- Concern about losing competitive advantage.
- Fear that sharing incorrect knowledge may harm the organization or others.
- Lack of incentives or compensation for the knowledge they possess.

Knowledge sharing is also influenced by the level of organizational structuring, and challenges may arise from organizational behavior, knowledge-sharing enablers, and supporting systems, including:

- Weak organizational policies supporting and funding research and knowledge development.
- Limited exchange and dissemination of ideas, opinions, and expertise due to ineffective organizational communication.
- Absence of systems that contribute to building a culture of knowledge transfer and encouraging developmental knowledge efforts.

Based on the foregoing, the researcher concludes that knowledge transfer and knowledge sharing are outcomes of the organizational elements available to support overall institutional objectives and maximize the utilization of ideas and expertise. These processes contribute to improving individuals' performance and skills, enabling organizations to achieve their objectives, and gaining competitive advantages that support the development of a distinguished knowledge economy.

**Types of Consulting Projects**

The demand for consulting services across different business fields has significantly increased in today's economy, motivating consultants to explore innovative consulting approaches. Clients benefit from consultancy services by avoiding waste, resource losses, and unnecessary tax burdens through professional guidance. The modern consulting field is shaped by several factors, including technological advancement, globalization, market tax competition, and the intensity of innovation.

Gudovskaya classified consulting projects into seven main categories, as illustrated in Figure (2).



Source: Gudovskaya (2020)

**Figure (2): Types of Consulting Projects** (Prepared by the researcher based on Gudovskaya, 2020)

Based on the researcher's practical experience in the field of consulting projects, several additional consulting domains closely related to the projects of the Municipality of the Holy Capital can be identified as follows:

- **Environmental Consulting:** Environmental consulting focuses on assisting organizations in addressing environmental challenges and complying with environmental regulations. Environmental consultants provide expertise in sustainability, environmental impact assessments, and resource management.
- **Business Development Consulting:** Business development consulting focuses on helping organizations identify and pursue growth opportunities. Business development consultants provide expertise in market analysis, partnership development, and strategic planning.
- **Education and Training Consulting:** Education and training consulting focuses on developing and implementing effective training programs that enhance employees' skills and knowledge. Educational consultants provide expertise in curriculum development, instructional design, and adult learning principles.
- **Design Consulting:** Design consulting involves creating engineering plans and drawings that reflect the fundamental concept of a project. This includes the design of buildings, parks, electrical systems, and mechanical systems in compliance with local regulations and safety standards while balancing aesthetic, functional, cost, and quality considerations.
- **Supervision of Implementation Projects:** Supervision of implementation projects involves monitoring the construction process from beginning to completion. Supervisors ensure that contractors comply with approved plans and specifications, including monitoring quality, timelines, and costs to ensure the achievement of project objectives. This process also includes communication with all relevant stakeholders to resolve issues arising during implementation. Effective supervision contributes to reducing risks and improving project efficiency.
- **Feasibility Studies:** Feasibility studies aim to evaluate the economic and technical viability of projects. These studies include market analysis, cost estimation, and forecasting potential returns, thereby supporting informed investment decisions. Feasibility studies also involve risk assessment and identifying influencing factors. This type of consulting project relies heavily on scientific methods of data collection and analysis.
- **Traffic Studies:** Traffic studies focus on analyzing traffic movement and transportation needs within a specific area. They include evaluating movement patterns and measuring traffic density at different times. The findings are used to provide recommendations for improving transportation infrastructure. Such studies may also assess the impact of new projects on existing traffic conditions. Traffic studies require field data collection and advanced analytical methods, with the ultimate objective of improving traffic safety and efficiency.

**Importance of Consulting Projects**

The importance of consulting projects lies in their role as professional mechanisms that assist organizations in understanding their problems, analyzing their conditions, and developing appropriate solutions, while also supporting the implementation of those solutions and evaluating their impact. Gudovskaya indicated that modern consulting extends beyond merely providing advice; it encompasses processes ranging from information gathering and analysis to the implementation of solutions. Consulting activities also vary across strategic, operational, legal, marketing, financial, human resources, and information technology domains.

