



**NATIONAL AGRICULTURAL
RESEARCH ORGANIZATION**

**KNOWLEDGE
MANAGEMENT POLICY**

MAY 2021



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Foreword

National Agricultural Research Organisation (NARO) is a Regional Centre of Excellence in Agricultural Research in Sub-Saharan Africa and knowledge generation is at the core of its business to deliver the mandate. This Knowledge Management Policy seeks to mainstream effective and efficient generation, collection, quality assurance, processing, storage and sharing of knowledge with actors in the agriculture sector and beyond. It aims at enhancing utilization of agricultural technologies and innovations for achieving socio-economic transformation of our society and increasing NARO's visibility. It provides for establishment of mechanisms to ensure that all employees know what is expected of them in terms of their functions to the organization.

The objectives of this policy are to: i) Ensure effective capture, processing and storage of data, information, records and knowledge; ii) Support effective retention, security and accessibility of data, information, records and knowledge; iii) Facilitate evidence-based planning and decision making for effective and efficient service delivery; and iv) Enhance dissemination of information and knowledge materials.

The development of the policy was highly consultative and participatory. Stakeholders at various levels including NARO staff, PARI Directors of Research, Top Policy Management and the NARO Governing Council were engaged. Their combined effort will be essential to the successful implementation of the policy.

I thank the taskforce members that prepared the policy and everyone that contributed to its development. I am certain that effective implementation of this policy will increase the uptake of improved technologies and innovation, and consequently contribute to socio-economic transformation in the country.

For God and My Country

Prof. Joseph Obua

Chairperson, NARO Governing Council

Acknowledgement

NARO wishes to thank the distinguished taskforce that developed the NARO Knowledge Management Policy under the leadership of Dr. Sylvester Dickson Baguma (Chairman) and Dr. Barbara Zawedde (Co-chairman); namely; Ms. Emily Arayo, Development Communication Officer, NARO, Ms. Winnie Nanteza, Development Communication Officer, NARO, Mr. Eria Bwana - Simba, Librarian, ARIS-DATP, NARO, Mr. Kapalaga Geoffrey, Database Management Officer, DATP, NARO and Ms. Victoria Mbigidde, Knowledge Management Officer, NARO.

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We are indebted to all stakeholders including NARO Top Policy Management, NARO Governing Council, Management and Staff who heftily contributed to the development of the policy at the respective stages.



Acronyms

CMS	Content Management System
CR	Client Relations
DAM	Database Activity Monitoring
DATP	Directorate of Agricultural Technology Promotion
DC	Development Communication
DG	Data Governance
DLP	Data Loss Prevention
DM	Data Management
DMD	Data Management Domains
DMN	Data Management Node
HRM	Human Resource Management
ICT	Information and Communication Technology
IM	Information Management
IRC	Information Resource Centre
KM	Knowledge Management
KMU	Knowledge Management Unit
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDM	Master Data Management
NARO	National Agricultural Research Organization
PARI	Public Agricultural Research Institute
RMO	Records Management Office
ZARDI	Zonal Agricultural Research and Development Institute

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Definition of terms

For purposes and in the context of this policy, the following terms are adopted:

Accessibility: The easy to reach, obtain or understand quality data, information or knowledge.

Archive: Transfer of data or information to a less frequently used storage medium for institutional memory.

Artificial Intelligence: Is the development of expert/intelligent systems that perform tasks without human intervention. They mirror understanding of human beings and more.

Big Data: Extremely large volume of data sets that may be analyzed computationally to reveal patterns, trends and association especially relating to human behavior and interactions.

Brand: A marketing practice in which a company creates a name, symbol or design that is easily identifiable as belonging to it. In this case it refers to the NARO Uganda brand.

Data governance: Is a system for defining who within an organization has authority and control over data assets and how those data assets may be used.

Data: This is unprocessed information. It includes numbers, characters, values of qualitative or quantitative variables related to an item.

Development Communication: This is knowledge and information sharing aimed at inducing social and behavioral change, by engaging key stakeholders development initiative or project.

Explicit Knowledge: knowledge that is written or recorded and presented in documents, books, records and electronic files. Explicit knowledge is formal, systematic and can be easily communicated,



shared and re-used. Such knowledge can be stored in form of information and documents.

Information: This is processed data with meaning. Information is expressed either as the content of a message or through direct or indirect observation.

Knowledge Management: The schematic process of accessing, creating, processing, storing, sharing and using knowledge in order to deliver specific knowledge products and services to stakeholders.

Knowledge: Knowledge is a “state or fact of knowing” gained through experience or study.

Lessons learnt: Learning gained from the process of performing an activity that reflects positive and negative experiences.

