



















Inter-American Institute for
Cooperation on Agriculture

Process Manual 1 Knowledge Management

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Macroprocess

1. Knowledge Management

Objective

To guarantee the ongoing and collaborative development, effective coordination and shared use of knowledge on agricultural and rural development at the hemispheric level and management at the organizational level.

Scope

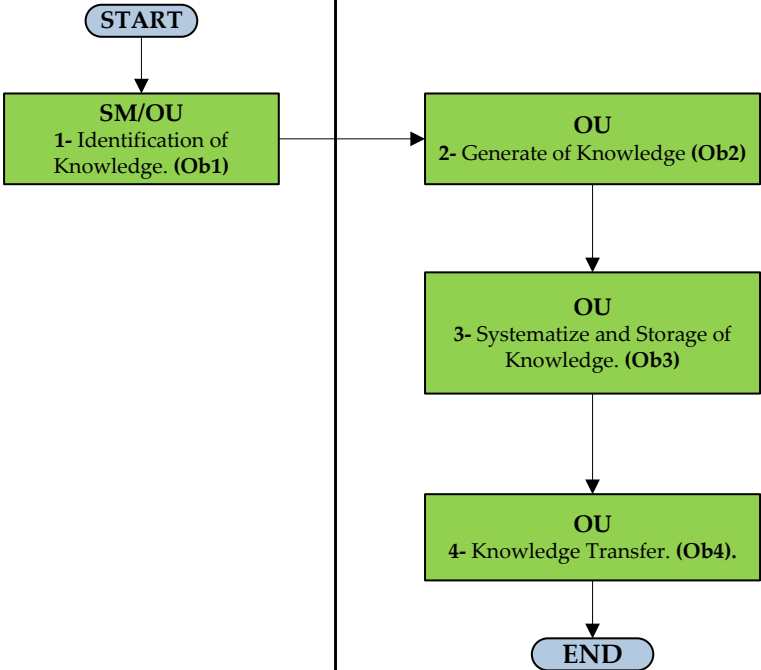
Hemispheric level.
Technical-regulatory and implementation actions.
Centralization at strategic levels and at Headquarters
Decentralization at the tactical and operational level, by region and country.

Inputs	Processes	Outcomes
<p>Human Capital (People who contribute skills, experiences and creativity, as well as organizational values, culture and philosophy)</p>	<p>1.1 Institutional Knowledge Management.</p>	<p>Effective coordination of knowledge at the hemispheric and institutional levels.</p>
<p>Relational Capital (Knowledge exchange between IICA, its clients and key stakeholders within its ambit)</p>	<p>1.2 Institutional Knowledge Management Support Services.</p>	<p>Generation of knowledge on strategic matters at the hemispheric and institutional level.</p>
<p>Structural Capital (Organizational knowledge captured in plans, projects, reports, databases, methods, processes and institutional documents; and knowledge on innovation, included in research, new models and sectoral intelligence)</p>		<p>Increase in IICA's intellectual capital Integrated and strengthened technical cooperation</p>

Process	
1.1 Institutional Knowledge Management	
Objective	Identify, generate, preserve and disseminate tacit and explicit knowledge that is critical to the development of hemispheric agriculture and rural well-and to the strengthening of the Institute.
Scope	Hemispheric level. Technical-regulatory and implementation actions. Centralization at strategic levels and at Headquarters Decentralization at the tactical and operational level, by region and country.
Specific Policies and rules	1. Must comply with the guidelines and directives issued by the Inter-American Board of Agriculture (IABA). 2. Convention on IICA & IICA regulations.
Information Systems	Webpage – Intranet – Databases – Emails – Online Education Platforms – Collaborative work environments – File sharing tools – Resources to facilitate communication, discussion and collaboration.
Indicators	<ul style="list-style-type: none"> • Percentage variation in the identification of knowledge sources for the Institute. • Percentage variation in knowledge that has been generated, based on needs. • Percentage of knowledge stored, based on requests. • Percentage of knowledge transferred, in keeping with requests.

	Background information	Reference material
Inputs	<ul style="list-style-type: none"> • Current Human Capital. • Current Relational Capital. • Current Structural Capital. 	<ul style="list-style-type: none"> • IICA's Strategic Plan.
Products	Sources of knowledge identified (IICA knows who knows). Knowledge developed as needed. Protected knowledge Transferred knowledge.	

