



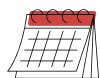
PROMOTING KNOWLEDGE MANAGEMENT CULTURE



VICTORIA MBIGIDDE
Senior Knowledge Management Officer

TOPIC:

Knowledge Management requirements for
different NARO staff



19TH MARCH 2025



11:00 AM



MEETING ID: 891 776 6044

Passcode: KMseries

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Plot 11-13, Lugard Ave.,
Entebbe



Knowledge Management Requirements for different NARO staff

19th March 2025

Victoria Mbigidde and Barbara Zawedde Mugwanya
Senior Knowledge management officer
NARO



Outline

- Knowledge Management at a Glance
- Types of Knowledge
- Functions of KM in NARO
- Roles and responsibilities of different staff categories
- Existing Tools

KM at a Glance

The schematic process of

- Creating, generating or capturing
- Storing
- Accessing
- Processing
- Sharing

and using knowledge in order to deliver specific knowledge products and services to stakeholders.





Two Types of Knowledge

Explicit

- Information that is written down or codified

Tacit

- Information that is stored inside a person's mind



Tacit (implicit) knowledge

- is embedded in human mind through experience.
- is highly personalised, hard to formalize and consequently difficult, if not impossible, to communicate.
- Both unrecorded and unarticulated.
- Includes skills, capabilities and expertise as well as cultural beliefs, values, attitudes, etc..



Explicit knowledge

- Is written or recorded and presented in documents, books, records, electronic files to mention but a few.
- Explicit knowledge is formal and systematic.
- It can be easily communicated and shared
- Can be stored in form of information and documents that can be shared and re-used.

EXPLICIT KNOWLEDGE

vs.

TACIT KNOWLEDGE



Explicit Knowledge is knowledge that can easily be expressed, codified, and recorded so it can be shared



Definition



Tacit Knowledge is knowledge that cannot be expressed easily and often acquired from personal experience



Objective, logical and technical



Key Characteristics



Subjective, cognitive and experiential



Codified



Codified?



Non-codified



Easily transferable



Ease of Transfer



Difficult to transfer - often requires face-to-face interaction and teaching.



It can be recorded and stored in physical/ electronic form.