Metadata: data used to describe other data.

Outreach: The process of extending products and services to end users for easy use and adoption.

Public Relations: A practice of influencing, engaging and building a positive relationship with key stakeholders across a myriad of platforms in order to shape and frame the public perception of an organization. It is about reputation.

Records: Information created, received, and maintained as evidence and as an asset by an organization or person. In information technology, its defined as data or information electronically captured and stored in format that allows easy retrieval.

Retention schedule: Is a set of guidelines that describe which data will be archived, how long it will be kept, what happens to the data at the end of the retention period (archive or destroy) and other factors concerning the retention of the data.

Retention: The continued possession, use or control of data, information/ knowledge. It can also be the ability to recall what has been learnt or experienced.

Storage: It is a practice or method of keeping data/information/ knowledge for future use. It could also refer to space/facility available for keeping data/information/ knowledge.

Success story: This is a testimony of positive impact of a given intervention.

Tacit Knowledge: Is knowledge embedded in human mind through experience; it is highly personalised, hard to formalize and difficult to communicate; it is both unrecorded and unarticulated; and it includes beliefs, values, attitudes, mental models, etc. as well as skills, capabilities and expertise.



1.0 Background to the Knowledge Management Policy

1.1 Preamble

National Agricultural Research Organization (NARO) is a government agency under Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) mandated by the National Agricultural Research (NAR) Act 2005 to serve as an apex body for guidance and coordination of all agricultural research in Uganda. NARO comprises a Governing Council, a Secretariat and 16 Public Agricultural Research Institutes (PARIs) spread across the country. NARO's mandate compliments the aspirations of the Government of Uganda as outlined in vision 2040 to transform agriculture into a profitable, competitive and sustainable sector of the economy. The vision of NARO is 'a competitive society supported by a dynamic agricultural research innovation system'. The mission is to innovate for sustainable agricultural transformation. In pursuing these aspirations NARO commits to uphold values of inclusivity, subsidiarity, transparency, accountability and excellence along the agricultural research and development continuum.

In the pursuance of these aspirations, NARO has generated and emerged as a credible source of relevant technologies, innovations and knowledge that can be harnessed for transformation of the agricultural sector and improved livelihoods. Putting in place a policy framework to streamline generation, collection, storage, accessing and sharing of knowledge was deemed necessary.

1.2 Justification

NARO values knowledge as a resource that informs further research and development. It realized and identified the need to streamline coordination of data, information, records and the knowledge management functions and consequently established the necessary structures for knowledge management. However, a formal framework to guide systematic data, information,

records and knowledge management was lacking. Absence of such a framework was leading to mismanagement and loss of data, information, records and ultimately valuable organization knowledge. This Knowledge Management (KM) Policy was developed in line with Article 41 (1) of the 1995 Constitution of the Republic of Uganda, National Development Plan III (2020/21- 2024/25), the Access to Information Act 2005, NAR Act 2005 and NARO strategic Plan (2018/2019 - 2027/ 28) to guide implementation of knowledge management in NARO. The Policy provides a framework for NARO to respond to the knowledge needs for agricultural technology end-users and thus it will contribute tremendously to improves livelihoods and socio economic transformation.

1.3 Knowledge Management Policy development process

The policy development process included constituting a diverse taskforce, drafting of the policy document, wide stakeholder consultation and validation. The draft was there after presented to Top Policy Management and User committee of the Council for their input and adoption. The policy was finally presented to NARO Governing Council for approval.

1.4 Purpose of the Policy

This policy provides a framework for effective management of data beyond the scope of the Research Data Management Policy, information, records, and knowledge to enhance utilization of technologies and innovations for transformation and increased visibility of NARO.

1.5 Objectives of the Policy

The objectives of this policy are to:

- i. Ensure effective capture, processing and storage of data, information, records, knowledge.
- ii. Support proper retention, security and accessibility of data, information, records, knowledge.



- iii. Facilitate evidence based planning and decision making for effective service delivery.
- iv. Enhance dissemination of information, knowledge and communication materials.

1.6 Scope of the Policy

This KM Policy covers data, information, records and knowledge management. It also covers enablers such as capacity building, ICT, resource mobilization and institutional arrangement.

1.7 Guiding principles

This policy is guided by the following principles both in formulation and implementation:

Attribution: This policy shall ensure recognition of all staff and partners who contribute to generation of data, information, records, knowledge and communication product.

Timeliness: This policy will promote timely access and availability of data, information, records, knowledge and communication whenever it is expected or readily available for informed decision making.

Quality: All data, information, records, knowledge and communication generated by NARO shall be of high/recommended and accepted standards.