1.1 Institutional Knowledge Management

INVOLVED			
Mixed	Organizational Units	CKMHCS	Comments
<p>Senior Management (SM) (Director General, Deputy Director General, Chief of Staff, Directors) Organizational Units (OUs) Center for KMHC Services (CKMHCS) Technical Cooperation Programs (TCP)</p>			
	 <pre> graph TD START([START]) --> SM_OU[SM/OU 1- Identification of Knowledge. (Ob1)] SM_OU --> OU_2[OU 2- Generate of Knowledge. (Ob2)] OU_2 --> OU_3[OU 3- Systematize and Storage of Knowledge. (Ob3)] OU_3 --> OU_4[OU 4- Knowledge Transfer. (Ob4)] OU_4 --> END([END]) </pre>		
			<p>Ob1: The process to identify knowledge is continuous and is undertaken by all OUs. If this is new knowledge, the SM prioritizes the knowledge requirements.</p> <p>Ob2: Knowledge generation is undertaken by all organizational units. Knowledge is generated collaboratively, via internal and external networks.</p> <p>Ob 3: The databases that are managed by the KMHC (based on Subprocesses 1.2.2, 1.2.2, 1.2.3, 1.2.4), the LIAPU, or by each of the Directorates of the Institute, are mechanisms for knowledge systematization and storage, but each OU is also responsible for storing information within its scope of activities.</p> <p>Ob4: Knowledge transfer is tacitly undertaken in all of the MPs, but explicitly in SPro 1.2.1 of MPR 1, MPR 2 and MPR 9.</p>

Process

1.2 Knowledge Management Support Services.

Objective	To provide operational services to support IICA's knowledge management.
Scope	Hemispheric level. Technical-regulatory and implementation actions. Centralization at strategic levels and at Headquarters. Decentralization at the tactical and operational level, by region and country.
Specific Policies and rules	1. Must comply with the guidelines and directives issued by the Inter-American Board of Agriculture (IABA). 2. Convention on IICA & IICA regulations.
Information systems	Webpage – Intranet – Databases – Emails – Online Education Platforms – Collaborative work environments – File sharing tools – Resources to facilitate communication, discussion and collaboration.
Indicators	Percentage fulfillment of online training requests and needs. Percentage of horizontal cooperation experiences that have been systematized. Percentage fulfillment of requests for reference material by the DIU of the CKMHCS. Percentage fulfillment of requests for reference material by the OML. Percentage of available and updated reference material on the library system platforms. Number of available and updated databases on the SIDALC Alliance platform. Percentage fulfillment of reference service requests at the OML. Percentage fulfillment of reference service requests at the DIU of the CKMHCS.

Process	Subprocess
1.2 Knowledge Management Support Services.	1.2.1 Online Training
	1.2.2 Horizontal Cooperation
	1.2.3 Management of Reference Material
	1.2.4 Database Administration
	1.2.5 User support