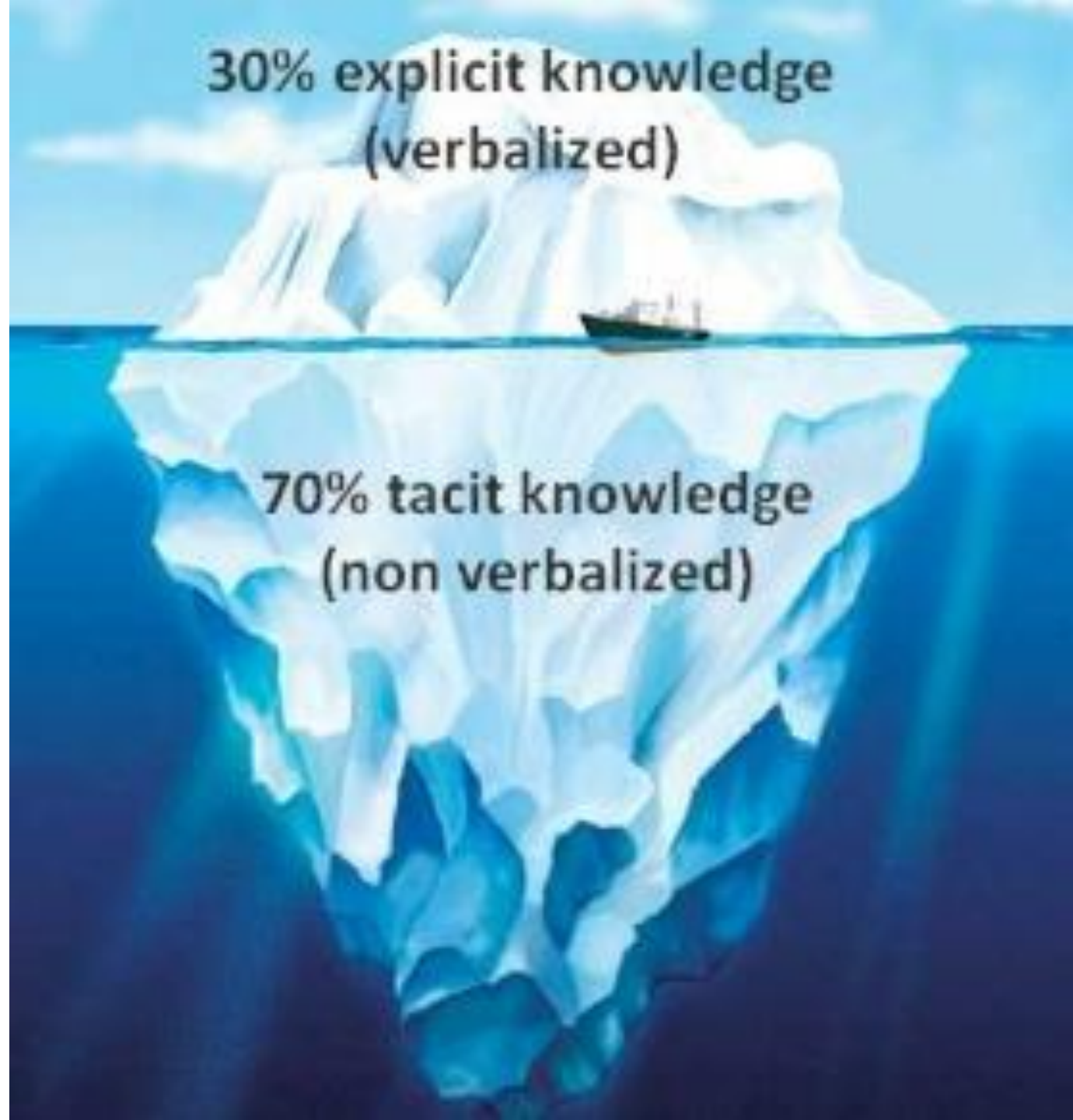
Storage



Can't be recorded or stored



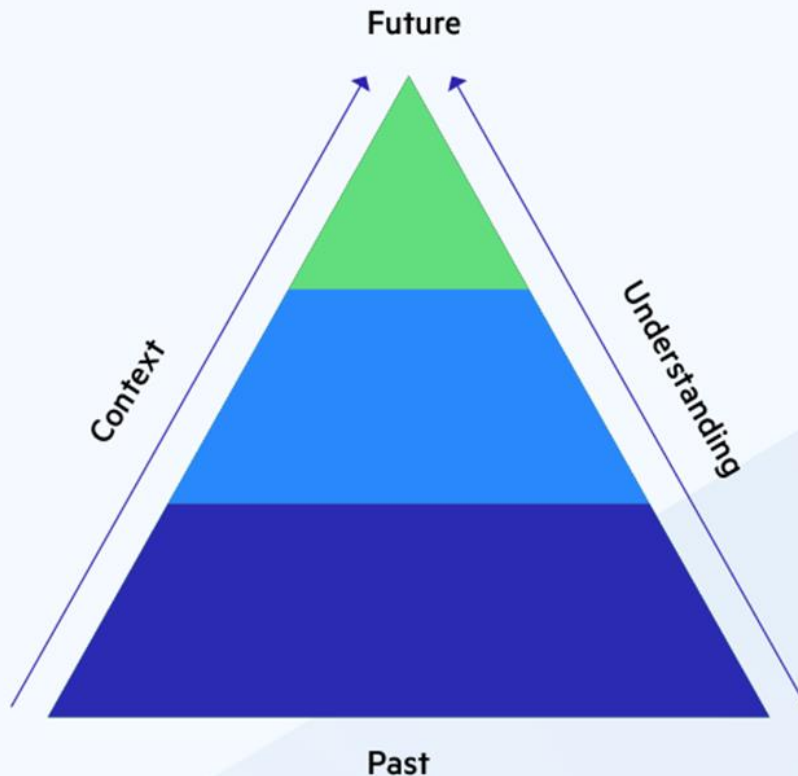
Tacit Knowledge



What is the Purpose of Knowledge Management?



