Knowledge Management Strategy

The Society for Bangladesh Agricultural Extension Network (BAEN)

By

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Acknowledgments

Acronym & Abbreviation

AAS	Agricultural Advisory Services
BAEN	Bangladesh Agricultural Extension Network
CoP	Communities of Practice
DAE	Department of Agricultural Extension
IFAD	International Fund for Agricultural Development
IM	Instant Messaging
KM	Knowledge Management
KM4D	Knowledge Management for Development
NGOs	Non-Government Organizations
SAAS	Supporting Smallholder Farmers in Asia and Pacific Islands Region through Strengthened Agricultural Advisory Services
SEARCA	Southeast Asian Regional Center for Graduate Study and Research in Agriculture

Executive Summary

The Society for Bangladesh Agricultural Extension Network (BAEN) has been awarded a grant by IFAD through SEARCA to implement "Supporting Smallholder Farmers in Asia and Pacific Islands Region through Strengthened Agricultural Advisory Services (SAAS)" project in Bangladesh. The project in Bangladesh part comprises of four major activities: (1) Capacity assessment of country fora, (2) Human resource capacity building, (3) Strengthening knowledge management, and (4) Policy engagement in high level policy dialogue. For performing the activity No. 3, the Bangladesh part of the SAAS project hired a team consisting of two consultants for developing Knowledge Management (KM) strategy at country level in Bangladesh. The Consultants formulated a draft strategy in consultation with key members and stakeholders. Further the draft strategy was validated through stemming the feedback of the BAEN members' representatives in a workshop.

At the outset of the assignment, the consultants did a rapid survey using online platform in order to understand the state of arts in regards to KM practices. 33% responded were from public institutions while 33% from academic institution, 17% research institute and 17% were from NGOs. 67% responded opined that they have no formal KM function in the organization and the rest (33%) have KM function to some extent. BAEN website is yet to be popularize because only 33% respondents visit the site regularly. Organizing workshops (100%) was found the major channel of knowledge sharing followed by face-to-face, E-mail and social media. Education and training were perceived the major knowledge resource followed by best practice, office memo, idea sharing, and periodic meeting.

Knowledge management (KM) is the discipline of creating, assessing, controlling, communicating and socializing knowledge. The goal of knowledge management is to transform information into actionable knowledge to support farming communities and public and private service providers farming strategy and execution. Knowledge management is understood as a cyclical process that takes place in an enabling environment comprised of organizational leadership, ICT tools, organizational culture and strategic direction. BAEN considered eight key principles of KM such as: assets, social, shared, accessible, work produces the knowledge, secured, decentralized and sustained. The three primary knowledge reservoirs considered are Knowledge in People, Knowledge in Artifacts, and Knowledge in Organizational Entities. Knowledge in People is quite accessible by word of mouth, interactions, meetings, communities of practice and similar activities. Knowledge in Artifacts is the easiest to access as it is usually documented using documents, technology knowledge repositories. Knowledge in Organizational Entities is often

the least accessible. Access to it is via meetings, discussions, word of mouth, interactions, etc. It is vital that this knowledge be documented in order to prevent its loss.

Four strategic pillars/directions are considered in BAEN's KM Strategy, these are: improving access to information; transfer information into actionable knowledge/recommended practices; sharing and reuse of knowledge; and leveraging Agriculture Extension in country. To foster the BAEN KM strategy, both IT and non-IT based tools were identified and proposed that expected to facilitate BAEN to share and disseminate relevant knowledge resources among its stakeholders.

In order to strengthen BAEN and its member organizations capacity of knowledge management, BAEN should establish a Knowledge Management Team. The Team should consist of KM Team Leader, KM Coordinator, Content editor and System Administrator.

BAEN will play roles in mobilizing KM practices with partner organizations through support member organizations in developing KM Plan and mentoring for effective implementation of KM Plan, share KM best practices through workshop, exchange visits, and promote a positive policy environment so that member organization can continue KM practices effectively and efficiently.

Key Words: Knowledge Management, BAEN, Agricultural Extension, Agricultural Advisory Service

Table of Contents

List of Tables

List of Figures

1. Introduction and Background

The Society for Bangladesh Agricultural Extension Network (BAEN) has been awarded a grant by IFAD through SEARCA to implement "Supporting Smallholder Farmers in Asia and Pacific Islands Region through Strengthened Agricultural Advisory Services (SAAS)" project in Bangladesh. The project in Bangladesh part comprises of four major activities: (1) Capacity assessment of country fora, (2) Human resource capacity building, (3) Strengthening knowledge management, and (4) Policy engagement in high level policy dialogue. As a part of activity No. 3, 'Strengthening Knowledge Management', the Bangladesh part of the SAAS project entailed to develop Knowledge Management (KM) strategy at country level in Bangladesh.

BAEN has been intended to establish a knowledge management platform that aim to gather, organize, process, share, facilitate learning, and strengthen Agricultural Advisory Service (AAS) service providers in Bangladesh. Based on the SAAS KM4D strategy paper, BAEN would lay down KM system that will:

- Feature the knowledge assets of the agriculture sector including technical, local and indigenous knowledge;

- Maintain up-to-date and relevant information, trends, and technologies on AAS;

- Provide access to advisory services for intermediaries and small holder farmers; and

- Develop capacities to populate, administer and maintain the system.

The vision, goal and specific objectives of BAEN KM initiatives are as follows.

Vision, Goals and Objectives

- **Vision:** Support Smallholder Farmers in Bangladesh through strengthening AAS providers with knowledge resource management.

- **Goal:** The goal of this sub-project is to enable AAS providers in Bangladesh to identify, discover, store, process and apply organizational internal and external knowledge resources in order to provide value-added solutions to their clients.

- **Objectives:** The specific objectives of this project are:

- ✓ To assess knowledge resources and conduct knowledge mapping of AAS in Bangladesh;

- ✓ To develop KM strategy that facilitate the availability and accessibility of appropriate and up-to-date knowledge related to AAS that will directly benefit stallholder farmers and indigenous communities.

2. Methodology

The consultants after having the briefing by Prof. Dr. Md Sekendar Ali, Secretary General of BAEN developed a short questionnaire (annexure) in order to assess the state of art of KM practices within the member and their organization. The questions include all Knowledge Management Functions in your organization, knowledge resources are available in their organizations, how do they share knowledge resources with others, how do they reuse knowledge, what type of knowledge resources would they like to see added, and what knowledge the want to access but do not know the sources. The questionnaire was posted in Google format with a notification to all potential respondents through e-mail. The responses of the respondents were analyzed and results were captured which contributed to develop the KM strategy for BAEN.

Both the consultants reviewed the relevant documents available with BAEN (KNOWLEDGE MANAGEMENT STRATEGY, Alexander G. Flor) and from other sources such as websites, library etc. The purpose of such literature review was to understand the regional and global needs, importance of a KM strategy to strengthen AAS as well as contents of a KM strategy.

The consultants interviewed some key informants such as Kbd. Md. Hamidur Rahman, founder Chairman, BAEN; Prof. Dr. Md. Sekendar Ali, Secretary General, BAEN; Dr. Ashoke Kumar Roy, Office Secretary, BAEN; Mr. Rafiqul Amin, Executive Member, BAEN; Dr. Nurul Islam, Director Agriculture Information Service, DAE; Md. Afzal Hossain Bhuiyan, Strategic Advisor, iDE, Bangladesh and Organizing Secretary, BAEN; Prof. Md Roshidul Hasan, Head, Dept. of Computer Science and Information Technology, Bangabandhu Skeikh Mujibur Rahman Agricultural University, Gazipur-1706. The purpose of the key informant interview was to develop an insight on the existing knowledge products available, the way of capturing, processing, archiving, sharing and reusing the knowledge products.

The consultants developed a draft report based on the information collected and the scope of works stated in the terms of reference. A validation workshop was organized in collaboration with BAEN, where the concerned BAEN members as well as the relevant resource persons were attended. The consultant presented the draft strategy for the workshop participants' comment and suggestions. Three small groups were formed and asked to critically review the draft strategy and come up with their suggestions for making the strategy more relevant and workable.

The consultant produced the final version of KM strategy for BAEN through incorporating the suggestion and recommendation of the workshop participants as well as the BAEN management.