Subprocess

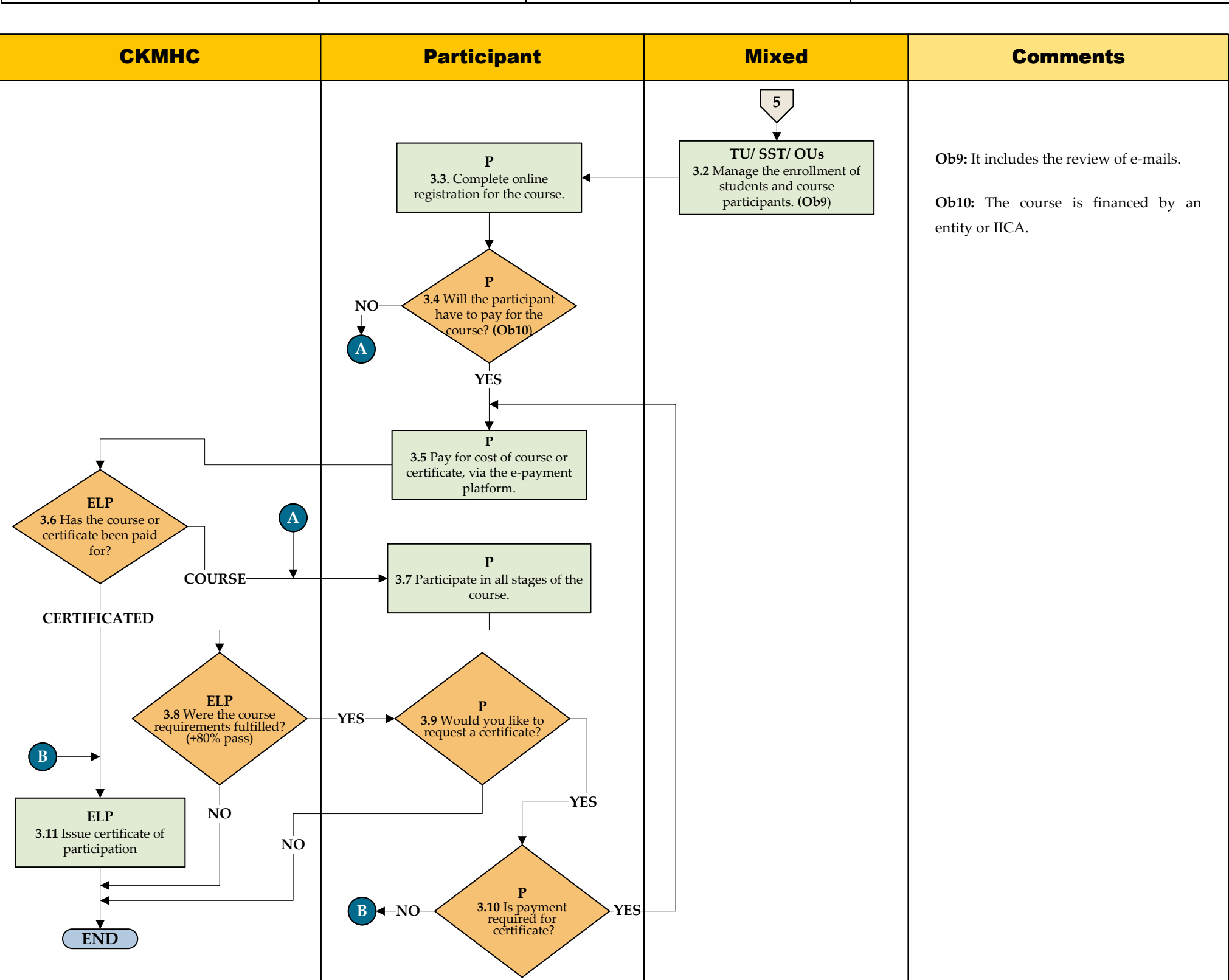