KM Triangle



Knowledge Triangle

- Knowledge**
Awareness and understanding of information, gained through experience.
- Information**
Data that has been organized and contextualized, often store in documents and other files, such as invoices.
- Data**
Raw facts and figures, such as names and numbers in spreadsheets.



Knowledge Product

- Is an immediate output of research.
- It is a synthesis of related content (issues, topics) that is presented in formats, which emphasize key points.
 - Lists
 - Statistics
 - how-to advice
 - answers to basic questions /FAQs
 - information about a technology
 - user manuals
 - training documents
 - used methodologies
 - best-proven practices
 - Success stories/storytelling
 - lessons learned

Layout is simple, it may have bullet points, tables;

“Agronomic practices for a given cassava variety” or “an inventory of livestock technologies” are knowledge products resulting from research.



Functions of KM in NARO

Overall

Harness and optimize NARO's knowledge assets for effective and efficient delivery of research services and products.



Functions of KM

- Provide leadership and guidance in the formulation and implementation of organizational knowledge Management policy frameworks
 - Policies
 - Strategies
 - Guidelines



Functions of KM

- Identify and implement appropriate approaches and processes to influence change in the NARO to embrace appropriate KM and related practices for its transformation into a knowledge-centric organization
 - Regular Knowledge Audit
 - Create a Knowledge Sharing Plan as part of change management
 - Leverage Subject Matter Experts (SMEs)
 - Utilize Technology for Knowledge capture and collaboration
 - Facilitate Continuous Learning
 - Communicate the Value of Knowledge Sharing



Functions of KM

- Lead and guide the coordination and exploitation of organizational knowledge resources, through regular knowledge mapping and audits in order to create benefit and competitive advantage





Functions of KM in NARO

- Spearhead the identification, capturing, sharing good practices, successes (and failures) and lessons learned from managing and providing research services.
- Streamlining work and increasing the productivity of employees
- Strategies, approaches, and activities that have been shown to be effective, efficient, sustainable, and transferable, leading to a desired result.



Function of KM in NARO

- Coordinate the capture and documentation of process flow. Creation of knowledge repositories and systems to facilitate reuse of knowledge.
- Create solutions for knowledge management initiatives through the use of appropriate systems including portals, intranets and knowledge bases.
- Guide the identification, development and operations of knowledge sharing platforms and systems among NARO and stakeholders



ROLES AND



RESPONSIBILITIES!



Staff roles and responsibilities

- **knowledge creators**
 - Documenting and Capturing Knowledge
 - Identifying and Mapping Critical Knowledge
 - Continuous Learning and Development
- **Sharers**
 - Sharing Expertise
 - Facilitating Knowledge Sharing
 - Promoting a Culture of Knowledge Sharing/champions
- **Users**
 - Applying Knowledge
 - Seeking and Utilizing Knowledge
 - Providing Feedback
- **Collective effort contributing to NARO's intelligence by documenting, sharing, and applying your expertise**



Different staff categories and their Roles

Different employee categories play vital roles in knowledge management

- **Front-line employees:**
- **Role:** directly interact with stakeholders or handle day-to-day operations. They possess valuable tacit knowledge about customer needs, operational processes, and common problems.
- **Contribution:** They can capture and share this tacit knowledge through feedback, reports, and discussions, which can be then used to improve products, services, and processes.
- **Example:** A customer service representative might identify a recurring issue with a product, which can be documented and used to improve the product design or training materials.



Managers

- **Role:** Responsible for creating a culture of knowledge sharing, facilitating collaboration, and ensuring that employees have access to the information they need.
- **Contribution:** They promote knowledge sharing through team meetings, workshops, and by creating a supportive environment where employees feel comfortable sharing their knowledge and asking questions.
- **Example:** A manager can organize a session where different teams share their best practices, lessons or create a knowledge base where employees can find answers to common questions.