3. Current Architecture and Practices of KM

At the outset of the assignment, the consultants did a rapid online survey using BAEN's existing Website, social media platform and E-mails in order to understand the state of arts in regards to KM practices within BAEN's network. Concerning the respondents, 33% respondents were from public institutions while 33% from academic institution, 17% research institutions and 17% were from NGOs (Figure 1). An overwhelming majority of the respondents (67%) opined that they have no formal KM function in their respective organization and the rest (33%) have KM function to some extent (Figure 2). BAEN website is yet to be popularize and useful as only 33% respondents to some extent visited the site for varied purposes while rest of them either unaware or did not visit the site in last 30 days (Figure 3).
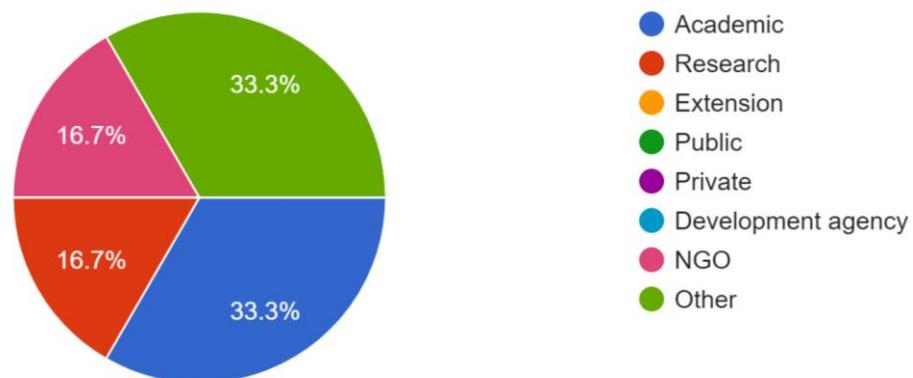
Figure 1 Nature of organization represented in the survey
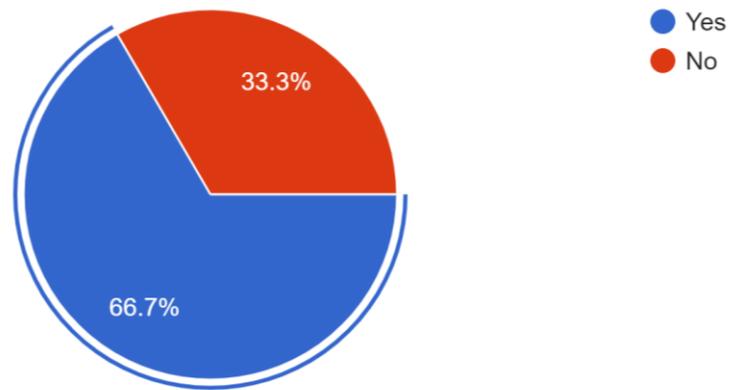
Figure 2 Status of KM functions in organization
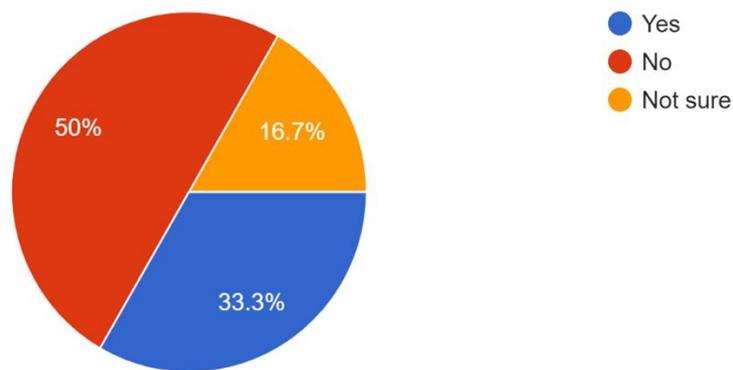
Figure 3 Use of BAEN website in last one month

The consultant team was particularly keen to know the ways of sharing knowledge by BAEN members formally and informally with others (Figure 4) and types of knowledge resources are available in organization (Figure 5). The survey revealed that workshop/seminar/conference (100%) was the major channel of knowledge sharing platform followed by face-to-face meeting. Concerning the electronic means, E-mail was reported as the most common followed by social media.
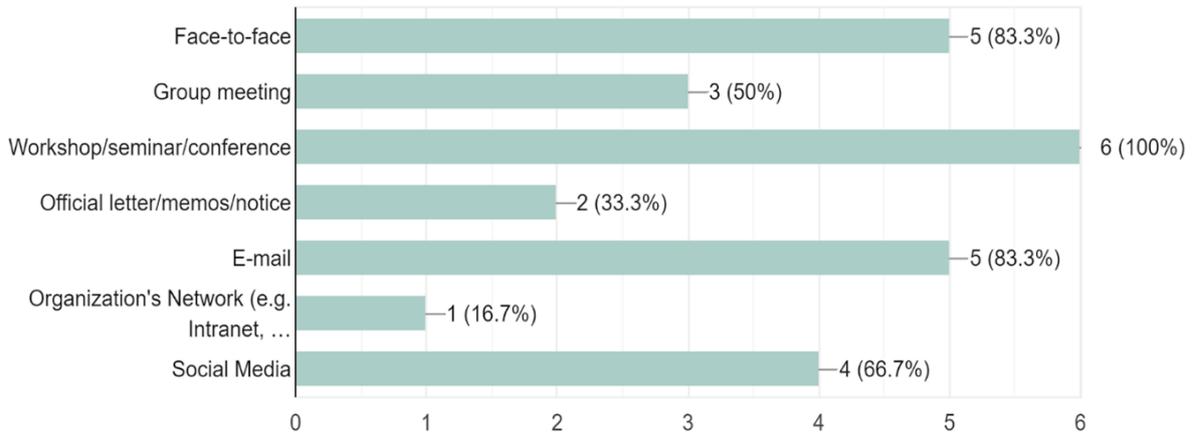
Figure 4 Way of sharing knowledge by BAEN members with others

Figure 5, on the other hand, revealed that education and training was perceived the major knowledge resource followed by best practice and case studies. Office memo, idea sharing, periodic meeting were also reported as common sources of knowledge. Despite the number of responses were very limited, this survey has already revealed an insight regarding members' relatively low orientation to KM and KM practices in their work.
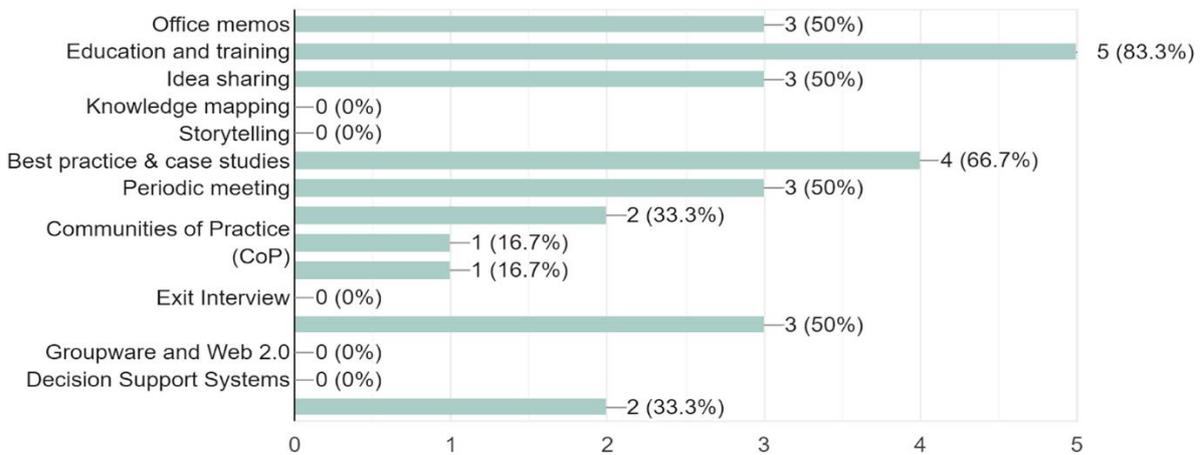
Figure 5 Types of knowledge resources are available in organization

4. Concept of KM

KM is a process of applying a systematic approach of capturing, structuring, management and dissemination of knowledge within an organizational boundary in order to time- and –value efficient work (Nonaka & Takeuchi, 1995). The underlying aim of KM approach is to reuse of

knowledge and/or best practices to reduce costly rework from one task to other. KM often coincides with organizational intellectual capital or assets consists of patents, intellectual property, know-how, know-why, experience, expertise, tacit knowledge that remains in the minds of employees. Therefore, it is essential for organization to identify intellectual assets and ensure reuse of these assets to produce value-added service, and to store in a knowledge base for future reference.

KM, within BAEN, is therefore defined as the collaborative and integrated approach of creating, assessing, controlling, communicating and socializing knowledge. The goal of knowledge management is to transform information into actionable knowledge to support farming communities and public and private service providers farming strategy and execution. Knowledge management is understood as a cyclical process that takes place in an enabling environment comprised of organizational leadership, ICT tools, organizational culture and strategic direction. KM in BAEN is unique compare to traditional understanding of KM in firms, as in firm, KM has been considered to be utilized by internal employees whereas in BAEN, KM is a platform for sharing knowledge externally. In Table 1 we tried to summarize the difference between traditional and contemporary KM system.