Accordingly, the importance of consulting projects can be summarized in the following points:

- **Avoiding Inefficient Procedures and Reducing Waste:** Consulting projects help organizations, both before establishment and during operational activities, avoid inefficient procedures and reduce resource losses resulting from weak controls or unnecessary tax burdens. Consequently, consulting serves as a supportive tool for improving decision quality and minimizing practices that may lead to resource depletion.
- **Diagnosing Problems, Developing Solutions, and Implementing Them:** Consulting projects generally proceed through three main stages: identifying problems, developing solutions, and implementing them. The consultant's role is not limited to diagnosis alone; rather, it extends to analyzing the organization's condition, verifying the nature of the problem, and following up on solutions after implementation to evaluate their effectiveness.
- **Improving Operational Efficiency:** Operational consulting contributes to improving organizational performance through examining organizational structures, operational processes, regulatory documentation, methodologies, and management quality. These consulting services focus on improving processes in terms of cost, time, and human resource utilization, thereby helping organizations achieve their long-term objectives.
- **Supporting Long-Term Strategic Direction:** Strategic consulting assists organizations in building long-term visions, understanding their market position, and identifying pathways that enhance profitability and competitiveness. Its role also extends to strategy development and implementation follow-up in ways that support organizational economic efficiency.

- **Supporting Information Technology:** The importance of consulting projects in the field of information technology is reflected in providing recommendations regarding the effective use of technology to improve organizational operations, develop information systems, create appropriate software solutions, and evaluate the effectiveness of hardware and software systems. Gudovskaya also noted that the IT consulting market is continuously expanding and increasingly focused on the development and implementation of specialized information systems, software solutions, and process-control systems.
- **Supporting Crisis Management:** Consulting projects also play an important role during crises by assisting management in developing appropriate crisis-response strategies and identifying suitable organizational behaviors. Therefore, consulting represents a supportive component of organizational crisis management.

Accordingly, the importance of consulting projects extends beyond merely providing external opinions to organizations. Their significance includes supporting diagnosis, improving operational processes, guiding strategic decisions, enhancing the use of technology, and assisting organizations in dealing with crises. This makes consulting projects a professional tool for improving institutional performance whenever they are aligned with organizational needs and supported by clear implementation and follow-up mechanisms.

**The Role of Knowledge Transfer and Knowledge Sharing in Consulting Project Management**

Knowledge transfer and knowledge sharing in consulting projects involve the exchange of expertise and information among project team members, participating organizations, stakeholders, and across different projects. Knowledge transfer and sharing enhance the ability to address challenges and achieve project objectives within the required timeframe and quality standards. They also contribute to improving project performance through reducing errors, enhancing decision-making processes, increasing efficiency, and developing skills. Huang et al. Shang et al.

Project success is considered one of the most important indicators of the effectiveness of consulting organizations. The success of projects is not only associated with the technical competencies of consultants but is also significantly influenced by their ability to transfer and share knowledge. Consulting projects often address complex issues that require the integration of diverse expertise, highlighting the role of knowledge transfer and sharing in providing practical solutions based on previous experiences and reducing costs resulting from repeated mistakes or the loss of expertise when individuals move between projects. Taminiau et al. Werr and Runsten Hasnain et al.

Zhou et al. classified knowledge transfer in project environments into three levels:

- **Intra-Project Knowledge Transfer (IPKT):** Refers to the exchange of knowledge among project team members in order to enhance collective knowledge and improve team efficiency.
- **Cross-Project Knowledge Transfer (CPKT):** Refers to the transfer of knowledge horizontally and vertically between project teams to prevent knowledge loss upon project completion.
- **Cross-Organizational Knowledge Transfer (COKT):** Involves the exchange of knowledge among organizations participating in projects in order to enhance competitive advantages through shared knowledge resources.

**Impact of Knowledge Transfer and Knowledge Sharing on Consulting Project Management**

The literature Ajmal et al. Taminiau et al. Pretorius and Steyn indicates that knowledge transfer and knowledge sharing positively influence project management through several dimensions:

**1. Project Success**

**Improving Performance and Reducing Errors:** Knowledge sharing among project teams contributes to avoiding the repetition of mistakes, benefiting from lessons learned, and applying best practices, which ultimately improves work quality and increases productivity.

2. **Accelerating Project Completion:** Knowledge transfer mechanisms, such as lessons-learned sessions and knowledge repositories, contribute to reducing project time and costs.
3. **Sustaining Success:** Knowledge transfer and sharing support the documentation of accumulated organizational knowledge and expertise, ensuring continuity even after project completion or employee turnover.