Knowledge/Subject matter Experts

- **Role:** Employees with specialized knowledge and expertise in a particular area.
- **Contribution:** They serve as internal consultants, trainers, and mentors, sharing their knowledge with others and helping to develop new skills.
- **Example:** A technical expert can train new employees on a new software, procedure or provide guidance to other teams on a complex project.



Other Employee Categories

- **Data Analysts:** They can analyze data to identify trends and insights, which can be used to improve decision-making and create new products or services.
- **Researchers:** They can conduct research to identify new knowledge and best practices, which can be used to improve the organization's performance.
- **Knowledge Management Specialists:** They are responsible for developing and implementing knowledge management strategies and processes.



Existing Resources, Tools and platforms



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**KNOWLEDGE MANAGEMENT AND
COMMUNICATION STRATEGY**
2018/2019 – 2022/2023



**KNOWLEDGE
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September 2023



Tools



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This portal is designed as a source of Agricultural Data, information and knowledge to support self-learning, agricultural information management as well as measure NARO's performance and provide feedback to NARO top management, policy makers, development planners, agricultural scientists, agricultural extension officers, students and other practitioners.

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TECHNOLOGIES & INNOVATIONS

A platform showcasing the various varieties/breeds, technologies and innovations developed and released by NARO



RESEARCH & DEVELOPMENT PROJECTS

A detailed list of on-going and completed projects under NARO including the sponsors and timelines



PUBLIC AGRICULTURAL RESEARCH INSTITUTES

Details of NARO institutions and centers, their mandates, locations, capacities and staff profiles.



PESTS & DISEASES

Information on pests and diseases descriptions, prevention and management measures plus images for easy identification.

Showing 1 to 10 of 23 entries

#	Variety Name	Year Of Release	Yield potential	Duration To Maturity (days)	Special Attributes	Seed Source
⌵⌴	⌴⌵	⌴⌵	⌴⌵	⌴⌵	⌴⌵	⌴⌵
1	NAROBan5 (M30)	2019	Bunch yield: 54.5 tons/ha/yr Plant height: 332.8 cm	124 (days)	Resistant to Black Sigatoka (leaf spot disease) • Tolerant to Banana Weevils (insects that reduce plantation longevity) • Tolerant to Nematodes (in	NATIONAL AGRICULTURAL RESEARCH LABORATORIES - KAWANDA P.O. Box 7065, Kampala - Uganda Tel: +256 (0) 414 567 649 Email: directornaro.go.ug
2	NAROBan1 (M19)	2017	Bunch yield: 54.9 tons/ha/yr Plant height: 281.1 cm	124 (days)	Resistant to Black Sigatoka (leaf spot disease) • Tolerant to Banana Weevils (insects that reduce plantation longevity) • Tolerant to Nematodes (in	NATIONAL AGRICULTURAL RESEARCH LABORATORIES - KAWANDA P.O. Box 7065, Kampala - Uganda Tel: +256 (0) 414 567 649 Email: directornaro.go.ug
3	NAROBan2 (M20)	2017	Bunch yield: 60.4 tons/ha/yr Plant height: 320.0 cm	124 (days)	Resistant to Black Sigatoka (leaf spot disease) • Tolerant to Banana Weevils (insects that reduce plantation longevity) • Tolerant to Nematodes (in	NATIONAL AGRICULTURAL RESEARCH LABORATORIES - KAWANDA P.O. Box 7065, Kampala - Uganda Tel: +256 (0) 414 567 649 Email: directornaro.go.ug
4	NAROBan3 (M25)	2017	Bunch yield: 64.7 tons/ha/yr Plant height: 339.9 cm	124 (days)	Resistant to Black Sigatoka (leaf spot disease) • Tolerant to Banana Weevils (insects that reduce plantation longevity) • Tolerant to Nematodes (in	NATIONAL AGRICULTURAL RESEARCH LABORATORIES - KAWANDA P.O. Box 7065, Kampala - Uganda Tel: +256 (0) 414 567 649 Email: directornaro.go.ug
5	NAROBan4 (M27)	2017	Bunch yield: 68.8 tons/ha/yr Plant height: 341.8 cm	133 Days	• Resistant to Black Sigatoka (leaf spot disease) • Tolerant to Banana Weevils (insects that reduce plantation	NATIONAL AGRICULTURAL RESEARCH LABORATORIES - KAWANDA P.O. Box 7065, Kampala - Uganda Tel: +256 (0) 414 567



NARO Intranet

 NATIONAL AGRICULTURAL
RESEARCH ORGANISATION

6:51^{PM} 0

 Victoria Mbigidde ▾

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eLearning

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Send message ...