Table 1 Traditional vs. Contemporary KM

Traditional KM	Contemporary KM
Capture form is written, auditory or graphical representations	Capture form is digits in cyberspace
Organization is via tables of content, indexes, classification systems used by publishers, libraries, etc.	Organization via software programs designed upon engineering principles, mathematical equations, word associations in cyberspace
Access when physical body goes to where the knowledge is located…a library, a company, a research laboratory, a school	Access wherever the physical bodies link via computers
Tacit knowledge rarely tapped	Tacit knowledge tapped using many different technological tools
Leverage is a sum game	Leverage is exponential, multiples upon multiples
Internal functions	Internal and external functions

5. Identification of KM resources

One primitive believe regarding knowledge was that only remains in individuals' brain however one major outcome of KM discourse is to realize that organizational knowledge can exist in several different entities. KM system facilitates interaction, exchange ideas, locate experts and store both structured and unstructured knowledge. The first unit of knowledge resources is 'people', individuals and groups (Figure 6). Individual knowledge is mostly 'tacit' (difficult to codify) while knowledge shared in group are mostly 'communities of practice' that share common values, language, procedure, know-how. They all might be a good source of learning, and a repository of both tacit and explicit knowledge.

Knowledge Reservoirs

People, e.g. individual & groups(a group of experts, project management personnel, policy planners, development workers)

Artifacts (e.g. best practices, technologies, organization's repositories/database, management approaches, research-based innovation)

Organizational entities (e.g. organizational units, inter- and –intra organizational networks)

Figure 6 KM resources in organization

The other form of knowledge, the 'artifacts', is mostly embedded in organizational processes. This might embedded within organizational routines, structural and unstructured process, organizational best practices and innovations. The last form of knowledge is the organizational relationship (internal and external) with others. Knowledge of several groups or units are combined and used to create new knowledge considered as organizational knowledge products. Alternatively, an organization may use knowledge resources that exist outside of its boundary, such as, communities of practices, to produce value-added products and services. Considering the structure of BAEN, an association of multi-sectoral organizations, inter- and –intra organizational networks should be more useful form of knowledge resources to produce actionable knowledge.

BAEN KM Principles

Knowledge management principles are an enduring set of guidelines for managing knowledge that are established by an organization, program or team. Establishing principles is one of the most effective actions management can take to support BAEN's management program. The following examples are a starting point (Figure 7).

i. **Knowledge is asset**: KM is based on the idea that knowledge is an asset that should be managed just like capital is managed. Explicitly stating that members are expected to manage and protect knowledge.

ii. **Knowledge is sustained:** Knowledge, either created or discovered, must be sustained for future use. For example, minimizing the resources used by knowledge repositories.

iii. **Knowledge is shared:** A primary goal of knowledge management is to facilitate the sharing of knowledge. Therefore, one of the key principles of BAEN will be encouraging its members to share knowledge among peers.

iv. **Knowledge is accessible:** Knowledge is more valuable when it's accessible to a wide audience. Despite privacy and confidentiality are the key concerns for most organizations from sharing all knowledge, BAEN resources should be made available to its members unless there is a reason that may cause any damage to BAEN or its any activities.

v. **Work Produces Knowledge:** It is imperative to an organization like BAEN that when initiate any program, project and process is expected to generate knowledge.

vi. **Knowledge is secured:** Knowledge is your most valuable information. It's critical that information security best practices be followed for knowledge management processes and tools.

vii. **Knowledge is decentralized:** Knowledge should be decentralized and distributed within BAEN platform. Centralize knowledge somewhat contradicts with KM practices of BAEN and may not useful to reuse of existing knowledge.

viii. **Knowledge is social:** Knowledge that sits on a shelf has no value. The value of knowledge depends on communication and socialization. The creation, assessment, improvement and use of knowledge is largely a social process. BAEN knowledge hub will therefore be the right platform to socialize the existing knowledge base.
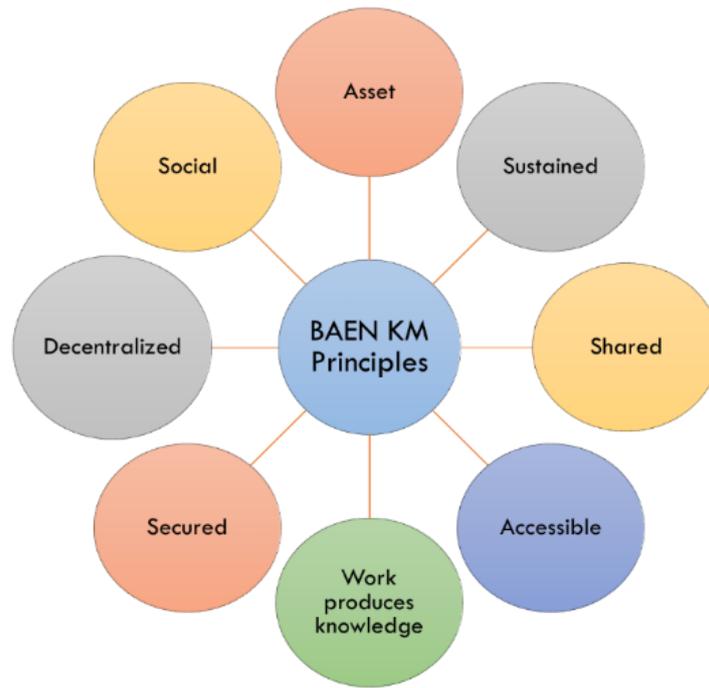
Figure 7 BAEN KM principles

6. Management and Reuse of KM resources

KM is a process of managing people, culture, organizational practice and structures. The success of KM approach is mostly depend of its ability to discover, share and reuse of knowledge resources. KM may maximize the value of an organization's intellectual resources across disciplines, and transfer the resources into a form where it can be readily shared by others for fostering growth and capability. Following this principle, BAEN KM should be focused on the four aspects (Figure 8).

BAEN KM Focus
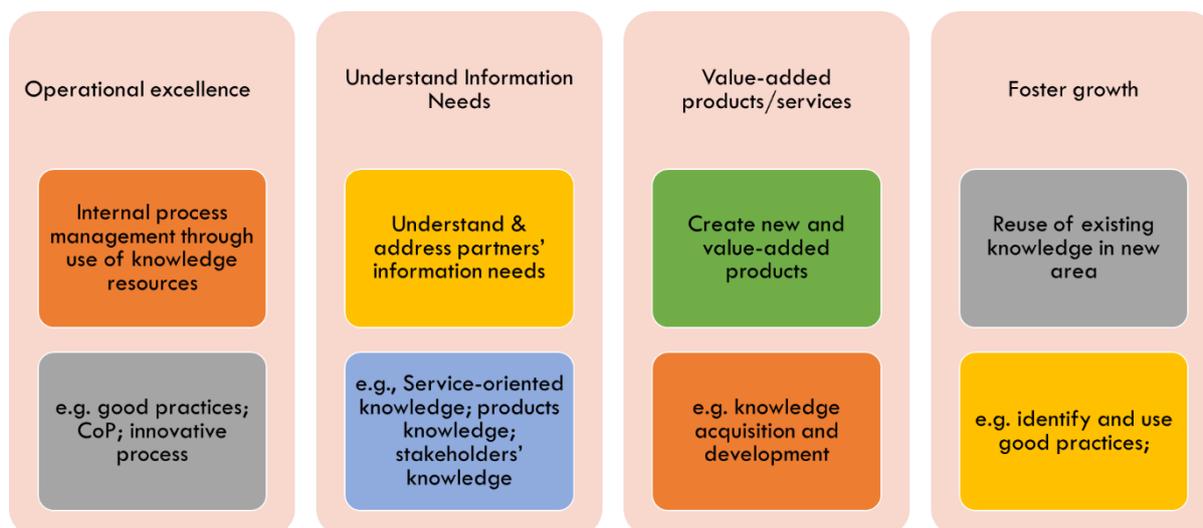
Figure 8 BAEN KM focus

BAEN KM Strategic Directions

BAEN is mostly a knowledge-based platform of multi-sectoral organizations that exchange and disseminate best practices information in the field of agriculture, particularly in agricultural extension discipline. BAEN beliefs KM to be the four directions; first, improving members' access to demand-driven information; second, transfer information into actionable knowledge or recommended practices; third, share and reuse of knowledge; and fourth and finally, leveraging agricultural extension in country.

- ✓ **Improving access to information**

    - ▪ BAEN will facilitate access to demand-driven, high-quality, ready-to-use and relevant information in the field of AgExtension.

- ✓ **Transfer information into actionable knowledge/recommended practices**

    - ▪ BAEN will prioritize information needs as well as service needs for different stakeholders, and will facilitate organizations to translate informational resources into actionable knowledge and/or recommended practices for promoting value-added products/services.

- ✓ **Sharing and reuse of knowledge**

    - ▪ Most influential function of BAEN;

    - ▪ BAEN website may work as **Knowledge Hub** consisting of internal and external resources;

- Guide organizations to find relevant, and facilitate reuse of existing knowledge, whenever possible for best outcomes;

- Enable collaboration and networking at national and international levels.

✓ **Leveraging AgExtension in country**

- BAEN may facilitate country's AgExtension system by providing evidence-based policies, promoting good agricultural practices, developing a network of expertise, providing partner organizations with technical and strategic assistance to improve capacity for KM actions;

- BAEN will advocate adoption of KM practices in AgExtension organizations;

- Encourage internal and external employees to contribute knowledge resources, and share for better outcomes.