Authenticity: This policy shall promote use of valid, true and legitimate data, information, records, and knowledge products.

2.0 The Knowledge Management Policy elements

The principle eight elements of this policy are here under elaborated and marched with appropriate policy statements. Each of the subsection gives a brief preamble and states the policy statements that will guide NARO's efforts towards achieving objectives of the policy.

2.1 Data Management

NARO recognizes that good data management is a requisite for effective knowledge management and ultimately research and development. This policy provides direction for NARO to manage data in conformity with internationally acceptable standards. It is important that data is efficiently and effectively managed while ensuring quality and confidentiality. The following policy statements shall apply irrespective of the type of data:

- 2.1.1 NARO shall develop and implement structures and processes to ensure proper generation of quality data.
- 2.1.2 Data generated in the processes of executing different functions and activities of NARO shall be a property of NARO as guided by her Intellectual Property Policy, Research Data Management Policy, Partnership Policy and other relevant policies.
- 2.1.3 Existing and new data shall be deposited in central repositories at PARIs and NARO Secretariat.
- 2.1.4 Data shall be automated from collection through the entire data continuum.
- 2.1.5 NARO shall develop and implement systems to ensure appropriate management and security of data.

2.2 Data Governance

NARO recognizes the importance of effective controls of data assets it generates. Data governance encompasses people, processes, and technologies required to manage and protect data assets. It specifies the roles and responsibilities, and processes for ensuring



effective generation, quality assurance, security, accessibility, ownership and accountability of data assets. The following policy statements shall guide data governance in NARO:

- 2.2.1 NARO shall put in place a system to ensure effective access and use of data assets.
- 2.2.1 NARO shall put in place control systems to ensure efficient and effective data governance at different levels.
- 2.2.3. NARO shall establish and support a Data Management office to implement data governance.

2.3 Records Management

NARO recognizes the importance of records management for efficient and systematic control of creation, receipt, maintenance, use and disposal of its records. The following policy statements shall guide records management in NARO:

- 2.3.1 NARO shall deploy systems and processes to ensure efficient creation, distribution, access, maintenance and disposal of records according to agreed Records Retention Schedules.
- 2.3.2 The Records Management Office (RMO) shall be responsible for management and retention of records. A staff shall be designated to handle that role at each PARI.
- 2.3.3 The RMO shall serve as a central registry to collect and collate all records including use of digital approach.
- 2.3.4 NARO shall ensure security of records to prevent unauthorized access to information by and disclosure to third parties in line with the Data Protection Act, 2019.

2.4 Information Management

NARO's information is a corporate asset, vital both for ongoing operations and also in providing valuable evidence of business decisions, activities and transactions. NARO will implement fit-for-purpose information management systems and practices to ensure the creation, maintenance and protection of reliable information. The following policy statements shall apply:

- 2.4.1 NARO shall implement information management practices and systems to ensure the creation, maintenance, utilization and protection of reliable information.
- 2.4.2 NARO shall maintain contemporary digital and physical information management systems, both at PARIs and NAROSEC, to house all generated information.
- 2.4.3 NARO shall deposit copies of information for public use with the National Library of Uganda in accordance to the Access to Information Act 2005.
- 2.4.4 NARO shall adopt an equitable and inclusive access to information.
- 2.4.5 NARO shall deploy Information security systems in accordance to government information security guidelines.
- 2.4.6 NARO shall create and implement a risk assessment and management plan to ensure business continuity.

2.5 Knowledge Management

NARO recognizes knowledge management (KM) as the systematic process by which knowledge needed by an organisation to succeed is created, captured, shared and leveraged. The policy considers knowledge as a strategic resource and capability of NARO as well as a process of creating, applying and managing knowledge. The policy addresses both tacit and explicit knowledge.

2.5.1 *Explicit Knowledge*

Given the organization structure of NARO, written or recorded knowledge is scattered in various locations and forms. In relation to this explicit knowledge, the following policy statements shall apply:

- 2.5.1.1 NARO shall support knowledge creation, storage, sharing, maintenance and use.



- 2.5.1.2 NARO shall have a knowledgebase which will serve as a central repository to facilitate access to all content generated within NARO.
- 2.5.1.3 All explicit knowledge generated in NARO shall be guided by the IP and Partnership policies.
- 2.5.1.4 All projects in NARO shall develop and implement a deliberate KM plan to enhance uptake of technologies and innovations.

