Capacity Development and Innovation Plan for
- Knowledge Management -

Authors: Jocelyne Jawhar and Damiano Petruzzella, CIHEAM-Bari

Co-Authors: Akmal Akramkhanov and Valerio Graziano, ICARDA

15 October 2019, Chișinău, Moldova
The Capacity Development and Innovation Plan

Part I

Basic introduction to KM, definition, processes, technologies, role of people, leadership, culture.

Part II

Co-designing the innovation plan through a four-parts assessment for each institution, that will highlight the institutional Knowledge Management needs and the feasible solutions to be proposed at capacity building level.
1. What is “knowledge”?
The SECI Model on Nonaka and Tekeuchi (1995)

2. Definitions of “Knowledge Management”

3. The Framework of KM

4. Why Adopting KM?

5. The KM Cycle:
   I. Discovery and Detection
   II. Acquisition and Creation
   III. Storage and Curation
   IV. Sharing and Transfer
The knowledge that we consider knowledge proves itself in action. What we now mean by knowledge is information in action, information focused on results.

Peter F. Drucker

Facts, information, and skills acquired through experience or education; ... understanding of a subject.

Oxford English Dictionary
The SECI Model on Nonaka and Tekeuchi (1995)

- **Socialization**: sharing experiences through observation, imitation and practice.

- **Internalization**: process of experiencing knowledge through an explicit source (i.e. reading a book).

- **Externalization**: the conversion of tacit knowledge (i.e. lesson learned) into explicit form (i.e. report).

- **Combination**: codified knowledge sources (i.e. documents) are combined to create new knowledge (i.e. another document).
2. Definitions of “Knowledge Management”

What is Knowledge Management (KM)

"Knowledge Management is the discipline of enabling individuals, teams and entire organizations to collectively and systematically create, share and apply knowledge, to better achieve their objectives."

Ron Young, CEO/CKO Knowledge Associates International

“Knowledge Management is therefore a conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that strive to improve organizational performance”

O'Dell & Grayson, 1998

“Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using organizational knowledge”

"Knowledge management“, 2014, as by Girard & Girard, 2015
The framework for managing knowledge varies from institution to institution, based on the number of processes it runs to carry out its mandate. It is important to identify these aspects to delineate the context in which the institution operates with knowledge and the main protagonists.
4. Why Adopting KM?

- Facilitates innovation and organizational learning.
- Leverages expertise across the organization.
  - Increases network connectivity.
- Allows employees to obtain relevant insights.
  - Valorizes the research results.
- Supports the intellectual capital and assets in the workforce, such as the expertise and know-how possessed by key individuals or stored in repositories.
5. The KM Cycle

- **Discovery and detection**
  - Knowledge external to the institution, implicit or yet to be discovered

- **Acquisition and creation**
  - Knowledge internalized in the institution, implicit or yet to be fully developed

- **Storage and curation**
  - Knowledge externalized from the institution, explicit and disseminated

- **Sharing and transfer**
  - Knowledge internal to the institution, explicit and clearly identified
Scan your own institution to identify existing knowledge sources, discovering hidden knowledge in data and information. Probe websites and libraries, attend to meetings.

Internal knowledge may be resident within peoples’ heads; embedded in behaviors, procedures, software and equipment; recorded in various documents; or stored in databases and online repositories.

Common sources of external knowledge include publications, universities, government agencies, professional associations, personal relations, consultants, knowledge brokers, and Communities of Practice (CoP).

Tacit knowledge is personal, context-specific, and therefore hard to formalize and communicate.

Ikujiro Nonaka, 1995
### Supporting Tools
#### (Discovery and Detection)

<table>
<thead>
<tr>
<th>Non-IT</th>
<th>IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Knowledge Cafés / SMART Caffes</td>
<td>• Knowledge Mapping</td>
</tr>
<tr>
<td>• Communities of Practice (CoP)</td>
<td>• Network Analysis</td>
</tr>
<tr>
<td>• Mentor/ Mentee</td>
<td>• Co-Working Platforms</td>
</tr>
</tbody>
</table>
The ability to create new knowledge is often at the heart of the organization’s competitive advantage and has the potential to achieve its mandate.

Knowledge creation takes place through the transformation of tacit knowledge to explicit and backward (Nonaka and Takeuchi 1995), writing a paper, for example.

Existing knowledge can be combined and converted into new products, for the same of new purposes, such as combining existing rules and best practices to produce a set of guidelines.

The act of making knowledge created by individuals available, amplifying it in social contexts, and selectively connecting it to the existing knowledge.

Nonaka & von Krogh, 2009
## Supporting Tools
(Acquisition and Creation)

<table>
<thead>
<tr>
<th>Non-IT</th>
<th>IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Brainstorming</td>
<td>• Communication Software</td>
</tr>
<tr>
<td>• Learning Review</td>
<td>• Resource Packs</td>
</tr>
<tr>
<td>• After Action Review</td>
<td>• Knowledge Platforms</td>
</tr>
<tr>
<td>• Co-Working Spaces</td>
<td></td>
</tr>
</tbody>
</table>
Knowledge organization involves activities that "classify, map, index, and categorize knowledge for navigation, storage, and retrieval". Botha et al., 2008

Knowledge storing involves finding ways to convert documents, models, human insights and other artefacts into forms that make retrieval and transfer easy without losing the “true meaning” of the knowledge.

With the use of information technology, organizations have developed vast repositories of knowledge about science, projects, processes, technologies and more.

Taxonomy enables the structure to organize information, documents, and libraries in a consistent way. It can be considered as a classification system, a “Table of Contents”, for an organization’s knowledge capital.

III. Knowledge Storage and Curation

Knowledge organization involves activities that "classify, map, index, and categorize knowledge for navigation, storage, and retrieval".
SEBINA, the System Adopted by CIHEAM-Bari for Knowledge Storage
Organizations can realize the full value of their knowledge assets only when they can be effectively transferred between individuals.

Sharing is essential for the peer reviewing process to take place and publishing impactful knowledge. A valuable goal is to externalize best practices, which are a result of proper and well established knowledge management.

Transfer knowledge is also the core of Capacity Development, a key area for each organization willing to transfer its knowledge and establish a legacy.

Knowledge sharing has been recognized as the most important factor in the success of KM.

Nazim et al., 2016
E-learning and Remote Technical Assistance (RTA) are Distance Learning (DL) expressions, which are complementary and synergistic with traditional face-to-face learning and technical assistance activities that CIHEAM Bari promotes for the benefit of its partners, enhancing its multiplier effects and increasing the number of beneficiaries. The above Knowledge transfer modalities take into account both detailed context analyses (for training, social and technological purposes) and appropriate methodologies for adult learning.
Course on Gender in Food and Nutrition Security

This course provides guidance on how to design and implement agriculture policies and programmes that are gender-responsive, sustainable, contributing to gender equality, and therefore able to improve food and nutrition security.
Thank You
Getting started is sometimes the biggest obstacle.

KM experts advise to “think big, start small... but start.”

The following assessment informing the innovation plan, based on the living-lag approach, sets a start for the project partners.

The questionnaire is divided into three components:


2. **Identification of needs** related to the main Knowledge Management processes: discovery, adoption, storing and sharing.

3. **Development of solutions** appropriate for the most critical domains.

The exercise allows maximum freedom to all participants, which are invited to move freely across the tables and cooperate at their leisure.