Activity Stream

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Pinned posts: 5 Expand 📌

 **Victoria Mbigidde** > NARO
March 14 5:07 pm
Promoting a Knowledge Management Culture in NARO

The Knowledge Management Unit of NARO is presenting webinars to:

1. Preserve institutional knowledge by ensuring that valuable knowledge, both explicit and tacit, is captured, stored, and made readily available, even when some employees leave the organization.
2. Enhance collaboration and encourages cross-functional teamwork by providing a unified platform for information sharing, mentorship and intra-partnerships.
3. Improve productivity and efficiency by reducing duplication of efforts and redundancy due to easy and faster access to information.
4. Improve decision-making by centralizing knowledge and it to generate analytics that can guide governance and

LIVE 104 

MY TASKS +

Ongoing	1	1
Assisting	0	0
Set by me	0	0
Following	0	0

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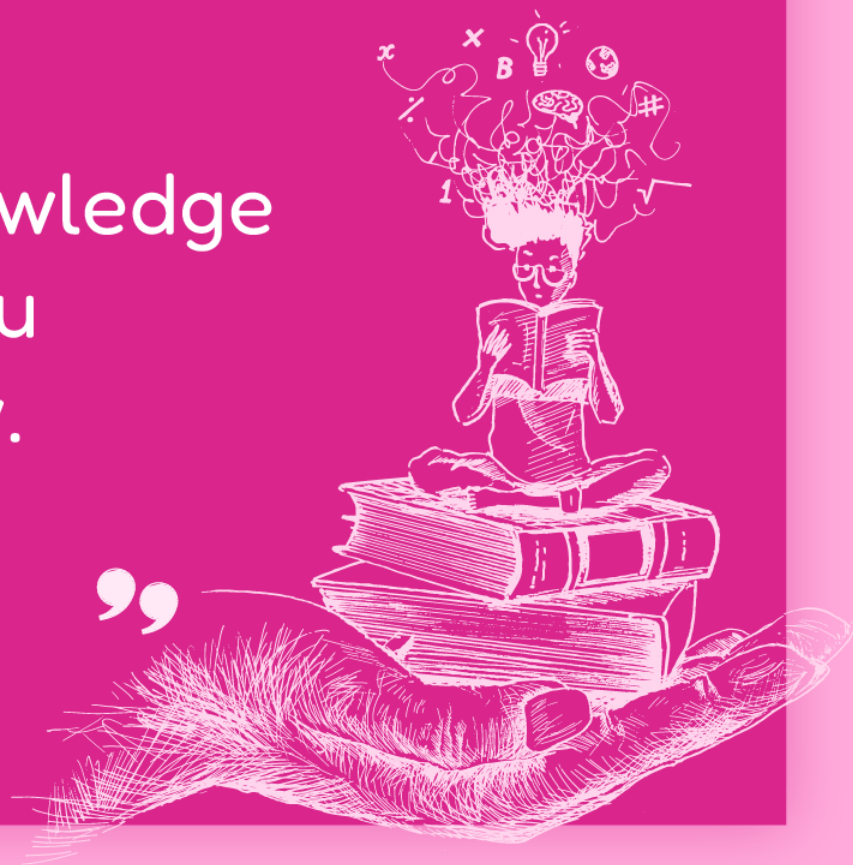
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Current Issue

In the social age, knowledge is only powerful if you share what you know.

✧ CHARLES HELEN
ROBINSON



Sharing knowledge is not about giving people something, or getting something from them. That is only valid for information sharing. Sharing knowledge occurs when people are genuinely interested in helping one another develop new capacities for action; it is about creating learning processes.

Peter Senge

Individually
we are one drop
but together,
we are an
ocean.

THANK YOU