**Learning Culture**

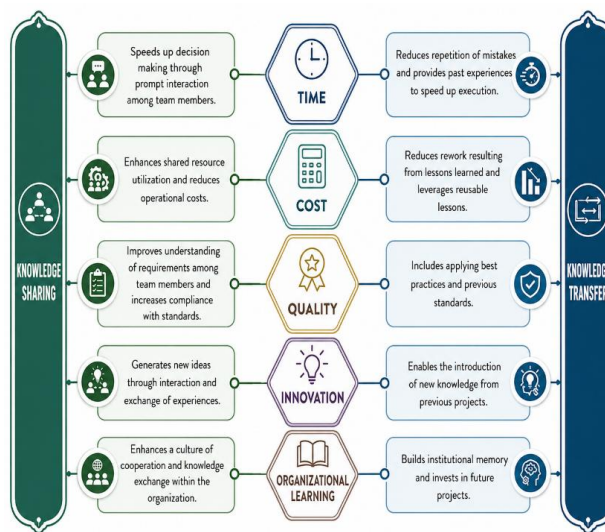
**Skills Development:** Knowledge transfer enables project team members to acquire new experiences and develop their skills by benefiting from the expertise of more experienced colleagues.

**Client Relationships**

**Improving Client Satisfaction:** Knowledge transfer and sharing contribute to providing innovative and effective solutions, thereby strengthening clients' trust in consulting organizations.

**Innovation**

**Enhancing Innovation:** Knowledge sharing contributes to generating new ideas through the exchange of perspectives and diverse experiences among individuals and teams.



**Figure (3): The Impact of Knowledge Transfer and Knowledge Sharing on Consulting Projects (Prepared by the researcher)**

Accordingly, the researcher concludes that knowledge transfer and knowledge sharing in consulting projects are essential for ensuring the continuity of success and the development of competencies. Consulting projects are no longer limited to planning, implementation, and monitoring activities; rather, they increasingly depend on how available intellectual capital is managed and effectively utilized in order to achieve sustainable competitive advantage.

**Strategies for Knowledge Transfer and Knowledge Sharing in Consulting Projects**

Government Consulting Hub addressed strategies for knowledge transfer and knowledge sharing in consulting projects and proposed a guiding methodology that contributes to maximizing the utilization and reuse of knowledge generated from consulting projects. The primary objective of the knowledge transfer and sharing

strategy in consulting projects is to ensure that governmental organizations fully utilize and reuse the knowledge generated from such projects through a set of core processes, namely generation, transfer, and sharing.

**Generation Stage at the Beginning of the Project**

The generation stage focuses on identifying and preparing the required knowledge before initiating the consulting project. This stage includes the following practices:

- Identifying knowledge needs through foundational questions such as: *What knowledge and skills are required? What knowledge is internally available within the governmental organization? What are the existing knowledge gaps?* Carlucci et al.
- Reviewing the Knowledge Exchange platform and examining relevant previous projects to benefit from existing institutional experiences. Zhou et al.
- Coordinating with the human resources department to identify mentoring or recruitment options if suitable internal capabilities are available. This contributes to maximizing the utilization of existing knowledge and human capabilities while ensuring accurate project requirements before contracting. Werr and Runsten

**Transfer Stage Before, During, and at the Closure of the Project**

The transfer stage focuses on ensuring that knowledge is effectively transferred throughout the entire project lifecycle rather than only at project closure. This stage includes:

- Identifying the knowledge that should be transferred across four levels: the project level, the program level, the departmental or unit level, and the overall governmental organization level. Argote
- Designing a detailed transfer plan according to the nature of knowledge, its novelty, codifiability, target beneficiaries, and available resources. Hasnain et al.
- Activating the “how” approach within project specifications rather than focusing solely on final deliverables, while also incorporating indicators to measure the success of knowledge transfer processes. Government Commercial Function International Organization for Standardization
- Clarifying roles and responsibilities between consultants and specialists within governmental institutions and promoting integrated teamwork to ensure continuous knowledge transfer throughout the project lifecycle rather than limiting it to project closure. Huang et al. Taminiau et al.