BAEN KM Model

The key phases of KM are to capture, create, codify, share, apply and reuse of knowledge within and between organizations. Numerous KM models have been proposed and employed in various organizational settings, yet the consultant team decided to adopt an integrate KM model as proposed by Dalkir (2012) which encompasses the major phases from the most preferred KM cycles (Figure 9). Managing knowledge is an iterative process. Captured or created knowledge is assessed before it is shared or disseminated. Knowledge is then contextualized in order to be understood (acquired) better and used (i.e. application). Individuals' learning and experience from using that knowledge then feedback to the first stage in order to update the knowledge base.
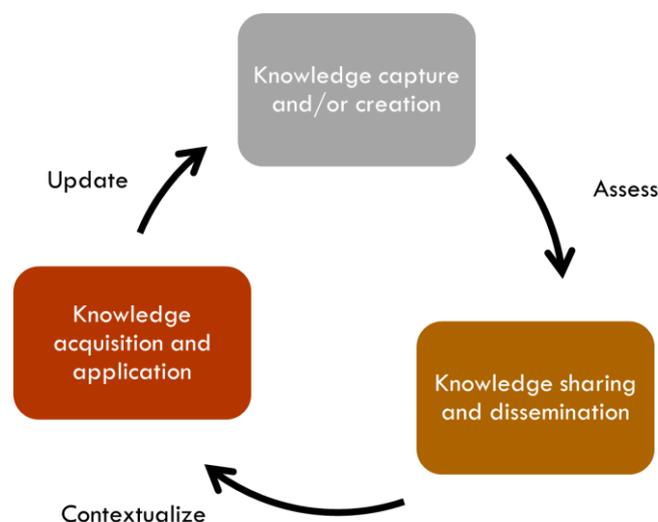
Figure 9 Integrated KM model (ref. Dalkir, 2012)

Knowledge capture/creation

Knowledge capture states identification and subsequent codification of existing internal knowledge (i.e. know-how, personal expertise) which previously unnoticed within the organization and/or external knowledge from the environment. Knowledge creation is, on the other hand, development of new knowledge or know-how that did not have previous existence which however should be validated before it store as organizational assets or use for organizational problem solving. Newly developed or identified knowledge should further be contextualized by identifying the key attributes of the content in order to better match with the business process of BAEN. Capturing knowledge in organization is not merely about technology, it entails a set of activities of capturing both tacit and explicit knowledge. Knowledge should be captured and codified in such a way that it can become a part of existing knowledge base for BAEN. The key features of BAEN knowledge capturing or creating process is presented in Figure 10.

Knowledge Capture and/or Creation

Knowledge Sourcing:
Search and collect basic information from various sources (internally and externally), and/or 'codify'

Refinement/Sanitizing:
Gather additional information and/or refine the information and enrich the content to increase its added value

Assess:
Assess its future needs to fit BAEN and/or partners' information needs, convert knowledge into actionable plan

Tools:
For Explicit knowledge: discussion forums, Internet sources, circular letters, policy briefs, etc.
For Tacit knowledge: Expert interview, observation, lesson learned, best practices, concept map, decision trees

Figure 10 Features of BAEN's knowledge capture and creation process

Knowledge sharing and dissemination

One of the key focuses of KM process is to make the right knowledge or knowledge resources available to the right people at the right time for efficient decision making. Knowledge can be shared either in push or pull process (KMT, 2010). Push is happened when knowledge is pushed onto the workers while pull is observed when worker actively seeks out knowledge by himself exploring different knowledge resources. Explicit knowledge is relatively easier to be shared

with others while transfer of tacit knowledge is more challenging, and mostly transfer through socialization process such as workshop, face-to-face meeting, idea sharing event (Figure 11). Concerning the knowledge types (explicit vs. tacit), BAEN's knowledge sharing process will be comprising of both IT and non-IT tools starting from formal meeting, workshop to electronic Knowledge Hub to disseminate demand-driven, high quality and relevant information for its intended users group.
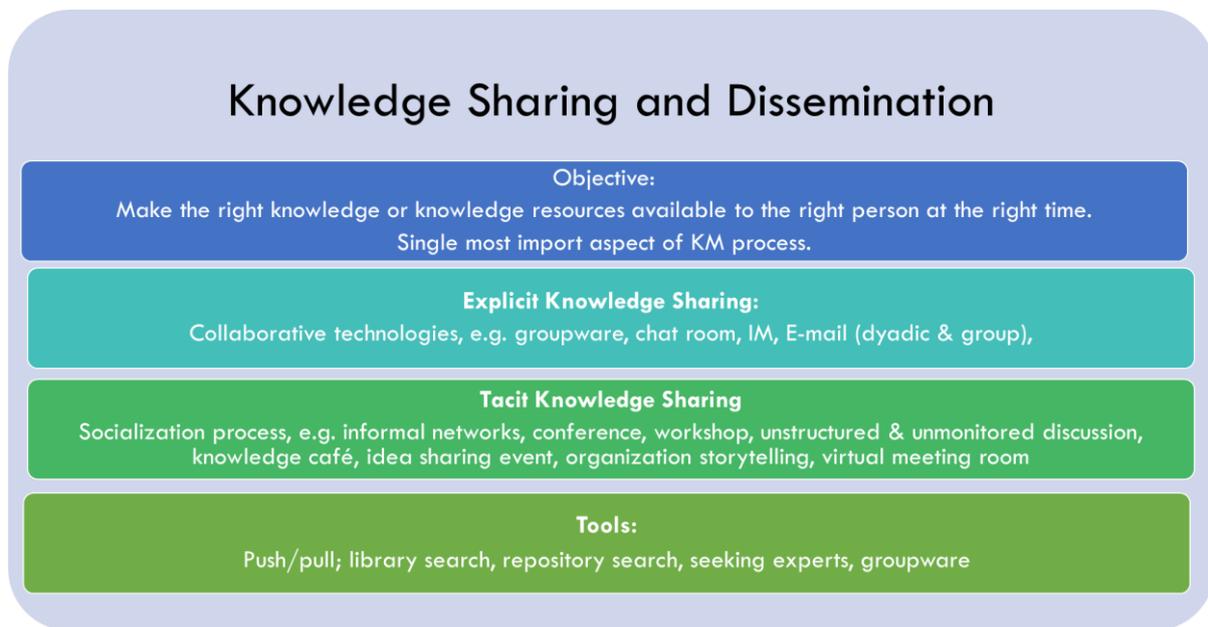
Figure 11 Knowledge sharing and dissemination process

Knowledge acquisition and application

Knowledge acquisition is a process of finding knowledge from external sources and contextualizing in order to comprehend the knowledge better and use (i.e. apply) for problem solving. Knowledge application may take place into two ways. First, worker uses his own knowledge from past experience. Second, worker uses someone else's knowledge which however is more challenging unless otherwise contextualized before reuse. Within a BAEN framework, members are expected to be shared their work procedures in- and –outside of their network. At the same time, they might adopt or reuse of knowledge from different domain, whenever possible, for adding more value to their service.

Knowledge Acquisition and Application

Knowledge Acquisition:
Knowledge worker may try to find knowledge from external sources.
E-learning tool, search engine/pad finds and categories relevant inroatmon based on preference.

Knowledge Application:
Knowledge workers may use internal and/or external knowledge resources addressing similar area of problem.

Example:
Shared work procedures (within a team), shared work practitioners (with external team), explore secondary knowledge and experts (reuse of knowledge derived from different domain)

Tools:
FAQ, CoP, Corporate Yellow Page, Best practice databases

Figure 12 Knowledge acquisition and application process

BAEN KM System Requirements

BAEN KM system refers to a set of IT systems that are required to retrieve, locate, capture, process, store, share, and reuse of knowledge resources. Since KM system, in practice, is very difficult to sum up due to its wide area of use, BAEN KM system is proposed based on their functionalities that are required for specific activities in accordance with BAEN KM Model (Figure 1). A summary of BAEN KM system requirements for each phases of knowledge management cycle are listed in Table 2, followed by a holistic framework of BAEN KM architecture is also proposed that may guide to design and develop BAEN Knowledge Hub.