2.5.2 Tacit Knowledge

Capturing and packaging tacit knowledge has been a challenge within NARO. This policy provides for putting in place mechanisms for effective management of tacit knowledge. The following policy statements shall apply:

- 2.5.2.1 NARO shall promote and support activities that capture tacit knowledge for updating the knowledge bases.
- 2.5.2.2 NARO shall implement deliberate mandatory mentorship and coaching programmes for and by all staff as a strategy for knowledge retention in the organisation.
- 2.5.2.3 Staff shall be motivated to document their success stories and lessons learned after executing activities. Such staff shall be recognized for their contribution.
- 2.5.2.4 NARO shall seek, attract, retain and maintain personalities with required tacit knowledge.

2.6 Capacity building for Knowledge Management

NARO recognizes that capacity development is critical for effective and sustainable implementation of this policy. The following policy statements shall apply:

2.6.1 Human and Infrastructural Capacity

- 2.6.1.1 NARO shall identify capacity gaps and build the necessary competences among her staff to implement the policy.

2.6.1.2 NARO shall provide resources for continuous professional development of staff in accordance with the NARO training policy.

2.6.1.3 NARO shall provide required infrastructure, tools and equipment for implementation of the policy.

2.6.1.4 NARO shall provide required systems and processes for implementing the policy.

2.6.2 ICT Capacity

NARO recognizes the fact that the use of ICT can significantly impact information and knowledge sharing in organizations by improving the sharing process, reducing sharing barriers, and introducing appropriate technology securities. ICT plays a crucial role in managing and organizing information and knowledge by providing the channels for acquiring, storing, sharing, collaboration, categorizing, dissemination and reuse of information and knowledge in a faster and more convenient ways both within and between organizations. The following policy statements shall apply:

2.6.2.1 NARO shall invest in ICT infrastructure and related human resource

2.6.2.2 NARO shall equip the ICT office to ensure full functionality.

2.6.2.3 Staff shall receive continuous skilling and awareness regarding the importance of ICT as an enabler.

2.6.3 Resource Mobilisation

NARO appreciates that in addition to technology generation, dissemination of information packs to technology end-users to aid adoption is critical. Consequently, NARO shall ensure adequate funding for information dissemination and advocacy for KM for effective implementation of this policy. The following policy statement shall therefore apply:



2.6.3.1 NARO shall ensure timely acquisition and allocation of resources in order to implement this policy.

2.6.3.2 All R&D projects shall provide for knowledge management and communication activities during budgeting. Where it is not allowed to dedicate budget for KM, management will provide a window under overhead costs.

3.0 Administration and Institutional Arrangement

NARO shall establish a structure for effective administration and management of data, information, records, knowledge and communication.

- i There shall be Knowledge Management Committee appointed by the Director General.
- ii Representatives to the Knowledge Management Committee shall be drawn from extensive areas of knowledge management with representatives from PARIs.
- iii The Knowledge Management Committee shall comprise of five (5) members.
- iv. The Knowledge Management Committee shall be responsible for planning and coordination of the respective function embodied in this policy under the leadership and guidance of the Director of the Directorate of Agricultural Technology Promotion.
- v The Chairperson of the Knowledge Management Committee shall be appointed by the Director General upon recommendation of Director responsible for knowledge management.



4.0 Implementation of the Knowledge Management policy

4.1 Operationalisation

The KM policy will be operationalised guided by following:

- 4.1.1 NARO shall develop a strategy and guidelines for implementing this policy.
- 4.1.2 This policy shall be implemented in tandem with other relevant laws and policies.
- 4.1.3 NARO shall mainstream implementation of this policy in staff performance contracts.

4.2 Monitoring and Evaluating the of policy

Monitoring and Evaluation will be essential to objectively establish progress towards the achievement of the policy objectives and in tracking performance.

- 4.2.1 The Director General with support from the M&E unit and the relevant offices shall monitor and evaluate implementation of this policy to guide subsequent decisions and directions.
- 4.2.2 The policy shall be reviewed after every five years. It may also be reviewed as and when need arises depending on availability of resources.
- 4.2.3 All amendments to this KM Policy shall be made available as soon as they are approved and such amendment shall be fully valid and effective from the date of approval.

4.3 Breach of the provisions of this policy

Breach of provisions of this policy shall be addressed following the disciplinary framework of NARO.

4.4 Entry into force of the policy

This policy came into force after approval by the NARO Governing Council



5.0 Annexes

5.1 Cross-references documents

- i The Constitution of Uganda
- i. National Development Plan III
- iii NAR Act 2005
- iv. Access to Information Act 2005
- v NARO Research Data Management policy 2020
- vi NARO Intellectual Property Policy 2017
- vii NARO Partnership Policy 2021
- viii NARO File Plan 2019
- ix NARO Corporate brand Manual 2018
- x NARO Training Policy
- xi Data Protection and Privacy Act 2019



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