**Sharing Stage at Project Closure**

The sharing stage aims to ensure that project-generated knowledge is preserved, documented, and made reusable within the governmental institution. This stage includes:

- Delivering all agreed-upon outputs internally while ensuring proper codification, refinement, protection of sensitive data, and compliance with the institution’s approved classification standards. Government Consulting Hub
- Submitting refined outputs to the organizational knowledge team for uploading to the Knowledge Exchange platform along with metadata that facilitates future retrieval and reuse. Carlucci et al. International Organization for Standardization
- Maximizing organizational impact through institutional programs and events dedicated to knowledge dissemination, thereby enhancing the utilization of knowledge generated from consulting projects. Wenger-Trayner et al. Zhou et al.

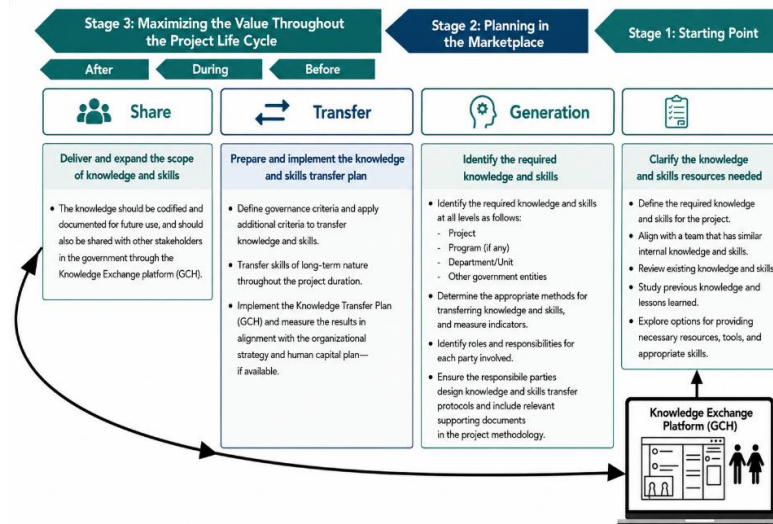


Figure (4): Strategies for Knowledge and Skills Transfer and Sharing (Government Consulting Hub, 2022) (Translated and redesigned by the researcher)

**Supporting Tools and Processes**

- **Knowledge Exchange Platform:** Used for searching previous outputs and similar practices before contracting, supporting implementation during project execution, and sharing content upon project closure. Government Consulting Hub Hasnain et al.
- **Governance and Measurement:** Includes periodic follow-up between contracting parties, sharing ongoing work documents, and monitoring indicators related to knowledge utilization and reuse. International Organization for Standardization Campbell et al.
- **Refinement and Sharing:** Ensuring the accuracy, quality, and relevance of knowledge before uploading it to the institutional knowledge repository. Werr and Runsten
- **Knowledge Dissemination Programs and Events:** Conducting knowledge transfer sessions that effectively contribute to disseminating project-generated knowledge within governmental institutions and maximizing its impact. Wenger-Trayner et al.

The strategy for knowledge transfer and knowledge sharing in consulting projects aims to establish a strong institutional system for knowledge and skills through creating systematic processes, utilizing centralized knowledge-sharing platforms, integrating knowledge transfer activities throughout the entire project lifecycle, and ensuring that valuable knowledge and expertise are captured, shared, and reused across governmental institutions to improve efficiency and build organizational capabilities. Government Consulting Hub International Organization for Standardization Argote

The researcher further argues that knowledge transfer and knowledge sharing in consulting projects require incorporating a combination of the following elements within the strategy:

- **Cultural Dimension:** Organizations should foster an environment in which knowledge sharing is encouraged and rewarded.
- **Leadership Dimension:** Leadership contributes to establishing and activating such a culture by modeling knowledge-sharing behaviors, strengthening mutual trust among individuals, and providing tangible incentives to encourage knowledge exchange.
- **Organizational Structure Dimension:** Supportive managerial culture and organizational structures represent key enablers for transparent knowledge transfer across multidisciplinary teams, thereby contributing to improved organizational performance.
- **Technological Infrastructure Dimension:** Technology facilitates knowledge transfer, particularly in geographically distributed organizations, by enhancing virtual collaboration and supporting the establishment of organizational knowledge communities.