Table 2 System requirements for BAEN KM process

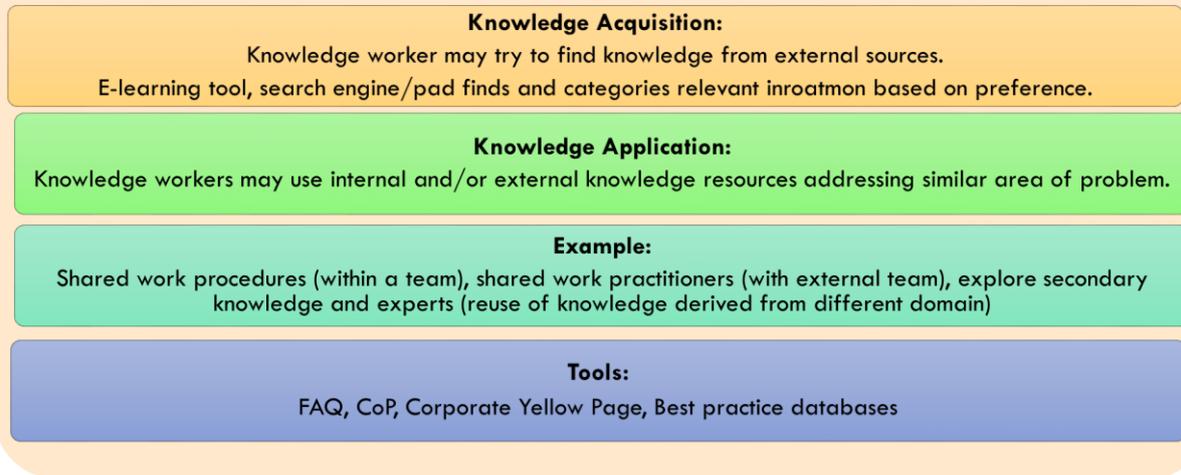| Knowledge capture/creation	Knowledge sharing & dissemination	Knowledge acquisition and application
Content Creation: • Word processing • Annotation • Templates • Data/text mining • Expertise profiling • Mashup (combining different sources of data)	Collaboration Technologies: • Scheduling meeting • E-mail • Discussion Forum • Telephone directories • Groupware (Google Suite/Microsoft 365) • File sharing/screen sharing • Wiki tool	Knowledge application tools: • DSS • Expert System • Digital Dashboard • AI • MOOC tool (e.g. MOODLE, Google Classroom) • FAQ
Content Management • Content classification (e.g. thematic) • Archiving/database/repositories/data warehouse • Metadata tagging • Indexing • Query wizard	Sharing tools: • Web 2.0 • Social Networking • Portal • Newsletter • CMS • Video Sharing • Blog • LISTSERV	Knowledge Acquisition tools: • Search engine/Search Pad • Recommender system • Personal News Service (Widget)

Figure 13 A holistic framework of BAEN KM architecture

7. Knowledge Management Team

In order to strengthen BAEN and its member organizations capacity of Knowledge Management, BAEN should establish a Knowledge Management Team. The Team should consist of KM Team Leader (Knowledge leader on Voluntary basis), a KM Coordinator (paid and full time) who will be responsible for the acquisition and management of internal and external knowledge, a Content editor (paid and full time) are answerable for codifying and structuring content, and system administer (paid and full time), responsible for managing network and IT system of BAEN KM Hub.

Table 3 BAEN KM team formation and key responsibilities

Team Formation	Responsibility
Team Leader	- BAEN Secretary General will act as KM Team Leader - Ensure KM framework and plan is updated and progressed
KM Coordinator	- Ensure consistent attention to KM meeting, including review of progress in KM framework and plan - Responsible for acquisition and sourcing of internal and external knowledge - Ensure new projects have resources for KM, as far as possible - Ensure existing partners/members' KM plans contribute, where possible, to BAEN learning priorities - Leading the generation and sharing of learning and knowledge related to BAEN priority knowledge and learning themes
Content Editor	- Codifying and structuring contents, - Monitor activities of KM knowledge portal
System Administrator	- Install and configure software and hardware, - Manage network servers and technology tools, - Set up accounts and workstations, - Troubleshoot issues and outages, - Ensure security through access controls, backups and firewalls

8. BAEN's Roles in Mobilizing KM Practices of Member Organization

As far as KM capacity building of the member organizations is concern, BAEN should maintain that developing the ability to engage within a network is a vital capacity in and of itself. In addition, leveraging the connections and taking advantage of the resources available through a network are resource-efficient ways for an Agricultural Advisor Service (AAS) provider to improve its effectiveness. Examples from within network show how intentionally connecting a system of diverse participants that trust each other and share common values, such as generosity and openness to sharing knowledge, can weave together individuals and institutions, providing access to the knowledge, skills, and support needed to move the sector forward.

Networks may be called many things including "learning networks," "cohorts," "coalitions," "collaborative," and "partnerships." However, what defines a network is the common purpose of its members to achieve change together. In this, the role of the network is twofold. First, it acts as the distribution channel for awareness of grassroots challenges and/or solutions that are then distributed to a wider audience in an effort to create shared understanding among a broad group of stakeholders. Second, the network's connective tissue is the foundation for relationships that themselves accelerate and enhance learning. Both roles – as both pathway and trusted connector – are significant in the context of networked capacity building. Through BAEN we can:

- ✓ Support member organizations in developing KM Plan and mentoring for effective implementation of KM Plan;

- ✓ Share KM best practices through workshop, exchange visits;

- ✓ Promote a positive policy environment so that member organization can continue KM practices effectively and efficiently;

- ✓ Provide information so that member organizations are able to advocate to advance KM missions;

- ✓ Produce educational materials that focus on capacity building topics, including e-newsletters and special reports that inform member organizations, policymakers, the media, and the public about the important roles that member organization play to enrich and improve lives, solve problems in communities, and provide a nonpartisan space for individuals to engage in civil society.

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Authors' Profile

Md. Mahbubul Alam is a Professor in the Department of Agricultural Extension & Information System at Sher-e-Bangla Agricultural University, Dhaka, Bangladesh. He has obtained his PhD in Information Systems from the College of Business, City University of Hong Kong, Hong Kong in June, 2014. He received his M.S in Agricultural Extension in 2006 and B.Sc. (Hons) in Agriculture in 2002 from Sher-e-Bangla Agricultural University, Dhaka, Bangladesh. He has published regularly in national and international journals, and attending in international conferences. His research interests include but are not limited to IT adoption & continuation, social media, human behavior & IS, Knowledge Management, and ICTs for development (ICT4D).

A.T.M Azmul Huda is presently working as Director with Kranti Associate Ltd. a leading Agricultural Research and Development Organization. He has obtained his PhD degree in Agricultural Science from the American Independent University, California, USA in July, 2017. Previously, he worked with Second Crop Diversification Project of Department of Agricultural Extension as Institutional Development Expert. He worked more than two decades with Swiss Agency for Development and Cooperation and Helvetas Swiss Incorporation as Deputy Country Director. He has several publication on Human and Institutional Development, Knowledge Management and Capitalization of Experiences, Poverty Reduction, Rural Development Approaches.

Annexure

Sample Knowledge Sharing Template

Title/Project Name: Insert a title or heading that best describes the article

Objective(s):   Insert the objective(s) and provide an overview about the project/subject matter. No more than 100 words.

Key Finding/Message: Describe the key findings and/or message within 100 words.

Type of the article: Select from the list

Keywords: Insert keywords. Not more than three keywords

Author/Contributor: Mention the name of the authors/contributors of the article

Organization: Mention the organization where the work/project is conducted

Additional File/Link: Insert Web link or add additional information or details of the report, if any

Date of Upload: Click here to enter a date.

Interview Schedule
KM Strategy Assessment for Bangladesh Agricultural Extension Network (BAEN)

Dear Valued BAEN Members,

We would like to extend our gratitude to all valued members of BAEN.

As per the contract made for performing Activity No. 3.1 of "Supporting Smallholder Farmers in Asia and Pacific Islands Region through Strengthened Agricultural Advisory Services (SSF-APIR-SAAS)", we are conducting a survey to understand you and your designated organization's current practices and policies regarding Knowledge Management (KM). Besides, we also like to hear from you on the current flaws or limitations of BAEN knowledge sharing platform and the ways it could be improved for future references.

Your participation in this survey is voluntary. However, we are strongly encouraged you to participate in the survey and share your valuable feedback by 10th June, 2019. The aggregate findings of the survey will be shared through BAEN platform upon completion of the program.

Yours' Sincerely

A.T.M. Azmul Huda, PhD (Email: azmulhuda60@gmail.com), &
Prof. Md. Mahbubul Alam, PhD (Email: mmahbubul_22@yahoo.com)
Consultants (Activity 3.1 of SAAS)

* Required
Personal Questions

1.   Please mention your full name and title. *………………………………………..

2.   Please mention your E-mail ID. *………………………………………………..

3.   Please mention the name of your organization. *…………………………………

4.   Your current position in organization…………………………………………

5.   Please mention your current job roles in your organization……………………………

6.   How many years have you been worked in this organization? * (Example: December 15, 2012)

7.   Please mention the nature of your organization. *Mark only one.
   ✓ Academic
   ✓ Research
   ✓ Extension
   ✓ Public
   ✓ Private
   ✓ Development agency
   ✓ NGO
   ✓ Other

KM related Questions

8. Do you have formal Knowledge Management Functions in your organization? *
   Mark only one.

   - ✓ Yes
   - ✓ No

9. If yes (Q.8), please mention the name of KM Officer in Charge in your organization (Name, designation & address)

………………………………………………………………………………………………

10. Have you used BAEN Website in last 30 days? * Mark only one.

   - ✓ Yes
   - ✓ No
   - ✓ Not sure

11. If yes, (Q.10), please mention approximately how many times have you visited BAEN Website in last 30 days.

………………………………………………………………………………………………

12. How useful is BAEN website to you for your work/purpose? Mark only one.

Not useful at all   1   2   3   4   5   6   7   Very useful

13. What types of knowledge resources are available in your organization? (Can check multiple) *
   - ✓ Office memos
   - ✓ Education and training
   - ✓ Idea sharing
   - ✓ Knowledge mapping
   - ✓ Storytelling
   - ✓ Best practice & case studies
   - ✓ Periodic meeting
   - ✓ Analytical and assessment toolkit
   - ✓ Communities of Practice (CoP)
   - ✓ Knowledge Cafe
   - ✓ Exit Interview
   - ✓ Multimedia documentation of projects operation (e.g., video, audio)
   - ✓ Groupware and Web 2.0
   - ✓ Decision Support Systems
   - ✓ Knowledge repositories (e.g. Intranet, portal, Content Management System)

14. How do you share knowledge resources with others? (Can check multiple)

- ✓ Face-to-face
- ✓ Group meeting
- ✓ Workshop/seminar/conference
- ✓ Official letter/memos/notice
- ✓ E-mail
- ✓ Organization's Network (e.g. Intranet, Portal, Dashboard)
- ✓ Social Media

15. Is there any other knowledge resources that you frequently use? If so, what are they?

………………………………………………………………………………………..

