

# Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe

## Training Report

**Design business laboratory in order to support entrepreneurship in the universities and research centers( third mission-TTO)**



**03-07 OCTOBER 2022- Chisinau (Moldova)**

Jocelyne Jawhar and Damiano Petruzzella

CIHEAM Bari.



## Training–Report

Jawhar, Jocelyne; Petruzzella, Damiano; (2022). *Design a business laboratory in order to support entrepreneurship in the universities and research centers ( third mission,-TTO)*. Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe. Beirut, Lebanon: International Office for Agricultural Research in the Dry Areas (ICARDA).

## Keywords

Knowledge, innovation transfer, Technology Transfer office (TTO), Intellectual property' s management, start-ups, open innovation, youth entrepreneurship.

## Prepared by

Centre International de Hautes Études Agronomiques Méditerranéennes of Bari (CIHEAM Bari)

## About CIHEAM Bari

CIHEAM Bari is a Centre for post-graduate training, applied scientific research and the design of in-loco partnership actions within the framework of international research and cooperation programs.

The Mediterranean Agronomic Institute of Bari and the Institute of Montpellier were the first to be established by CIHEAM.

In line with CIHEAM's Action Plan 2025 for the Mediterranean (CAPMED 2025), CIHEAM Bari is involved in a number of activities, which provide a platform for institutions and organizations wishing to cooperate across the Mediterranean area. Furthermore, the experience gained may often be transferred to other regions of the world. Special attention is paid to the involvement of CIHEAM Bari Alumni, especially in their countries of origin.

Cooperation and research actions concern important issues such as food security, poverty alleviation, capacity building at institutional level, more efficient use of natural resources, improvement of agricultural production and productivity, promotion of organic farming, development of sustainable food systems, resilience to climate change, integrated management of coastal areas, gender empowerment, fisheries and aquaculture, etc.

The networking activities conducted by CIHEAM Bari involve hundreds of institutions located in several countries, consolidating professional contacts, institutional and multi-stakeholder partnerships, country-to-country relationships and joint initiatives with the private sector. This paves the way to self-generating exchange of information, technical and professional expertise, publications, innovative research and educational activities, conferences and seminars, harmonization of methodological guidelines, etc.

## Project

Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe (SKiM)

## Funded by

International Fund for Agricultural Development (IFAD)

## About ICARDA



Established in 1977, the International Center for Agricultural Research in the Dry Areas (ICARDA) is a non-profit, CGIAR Research Center that focusses on delivering innovative solutions for sustainable agricultural development in the nontropical dry areas of the developing world. We provide innovative, science-based solutions to improve the livelihoods and resilience of resource-poor smallholder farmers, through strategic partnerships, linking research to development, capacity development, and by considering gender equality and the role of youth in transforming the non-tropical dry areas.

## Abbreviations

ARC	Agricultural Research Corporation
ARTI	Agenzia regionale per la Tecnologia e l'Innovazione della Regione Puglia
AUW	Ahfad University for Women
CCU-IFAD	Central Coordination Unit for IFAD Programme Implementation
CIHEAM Bari	Centre International de Hautes Études Agronomiques Méditerranéennes – Bari
ENA Meknes	National School of Agriculture
GLDC	CGIAR Research Program on Grain Legumes and Dryland Cereals
IAV Hassan II	Agronomic and Veterinary Institute
ICARDA	International Center for Agricultural Research in the Dry Areas
(IDIS) "Viitorul"	Institute for Development and Social Initiatives
IFAD	International Fund for Agricultural Development
INRA	National Agricultural Research Institute
KM	Knowledge Management
EIT	European Institute of Innovation and Technology
NFFM	National Farmers Federation
NGO	Non-governmental organization
MIP	Mediterranean Innovation Partnership
ONCA	National Office for Agricultural Extension
ONSSA	Office National de Sécurité Sanitaire des produits alimentaires
PROCASUR	Procasur Corporation
SAUM	State Agrarian University Moldova
Selectia	Research Institute of Field Crops
SKiM	Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe
SKS	Sudanese Knowledge Society
SAUM	State Agrarian University of Moldova
TTO	Technology Transfer Office
UofK	University of Khartoum
VT	Virginia Tech



## 1. Introduction

The Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe project is a grant project led by the International Center for Agricultural Research in the Dry Areas (ICARDA) and funded by the International Fund for Agricultural Development (IFAD). The project also works with international partners Virginia Tech, CIHEAM-Bari, PROCASUR as well as National Agricultural Research Systems (NARS), governments, and agricultural extension services in Moldova, Morocco, and Sudan.

Initiated in June 2018, the project facilitates and supports KM and capacity development activities in the three selected countries (with the possibility of extending to a further two) and will provide practical examples of KM best practices that will be analysed and adopted by participating institutions.