**The Relationship Between Knowledge Transfer and Knowledge Sharing in Consulting Project Management**

Consulting project management represents one of the environments in which the interaction and integration between knowledge sharing and knowledge transfer processes are most evident due to the nature of consulting projects, which rely on delivering solutions based on accumulated expertise, specialized knowledge, and prior experiences. This context highlights the strong relationship between knowledge transfer and knowledge sharing as two essential factors for the success of consulting projects. The success of consultancy projects depends not only on consultants’ technical expertise but also on how this expertise is exchanged internally and transformed into practical knowledge that can create added value for clients (Huang et al., 2022; Argote, 2024). Nesheim and Hunskaar (2015) indicated that knowledge sharing between internal and external consultants and employees represents a fundamental mechanism for preparing knowledge for transfer. Their study further demonstrated that the effectiveness of knowledge sharing is influenced by the nature of relationships among project participants, where trust and shared belonging enhance knowledge flow, while weak trust and perceived differences hinder participation and reduce the effectiveness of knowledge transfer. Therefore, knowledge sharing should not be viewed as an end in itself, but rather as a preparatory process that transforms tacit knowledge into transferable and applicable knowledge within the project environment. Furthermore, El Dine and Taher (2020) confirmed that successful knowledge transfer in consultancy projects largely depends on both consultant and client characteristics, including consultant professionalism, communication behavior, client

involvement, and organizational readiness. Continuous knowledge sharing between both parties also contributes to creating an interactive environment that facilitates internal and external knowledge movement, thereby supporting sustainability and long-term organizational learning.

**Table (1): The Relationship Between Knowledge Transfer and Knowledge Sharing in Consulting Projects.** (Prepared by the researcher)

Item	Knowledge Sharing	Knowledge Transfer	Relationship Between Knowledge Sharing and Knowledge Transfer in Consulting Projects
Nature	A social and interactive behavior among individuals ( <i>in-group / out-group</i> )	A structured process aimed at enabling the client to apply knowledge	Knowledge sharing paves the way for transfer through building trust and a sense of belonging
Key Actors	Internal consultants, External consultants Employees	Consultants ↔ Clients	Sharing occurs within the consulting team, while transfer occurs between consultants and clients
Influencing Factors	Trust Group belonging Team dynamics	Professionalism Consultant behavior, Client involvement Organizational readiness	Knowledge transfer and application within the client environment depend on the strength of internal knowledge sharing
Main Function	Transforming tacit knowledge into exchangeable knowledge	Enabling the client to absorb and apply knowledge	Knowledge transfer depends on knowledge sharing as a preparatory stage
Challenges	Cultural barriers Weak trust Diverse backgrounds	Resistance to change Weak client commitment	Any weakness in knowledge sharing leads to ineffective knowledge transfer
Final Outcome	Building an internal knowledge climate	Applying knowledge within the client environment	The relationship is integrative ( <i>knowledge sharing precedes and supports knowledge transfer</i> )

Accordingly, the researcher concludes that the relationship between knowledge transfer and knowledge sharing in consulting project management is an integrative relationship. Consulting projects are characterized by their strong reliance on:

- **Tacit knowledge** accumulated by experts.
- **Personalization in knowledge transfer**, where knowledge is adapted according to the client’s needs.

Therefore, knowledge sharing within the consulting team is considered a prerequisite for preparing knowledge to be transferred to external parties, including clients and other project teams.

**Knowledge Sharing**

Knowledge sharing forms the foundation for building a culture of interaction and collaboration within consulting teams. Effective sharing among consulting team members contributes to:

- Building mutual trust that encourages individuals to disclose tacit knowledge.
- Reducing knowledge gaps that may hinder the transfer process.
- Enhancing clients’ absorptive capacity through the gradual transfer of knowledge via dialogue and discussion.

**Knowledge Transfer**

Knowledge transfer represents the final outcome; whereby shared knowledge is transformed into practical knowledge that can be applied within the client’s environment and contribute to achieving project objectives. Accordingly, the relationship between knowledge sharing and knowledge transfer in consulting project management is both causal and integrative. Effective knowledge transfer cannot occur without prior effective knowledge sharing, while knowledge sharing itself lacks strategic value unless it is translated into organized transfer processes that support project objectives.