16. When you need to find knowledge to help you learn/reuse, where do you go first?

………………………………………………………………………………………..

17. When you want to share your knowledge, where do you go first?

………………………………………………………………………………………..

18. When you want to collaborate with colleagues, where do you go first?

………………………………………………………………………………………..

19. When you need to find knowledge to help you innovate, where do you go first?

………………………………………………………………………………………..

20. What knowledge resources would you like to see added or created?

………………………………………………………………………………………..

21. What knowledge resources do you need to access but do not know if or where they exist?

………………………………………………………………………………………..

22. How do you want to see the existing knowledge resources of BAEN to be improved?

………………………………………………………………………………………..

23. Please write here your recommendation regarding KM implementation for BAEN (if any).

………………………………………………………………………………………..

Thank You Very Much for Your Kind Cooperation!

Major KM Tools

After Action Reviews (AARs):

AARs can be grouped into three types: formal, informal and personal. Although the fundamental approach involved in each is essentially the same, there is some variation in how they are conducted.

Formal AARs tend to be conducted at the end of a major project or event (learning after doing). They require some preparation and planning, but are not difficult as they take the form of a simple meeting. This meeting may take place over a couple of hours or a couple of days, depending on the scale of the project. Steps and tips for successful formal AARs include:

- ✓ **Call the meeting as soon as possible and invite the right people:** AARs should be conducted as soon as possible after the event. The reasons are simple: memories are fresh, participants are available and where appropriate, learning can be applied immediately. As well as the project manager and the key members of the project, it may be useful to invite the project client or sponsor and also members of any project teams who are about to embark on a similar project. However, be aware that the presence of external people may inhibit some team members.

- ✓ **Create the right climate:** The ideal climate for an AAR is one of trust, openness and commitment to learning. AARs are learning events, not critiques, and so should not be treated as performance evaluation. There are no hierarchies in AARs – everyone is regarded as an equal participant and junior members of the team should feel free to comment on the actions of senior members. Make it clear that the purpose of the meeting is to help future projects run more smoothly by identifying the learning points from this project.

- ✓ **Appoint a facilitator:** Ideally an AAR should be facilitated (Certainly a formal AAR should be facilitated but informal AARs and personal AARs need not be so). The main purposes of the facilitator are to help the team to learn by drawing out answers, insights and previously unspoken issues; to ensure that everyone has an opportunity to contribute; and to help create the right climate and ensure that blame is not brought in. The facilitator should be someone who was not closely involved in the project, so that s/he can remain objective.

- ✓ **Revisit the objectives and deliverables of the project:** Ask 'what did we set out to do?' and 'what did we actually achieve?' You might like to revisit the original project plan at this stage. You might also decide to construct a flow chart of what happened, identifying

tasks, deliverables, and decision points. This can help you to see which parts of the project were particularly effective or ineffective.

✓ **Ask 'what went well?'** Find out why, and share learning advice for the future is always a good idea to start with the positive points. Here you are looking to build on best practice as well as learning from mistakes. For each point that is made about what went well, keep asking a 'why' question. This will allow you to get to the root of the reason. Then press participants for specific, repeatable advice that others could apply in similar situations.

✓ **Ask 'what could have gone better?'** Find out what the problems were, and share learning advice for the future. Notice that you are not simply asking 'what went wrong?' but rather 'what could have gone better?' This way you can learn not only from mistakes, but also from any aspects of the project that got in the way of delivering even more. Hence the focus is not on failure, but on improvement. Even if no mistakes are made as such there is almost always scope for improvement. Again, for each point that is made, keep asking a 'why' question to get to the root of the reason. Then again, press participants for specific, repeatable advice that others could apply in similar situations: 'what would we do differently next time?'

✓ **Ensure that everyone feels fully heard before leaving the meeting:** It is important that participants do not leave the meeting feeling that they have not been heard or that things have been left unsaid. A useful technique here is to ask them for a numerical rating of the project: 'looking back, how satisfied are you with the project: marks out of ten?' People who have said the project was fine will often still score it an eight, which enables you to then ask 'what would have made it a ten for you?'

✓ **Recording the AAR:** It is important to have a clear and interesting account of the AAR and its learning points, both as a reminder to those involved and in order to effectively share that learning with others. You should aim to include things like: lessons and guidelines for the future; some background information about the project to help put these guidelines into a meaningful context; the names of the people involved for future reference; and any key documents such as project plans or reports. Bear in mind who will be using your account and ask yourself if you were to be the next project leader, 'would this account and the lessons in it be of benefit to you?'

✓ **Sharing the learning:** As well as distributing your account of the AAR to the project team, you need to consider who else could benefit from it. For example, you may be aware of another team that is about to embark on a similar project. You also need to make your learning more widely available so that people working on similar projects in

the future might also benefit; your document therefore needs to be stored somewhere it can be easily found and accessed by those it could help. This may be in a library, or in some kind of knowledge database or on an intranet. Informal AARs tend to be conducted after a much smaller event such as a meeting or a presentation (learning after doing), or following a specific event during a wider project or activity (learning while doing). They require much less preparation and planning and can often be done on the spur of the moment, as the format is simple and quick – a 'pencil and paper' or flipchart exercise. Usually no longer than half an hour, each participant in the event answers four simple questions:

- What was supposed to happen?
- What actually happened?
- Why were there differences?
- What did we learn?

Community of Practice (CoP)

A Community of Practice (CoP) is a group of committed people, active in a common domain, with a genuine interest in each other's expertise based on their own practice. Members combine their own interests with an open mandate from their organization and work together in a rather informal structure.

Every CoP has its own history, milestones, highlights and pitfalls. Knowing this history is a key to understanding the nature and the development potential of a CoP. Like every organizational form, a CoP has a life cycle and goes through different stages – from its creation to its phasing out.

	Phases	Associated metaphors
1	Express your need to interact with peers: I know – you know – we together might know better!	Germination Creation
2	Start a discussion of a domain in a core group and discover a common interest in this interaction. Dare introducing new forms of sharing experience. Encourage others!	Inspiration Budding stage
3	Contact potentially interested people by phone, by mail, and in informal talks during workshops and gatherings. Attract their attention and awaken their interest. Involve them in a first small and useful interaction. Let them feel the possible benefits.	Growth Flowering

4	Design the interaction in terms of time and place: Contributions in journals, discussions in electronic platforms, and meetings. Pay attention to early, intermediate results, summaries and conclusions of discussions. Assure the flow of the process; assure added value for all participants. Motivate individuals through back-channel contacts. Organize the core group (owner, convener, facilitator, experts) and take care of the inner and the outer circle.	Adventure group Starting an expedition
5	Organize workshops and face to face meetings on core topics. Strive for concrete products. Live and learn within the CoP – this important phase of a CoP.	CoP in full swing
6	Phase out when the domain of the CoP is becoming less relevant. Determine whether re-orientation might open a new vision. Organize a closing event: Celebrate the farewell with results achieved! Use the empty space and time for new initiatives or contributions.	Mission accomplished

Exit Interviews

Traditionally, exit interviews are conducted with employees leaving an organization. The purpose of the interview is to provide feedback on why employees are leaving, what they liked or didn't like about their employment and what areas of the organization they feel need improvement. Exit interviews are one of the most widely used methods of gathering employee feedback, along with employee satisfaction surveys

Traditional exit interviews can be conducted in a variety of ways: face-to-face, over the telephone, using a written questionnaire, or via the Internet using an exit interview management system. In a knowledge-focused exit interview, a face-to-face interview is needed. The traditional exit interview will tend to collect mainly human resources information, the primary focus of the knowledge-focused interview is on knowledge that would be helpful to the next person who will do the job or to others in the organization doing similar jobs.

Start planning the handover and exit interview as soon as you know a person is leaving. Identify who in the organization might benefit from that person's knowledge and what they will need to know. Then work out a plan to capture the leaver's knowledge during the time remaining before he leaves. This should include both explicit knowledge (knowledge that is already documented such as in files and e-mails, and knowledge that can be easily documented), and

tacit knowledge (knowledge that is less easy to capture and that needs to be explained or demonstrated).