SKiM priority objectives include the following approaches to the development of partnerships and implementation of activities:

- Support the partners' sharing and dissemination of existing knowledge and rural solutions tested and proven as "best practices" by farmers in local contexts, with a focus on strengthening capacity and their capability for autonomous knowledge transfer;
- Strengthen public institutions' capacities in knowledge management across the target regions, connecting stakeholders to meaningful networks and communities of practice, linking results for sustainability in regional development and SSTC;
- Knowledge interventions are modelled to affect three key thematic areas - financial inclusion of rural women and youth; natural resource management and climate resilience; productive agricultural technologies - relevant to the strengthening of development effectiveness in the target countries, through tailored activities aimed at meeting the needs assessed in the thorough, preliminary SKiM Capacity Needs Assessment study.

CIHEAM Bari is engaged in training activities aiming at increasing the capacities of participating public institutions in this work, by providing necessary structures and systems at the country and regional levels, that will ensure that the knowledge being developed can be effectively managed for long-term growth and development.

CIHEAM Bari had the task to organize 3 trainings starting in June 2020 with an online training due to the Covid emergency (29 June-3 July) and it was entitled *Knowledge management and capacity development best practice: Valorization and transfer of research results and Knowledge and Innovation Transfer through Technology Transfer Offices (TTOs)*. Then in 2021 and as requested by the applicants a focus on the pillars of TTO was organized at CIHEAM Bari and it was on *the Enhancement of cooperation & collaboration among academic/research organizations and the private profit/non-profit sector to strengthen socio-economic development efforts*.

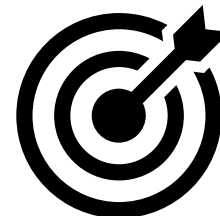


*The last training, Design business laboratory in order to support entrepreneurship in the universities and research centers (third mission-TTO), was organized on 3-7 October 2022 in Chisinau, Moldova. It was designed, following the second training, with the logic to focus on one of the pillars of TTO so the participants, coming from different backgrounds could have a basic approach regarding business creation and the relationship to be established between research centers, universities, and companies, applying the triple helix model.*



## 2. Objective

The aim of the training “Design business laboratory in order to support entrepreneurship in the universities and research centers (third mission-TTO)” was to provide the steps and tools to be able to create Business Labs within one's own universities or institutions. The training started with the testimonies of some business laboratories created in and with Italian institutions and universities, to show the different types of laboratories that can be carried out. There are approaches and tools from the world of business and startups that are useful for setting up business laboratories within universities and research centers. In fact, the same approaches, the same methodologies and the same tools that were provided to the participants in the lab, can be applied for the creation of the lab themselves. A Business Lab Creation path based on the analysis of needs, on the Business Model that this laboratory must adopt in order to become a structured reference point for students, professors and companies in its own territory, for business creation.





### 3. Structure of the training

The training consisted of 5 days of lectures and technical visits as well as simulation activities where the lecturer presented different topics. The training was held in the morning from 09.00 to 13.00 and in the afternoon study visits were organized in collaboration with the local partners. At the end of the training, the Course was digitized to provide Open Access for the MIP platform to ensure the reuse of the material by national partners and augmented audiences after training completion.

<https://youtu.be/1RinWIEnjmA>





## Participants

16 participants were identified by the partner institutions of the 3 targeted countries: Morocco, Sudan and Moldova., in order to participate in the training, based on their profiles. Each partner has chosen 5 participants. The following institutions were represented.

### List of participants

Name	Institution	Country
Carolina Ungureanu	(IDIS) "Viitorul"	Moldova
Andrei Zbanca	SAUM	Moldova
Nicolae Tiltu	NFFM	Moldova
Aurelia Braguta	State University of Moldova	Moldova
Vasile Zagorodniuc	Elite Business consulting	Moldova
Ghenadie Sandu	Agroinform	Moldova
Stefan Sandic	FAGURAS DE AUR	Moldova
Lahcen Hssaini	INRA	Morocco
Ahmed Ouyouns	ONCA	Morocco
Fadoua Boudouma	ONSSA- IAV- "Hassan II"	Morocco
Omnia El Bergui	ENA_I AV	Morocco
Ashraf Mohamed Ahmed Elhashimi	ARC	Sudan
Mohammed Ali AbdallahHamadelneil	ARC	Sudan
Amien Rwan Mamoun Ahmed	SKS	Sudan
Yousif Omer Ahmed Abdalla	UofK	Sudan
Gindeel Randa Hamza Ibrahim	AUW	Sudan
Akmal Akramkhanov	ICARDA	Uzbekistan
Valerio Graziano	ICARDA	Italy
Giuseppina Miuli	CIHEAM Bari	Italy
Damiano Petruzzella	CIHEAM Bari	Italy
Jocelyne Jawhar	CIHEAM Bari	Italy

## Overview of the training





⇒ **03/10/2022**

The training course started during the afternoon of Monday in order to permit to all the participants to join the hotel where the training would be held in Chisinau, Moldova.