**Activation Dimensions for Knowledge Transfer and Knowledge Sharing in Consulting Projects within the Municipal Sector**

The study identified six major dimensions for activating knowledge transfer and knowledge sharing in consulting projects within the municipal sector: providing formal and informal channels, building a supportive organizational environment, developing human capabilities, utilizing technology and digital platforms, reinforcing a supportive organizational culture, and ensuring continuous measurement and improvement. Formal channels such as reports, workshops, and knowledge repositories complement informal channels such as mentoring, dialogue, and communities of practice to ensure both explicit and tacit knowledge are effectively transferred. A supportive organizational environment, including leadership support, clear policies, incentives, and coordination among stakeholders, is essential for embedding knowledge-sharing activities into project workflows. The study also emphasized that successful knowledge transfer depends on developing employees’ abilities to absorb and apply knowledge through training, mentoring, and collaborative learning. Technology and digital platforms further support knowledge preservation, organization, accessibility, and reuse, particularly through searchable knowledge repositories and collaboration systems. Additionally, a supportive organizational culture based on trust, openness, teamwork, and learning from mistakes encourages continuous participation and transforms knowledge into a shared institutional asset. Finally, the study highlighted the importance of measurement and continuous improvement through indicators that assess actual knowledge use, reuse, performance improvement, and sustainability rather than focusing only on the number of activities conducted. Together, these dimensions provide an integrated framework for sustaining institutional knowledge and enhancing the effectiveness of consulting projects in the municipal sector.



**Figure (5): Dimensions for Activating Knowledge Transfer and Knowledge Sharing in Consulting Projects within the Municipal Sector** (Prepared by the researcher)

The study demonstrates that knowledge transfer and knowledge sharing in consulting projects are interdependent and should not be treated as separate processes. Knowledge sharing prepares and facilitates the movement of knowledge through trust, collaboration, and interaction, while knowledge transfer transforms shared knowledge into practical and applicable outcomes within the beneficiary organization. Without organized transfer, knowledge sharing may remain limited to temporary discussions, whereas transfer without effective sharing may result in formal activities that fail to achieve genuine knowledge absorption. The study also reveals that consulting projects in the municipal sector provide a rich environment for generating knowledge but are simultaneously vulnerable to knowledge loss due to temporary project structures, multiple stakeholders, time constraints, and weak documentation practices. Therefore, effective knowledge activation requires integrated organizational, technological, cultural, human, and measurement dimensions rather than relying solely on contractual clauses or transfer plans. Furthermore, the six activation dimensions identified in the study are interconnected rather than independent. Formal and informal channels require supportive organizational environments, organizational environments require a collaborative culture, culture requires leadership and incentives, technology requires high-quality content and capable users, and measurement requires indicators that assess actual usage and impact instead of merely counting activities. Accordingly, the study contributes scientifically by reconstructing the relationship between knowledge transfer and knowledge sharing within municipal consulting projects and practically by proposing activation dimensions that can support municipal organizations in maximizing the value of knowledge generated through consultancy projects.

## Conclusion

The study concluded that knowledge transfer and knowledge sharing represent two integrated elements in the management of consulting projects within the municipal sector. Consulting projects do not only produce technical outputs; they also generate knowledge that can contribute to improving performance, developing capabilities, reducing errors, accelerating project completion, enhancing innovation, and sustaining success. However, such knowledge does not automatically become an institutional asset. Rather, it requires clear mechanisms, appropriate channels, a supportive organizational environment, a supportive culture, human and technological capabilities, and continuous measurement.

The study also demonstrated that knowledge sharing represents an essential prerequisite for preparing knowledge for transfer, as it builds trust, supports interaction, and transforms tacit knowledge into exchangeable and transferable knowledge. Knowledge transfer, on the other hand, represents the stage in which such knowledge is transformed into applicable practices within the beneficiary organization. Therefore, the relationship between knowledge sharing and knowledge transfer is both integrative and causal rather than synonymous or independent.

The study ultimately identified six dimensions for activating knowledge transfer and knowledge sharing in consulting projects within the municipal sector: providing formal and informal channels, building a supportive organizational environment, developing human capabilities, utilizing technology and digital platforms, reinforcing a supportive organizational culture, and ensuring continuous measurement and improvement. These dimensions represent an analytical framework that can be further developed and examined in future applied or field studies.

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