In the case of explicit knowledge, make sure the leaver moves relevant files – both hard copy and electronic – into shared folders or a document library. Ask them to prune and organize these files and to create role and task folders or notes for their successor.

For tacit knowledge, you will need to interview the leaver face-to-face. Prepare for the interview by reviewing the key tasks the person does based on a job description or annual performance plan. You can then use that information as the basis for discussing how they go about those tasks, what knowledge and skills they need, any problems or pitfalls to be aware of etc. Find out about their network of contacts and sources of knowledge. If possible, create an overlap period between the leaver and their successor so that a 'live' handover can be done.

When conducting exit interviews, think carefully about who will be the interviewer. Someone from the Human Resources Department conducts traditional exit interviews. However this need not be the case in the knowledge-focused interview. Often a peer or a relevant subject expert will be most appropriate. Over and above the obvious interpersonal and interviewing skills needed, you will need to consider issues of trust and honesty. For example, if an employee has had a difficult relationship with a manager or colleague, that person might not be best placed to conduct the interview. Whoever you select, make sure they are appropriately skilled and trained.

Good Practice

In "Best practices in best practices", David Skyrme recommends a 6-step approach to identifying and sharing good practices which is as follows. The overall approach is aimed at documenting the essential features of a good practice, giving pointers to relevant experts in that practice, deducing general guidelines, diffusing basic knowledge, and using subject matter experts to apply and adapt the practices in a new context. The key steps are as follows:

✓ **Identify users' requirements**

This step may sound obvious, but it is not uncommon for someone given the task of capturing good practices to start by designing a database, when clearly this is a case of putting the cart before the horse. Start by considering where you can really add value. Look at what areas of the organization need attention because of poor performance or difficult challenges. Who can most benefit from better knowledge and understanding of good practices? How will they access and use them?

✓ **Discover good practices**

There are various methods of identifying good practices. One approach is to look at who is producing excellent results and is therefore likely to be using good practices. Having discovered these people, you will then need to discern which parts of their overall approach or methods being used are actually good practice. This is best done by people knowledgeable in the relevant practices such as subject matter experts, internal auditors, consultants and peers. A range of alternative approaches for identifying good practices can be found within various knowledge management tools. These include communities of practice, after action reviews, knowledge harvesting and exit interviews.

✓ **Document good practices**

Good practice descriptions are usually kept in a database in a standard format. A typical template might include the following sections:

- Title: short descriptive title; this can be accompanied by a short abstract
- Profile: several short sections outlining processes, function, author, keywords etc.
- Context: where is this applicable? What problems does it solve?
- Resources: what resources and skills are needed to carry out the good practice?
- Description: what are the processes and steps involved?
- Improvement measures: are there performance measures associated with this practice?
- Lessons learned: what proves difficult? What would the originators of the practice do differently if they were to do it again?
- Links to resources: experts contact details, workbooks, video clips, articles, transcripts of review meetings
- Tools and techniques used

✓ **Validate good practices**

A practice is only 'good' or 'best' if there is a demonstrable link between what is practiced and the end result. In most organizations, and especially in areas where practices are constantly evolving, rigorous cause-and-effect analysis is impracticable. Hence a degree of subjective judgment is needed as to what constitutes 'best'. A common approach is to have a panel of reviewers comprising internal and external subject experts and peers, who evaluate a potential good practice against their knowledge of

existing practice. It is equally important to ensure that you seek input and feedback from customers (i.e. the ultimate beneficiaries, such as farmers) of the good practices.

✓ **Disseminate and apply**

While a database of good practices is a useful starting point, most organizations find it essential to complement this with face-to-face knowledge sharing about those good practices. This is where the real value is added. Not only does it help the recipient dig beneath the explicit knowledge and gain more in depth insights, but it can also provide a two-way benefit in that a dialogue between the conveyor of good practice knowledge and the recipient can enrich the knowledge of both.

Common ways of sharing good practice knowledge include: communities of practice; improvement groups or quality circles in which teams within an organization meet regularly to discuss ways of improving a process; visits to other departments or organizations with good performance; organized learning events such as share fairs that bring people together to share specific knowledge and experience; job exchanges; etc.

✓ **Develop a supporting infrastructure**

To successfully implement a good practice programme, you need to ensure you have the required infrastructure in place. This infrastructure is often developed as part of a wider knowledge management strategy. Typically, several generic aspects need attention:

- The people to facilitate and drive the process through its initial stages, until it becomes embedded in the organization's ways of working (e.g. a good practices team, or a network of good practices coordinators).
- The technical infrastructure for document sharing and databases.
- The content management infrastructure to ensure that good practices are documented and classified electronically in a way that makes them easy to find.

Workshop Presentation

Knowledge Management Strategy of BAEN

Prof Md Mahbubul Alam, PhD

&

A.T. M. Azmul Huda, PhD

Outline

1. Current architecture and practices of KM
2. Concept of KM
3. Identification of KM resources
4. Management and Reuse of KM resources
5. Knowledge Management Team
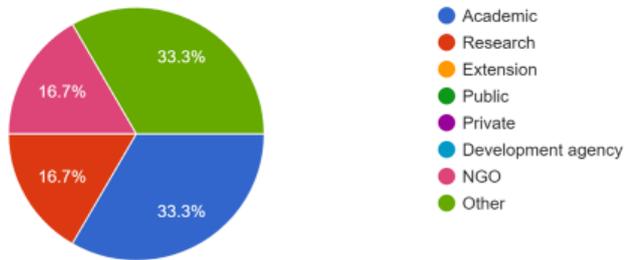6. Mobilizing KM Practices in Organization

7/1/2019   Presented by Md Mahbubul Alam, PhD

1. Current Architecture and Practices of KM

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Nature of Organization Represented

- Academic
- Research
- Extension
- Public
- Private
- Development agency
- NGO
- Other

33.3%
16.7%
16.7%
33.3%

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Status of Formal KM Function in Organization

- Yes
- No

33.3%
66.7%
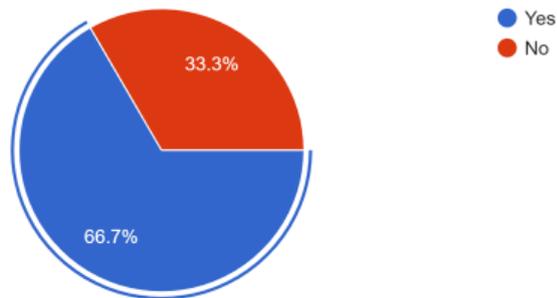
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Use of BAEN Website in Last 30 Days

- Yes
- No
- Not sure

50%
16.7%
33.3%
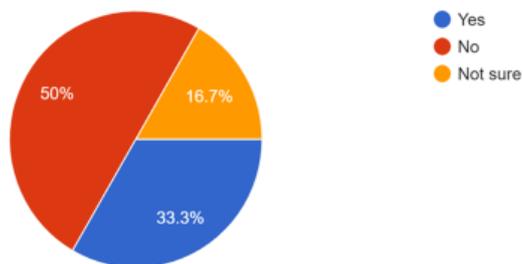
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Way of Sharing Knowledge with Others
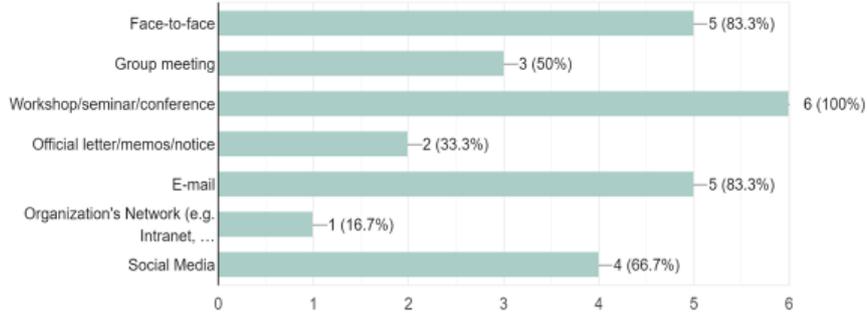
Types of Knowledge Resources are Available in Organization
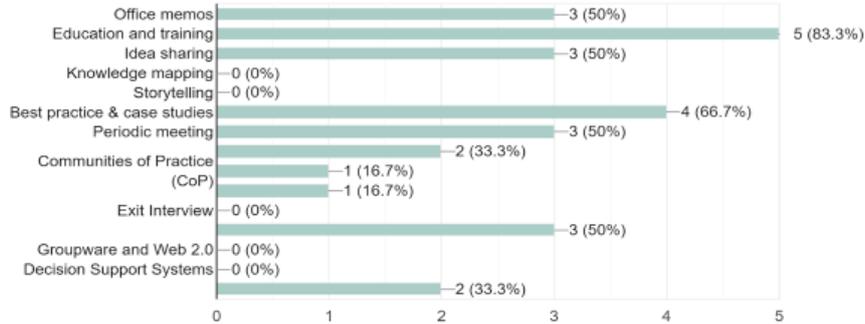
2. Concept of KM

KM in BAEN

✓ A discipline of creating, capturing, assessing, controlling, communicating and socializing knowledge.