In the afternoon session (h 14 – 16) we had a technical visit with locals and we have been to the Chamber of commerce of the Republic of Moldova.

⇒ **04/10/2022**

*Intoduction to Business Lab in Univerisities and research centers*

The morning session (h 9 – 13) we did initial presentations of the project and the participants; then we started with slide presentation: "Introduction of the participants with PechaKucha format". It was very interesting the involvement of all the participants in playing their role in the game, getting involved and yet appreciating the actual interaction that created the presentation format used. Sharing moment of each participant Testimonials online and in the presence of 3 different types of business creation labs in universities and research centers: Matteo Vignoli (ALMACUBE), Annamaria Demarinis (BALAB), Damiano Petruzzella (CIHEAM Bari)

In the afternoon session (h14 – 17) we had a technical visit with locals and we have been to the Technical University of Moldova, Takewill coworking space and Fablab Chisinau.

⇒ **05/10/2022**

*Creativity and ideas generation*

The morning session (h 9 – 13) started with the lecture with the support of slide presentation: "The Design Thinking: human centered approach for solving complex business challenges" and "Double Diamond guidelines for creating a prototype of a wallet for implementing and experimenting the DT". Participants were involved asking them to create a wallet for their partner, following the Double Diamond framework inside the Design Thinking approach. Then we had a sharing moment of the results of the exercise (the wallet).

*User personas and creation of value*

In the afternoon session (h 14 – 17) we had a session about how to identify the user personas and how to create value for them. Started with slide presentation: "How to identify and design buyer personas" then we had an exercise of creation of Buyer Personas, followed by a sharing moment of Buyer Personas of some participants and a Q&A session. Then we had slide presentation: "How to design a Value Proposition Canvas", an exercise of creation of a Value Proposition Canvas and finished with a sharing moment of Value Proposition Canvas of some participants

⇒ **06/10/2022**

*Business Model Canvas*



The morning session (h 9 – 13) has been organized a massive session about Business Model. Started with Slide presentation: “The Business Model Canvas 1st part”, then we had an exercise of creation of a Business Model Canvas 1st part, followed by a Sharing moment of Business Model Canvas 1st part of some participants. We concluded with slide presentation: “The Business Model Canvas 2nd part”, an exercise of creation of a Business Model Canvas 2nd part followed by sharing a moment of Business Model Canvas 2nd part of some participants.

We concluded with a feedback session from all the participants about how was the training in general, if their expectations were met and if the topics were well explained.

In the afternoon session (h14 – 17) we had a field trip in the country of Moldova, in a raspberry field, and in a winery. The last visit was at Regina Naturii company that produces honey.

⇒ **07/10/2022**

We concluded the training with informal feedback from participants and an exchange of views on how to deliver training. The feedback from a Sudanese participant was particularly interesting, who advised me to do video lessons on the topics of the training and deliver them on YouTube.

## 4. CONCLUSIONS

CIHEAM Bari has concluded with this training a set of three trainings, that started with a training focused on the valorization of research results, so linked to the main topic of the project Knowledge management. Starting from that training, and through the interaction with the participants and to their requests other training/follow-ups were born and were not foreseen in the project, based always on the background of the participants, the objective of the project, and CIHEAM Bari tasks as in the project

Organizing these activities was not easy as when we were preparing for the first training, we faced Covid emergency and we shifted to remote mode which was the first difficulty we faced.

Besides, it was a very heterogenous partnership, from the geographical point of view, as well as background and institutions.

It was a very big challenge for us as we implemented the activities with a low budget but we retained it as an opportunity to collaborate with ICARDA and IFAD.

Preparing a training that could interest the participants was also a challenge as business creation, open innovation, and design thinking were not common words for them.

Besides the heterogeneity of the participants, another difficulty was the language and even if we insisted on the fact that English is a must it was not always respected.

Although the difficulties encountered, we retain that the partners are now familiar with the topics we shared and are motivated to implement TTO in order to valorize the research results and to create a network with the private sector aiming at encouraging young people to take business initiatives.

Receiving requests from the trainees to deepen some arguments we are dealing with was a success signal, and we implemented 2 follow-up training with Sudan and Moldova after the first



one was organized.

One participant had the opportunity to apply for a scholarship at CIHEAM Bari and to follow the Master's course in Open Innovation.

Finally, the 3 training Courses were limited to a certain number of participants however the online products prepared will give the possibility to the participants to come back to the topics shared and also will be a tool to reach a higher number of persons.