✓ The goal of KM in BAEN is to transform information into actionable knowledge to support farming community and AgExtension Service Providers.

Old Way	New Way
Capture form is written, auditory or graphical representations	Capture form is digits in cyberspace
Organization is via tables of content, indexes, classification systems used by publishers, libraries, etc	Organization via software programs designed upon engineering principles, mathematical equations, word associations in cyberspace 24/7/365
Access when physical body goes to where the knowledge is located...a library, a company, a research laboratory, a school	Access wherever the physical bodies link via computers
Tacit knowledge rarely tapped	Tacit knowledge tapped using many different technological tools
Leverage is a sum game	Leverage is exponential, multiples upon multiples

BAEN KM Principles: Asset, Sustained, Shared, Accessible, Work produces knowledge, Secured, Decentralized, Social

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Facilitating interaction, exchange of ideas, locating experts and storing knowledge (structured and unstructured)

3. Identification of KM Resources

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BAEN KM Sources

Knowledge Reservoirs

People, e.g. individual & groups(a group of experts, project management personnel, policy planners, development workers)

Artifacts (e.g. best practices, technologies, organization's repositories/database, management approaches, research-based innovation)

Organizational entities (e.g. organizational units, inter- and –intra organizational networks)

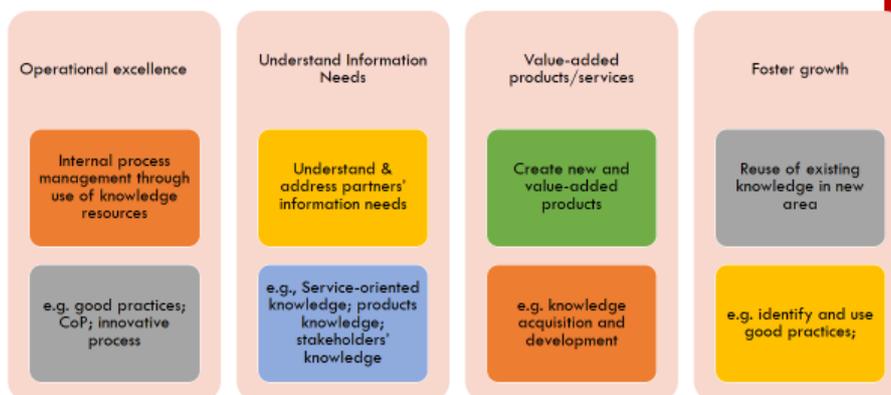7/1/2019   Presented by Md Mahbubul Alam, PhD

KM is about managing people, culture and organizational practices and structures.

4. Management and Reuse of KM Resources

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BAEN KM Focus

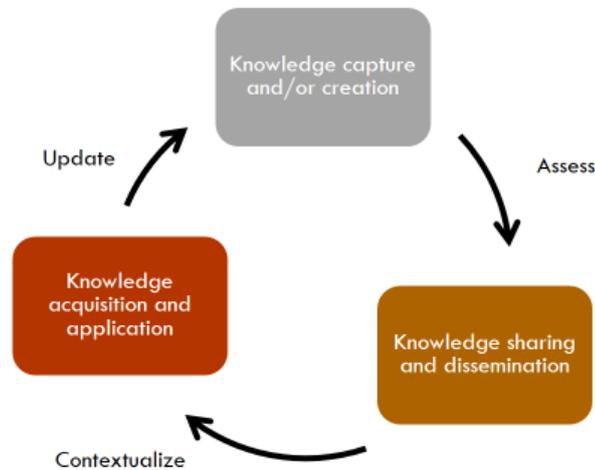| Operational excellence	Understand Information Needs	Value-added products/services	Foster growth
Internal process management through use of knowledge resources	Understand & address partners' information needs	Create new and value-added products	Reuse of existing knowledge in new area
e.g. good practices; CoP; innovative process	e.g., Service-oriented knowledge; products knowledge; stakeholders' knowledge	e.g. knowledge acquisition and development	e.g. identify and use good practices;

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Strategic Directions

✓ Improving access to information
  - BAEN will facilitate access to demand-driven, high-quality, ready-to-use and relevant information in the field of AgExtension

✓ Apply knowledge into action
  - BAEN will prioritize information needs as well as service needs for different stakeholders, and will facilitate organizations to translate knowledge resources into actions for promoting value-added products/services.

✓ Sharing and reuse of knowledge
  - Most influential function of BAEN
  - BAEN website may work as knowledge repositories consisting of internal and external resources.
  - Guide organizations to find relevant and facilitate reuse of existing knowledge, whenever possible for best outcomes
  - Enable collaboration and networking at national and international levels

✓ Leveraging AgExtension in country
  - BAEN may facilitate country's AgExtension system by providing evidence-based policies, promoting good agricultural practices, developing a network of expertise, providing partner organizations' with technical and strategic assistance to improve capacity for KM actions
  - BAEN will advocate adoption of KM practices in AgExtension organization;
  - Encourage internal and external employees to contribute knowledge resources, and share

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BAEN KM Model

Knowledge capture and/or creation

Update

Assess

Knowledge acquisition and application

Knowledge sharing and dissemination

Contextualize

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Knowledge Capture and/or Creation

Knowledge Sourcing:
Search and collect basic information from various sources (internally and externally), and/or 'codify'

Refinement/Sanitizing:
Gather additional information and/or refine the information and enrich the content to increase its added value

Assess:
Assess its future needs to fit BAEN and/or partners' information needs, convert knowledge into actionable plan

Tools:
For Explicit knowledge: discussion forums, Internet sources, circular letters, policy briefs, etc.
For Tacit knowledge: Expert interview, observation, lesson learned, best practices, concept map, decision trees

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Knowledge Sharing and Dissemination

Objective:
Make the right knowledge or knowledge resources available to the right person at the right time.
Single most import aspect of KM process.

Explicit Knowledge Sharing:
Collaborative technologies, e.g. groupware, chat room, IM, E-mail (dyadic & group),

Tacit Knowledge Sharing
Socialization process, e.g. informal networks, conference, workshop, unstructured & unmonitored discussion, knowledge café, idea sharing event, organization storytelling, virtual meeting room

Tools:
Push/pull; library search, repository search, seeking experts, groupware

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Knowledge Acquisition and Application

Knowledge Acquisition:
Knowledge worker may try to find knowledge from external sources.
E-learning tool, search engine/pad finds and categories relevant inroatmon based on preference.

Knowledge Application:
Knowledge workers may use internal and/or external knowledge resources addressing similar area of problem.

Example:
Shared work procedures (within a team), shared work practitioners (with external team), explore secondary knowledge and experts (reuse of knowledge derived from different domain)

Tools:
FAQ, CoP, Corporate Yellow Page, Best practice databases

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KM System Requirements

Knowledge capture/creation	Knowledge sharing & dissemination	Knowledge acquisition and application
Content Creation: • Word processing • Annotation • Templates • Data/text mining • Expertise profiling • Mashup (combining different sources of data)	Collaboration Technologies: • Scheduling meeting • E-mail • Discussion Forum • Telephone directories • Groupware (Google Suite/Microsoft 365) • File sharing/screen sharing • Wiki tool	Knowledge application tools: • DSS • Expert System • Digital Dashboard • AI • MOOC tool (e.g. MOODLE, Google Classroom) • FAQ
Content Management • Content classification (e.g. thematic) • Archiving/database/ repositories/data warehouse • Metadata tagging • Indexing • Query wizard	Sharing tools: • Web 2.0 • Social Networking • Portal • Newsletter • CMS • Video Sharing • Blog • LISTSERV	Knowledge Acquisition tools: • Search engine/Search Pad • Recommender system • Personal News Service (Widget)

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5. Knowledge Management Team

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BAEN KM Team: Formation and Provision

Team Formation	Responsibility
Team Leader	- BAEN Secretary General will act as KM Team Leader - Ensure KM framework and plan is updated and progressed
KM Coordinator	- Ensure consistent attention to KM meeting, including review of progress in KM framework and plan - Responsible for acquisition and sourcing of internal and external knowledge - Ensure new projects have resources for KM, as far as possible - Ensure existing partners/members' KM plans contribute, where possible, to BAEN learning priorities - Leading the generation and sharing of learning and knowledge related to BAEN priority knowledge and learning themes
Content Editor	- Codifying and structuring contents, - Monitor activities of KM knowledge portal

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Leveraging the connections and taking advantage of the resources that move the sector forward

6. Mobilizing KM Practices in Organization

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BAEN's Roles to Mobilize KM Practices

✓ Support member organizations in developing KM Plan and mentoring for effective implementation of KM Plan.

✓ Share KM best practices through workshop, exchange visits

✓ Promote a positive policy environment so that member organization can continue KM practices effectively and efficiently;

✓ Provide information so that member organizations are able to advocate to advance KM missions;

✓ Produce educational materials that focus on capacity building topics, including e-newsletters and special reports that inform member organizations, policymakers, the media, and the public about the important roles that member organization play to enrich and improve lives, solve problems in communities, and provide a nonpartisan space for individuals to engage in civil society.

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Thank you