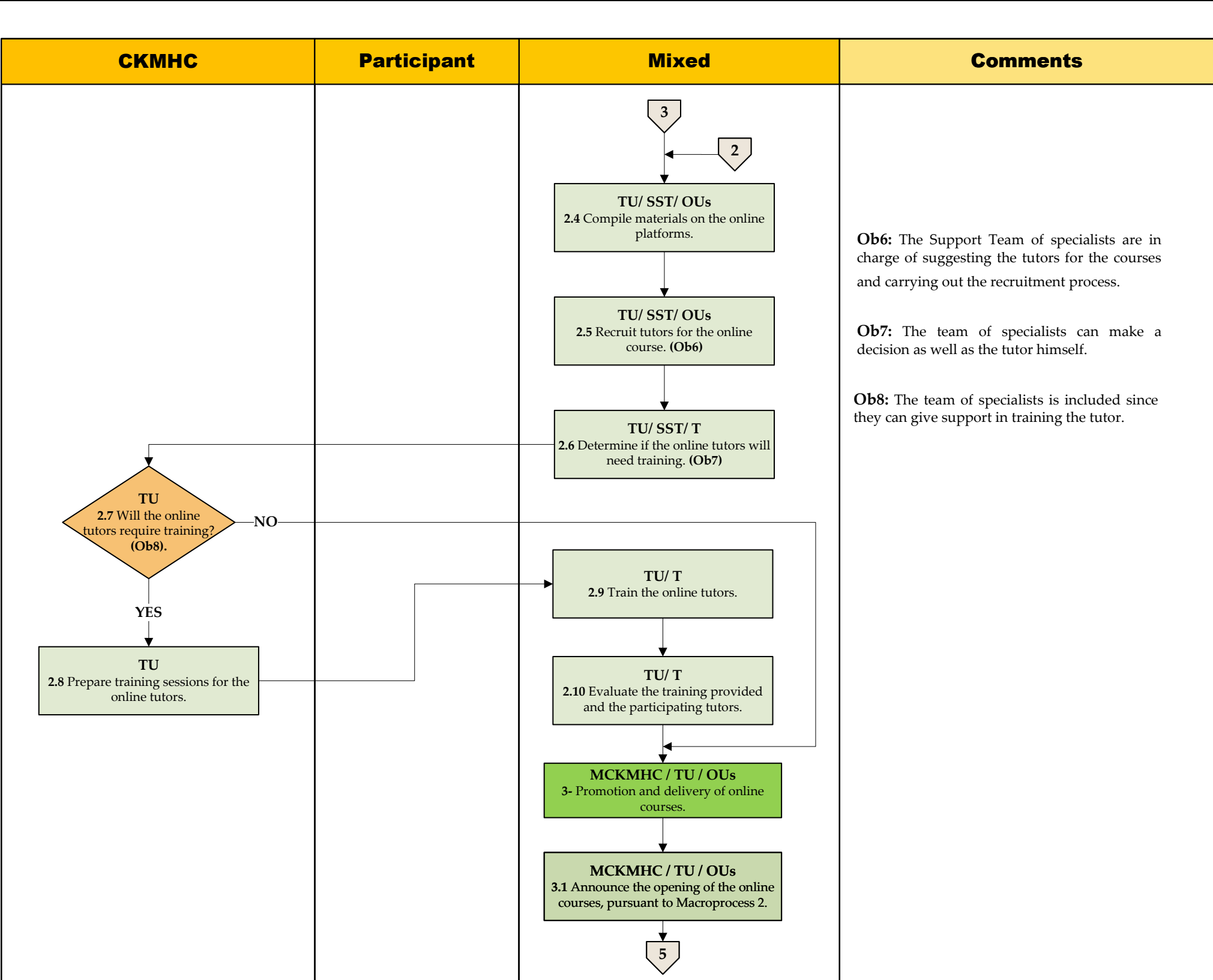
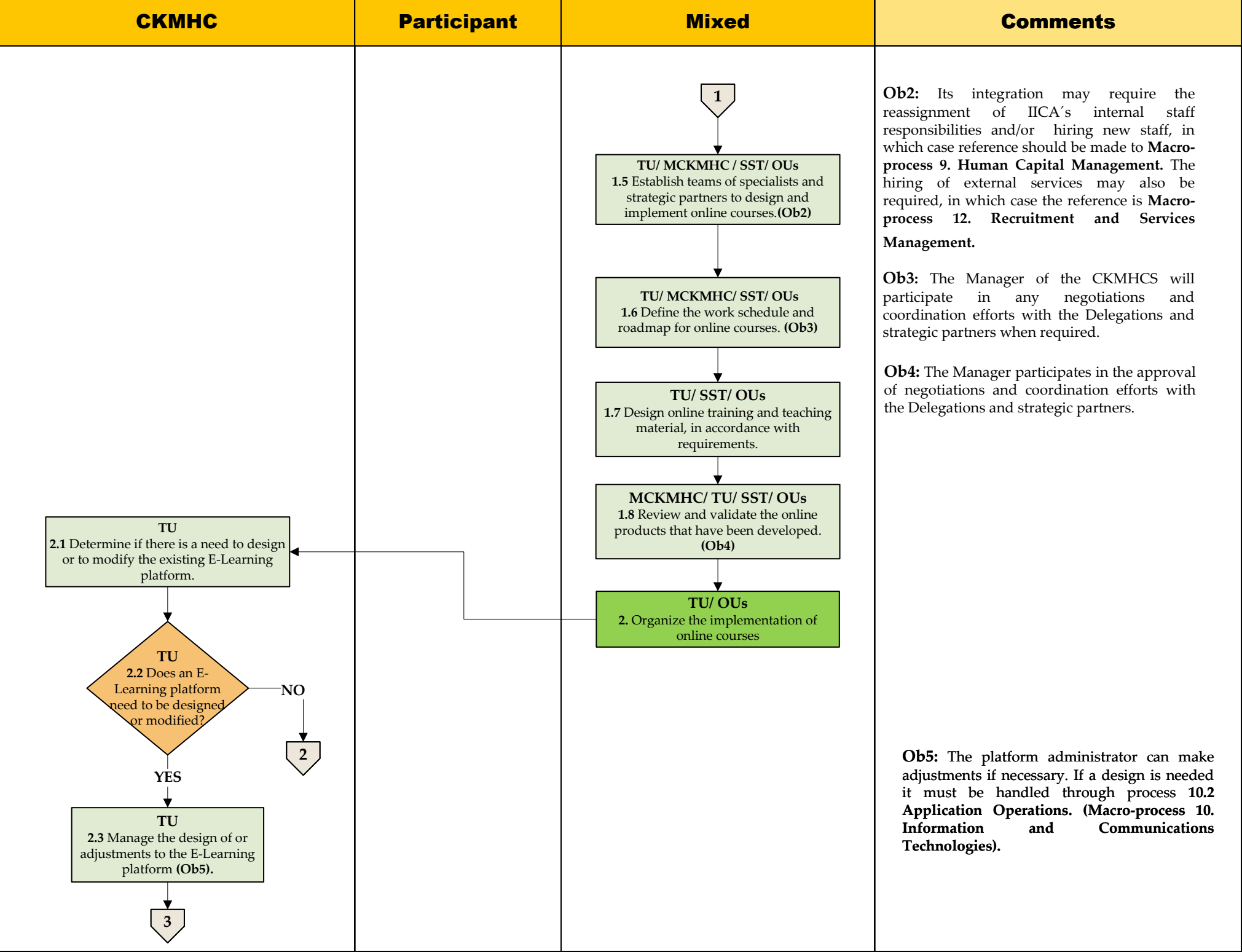
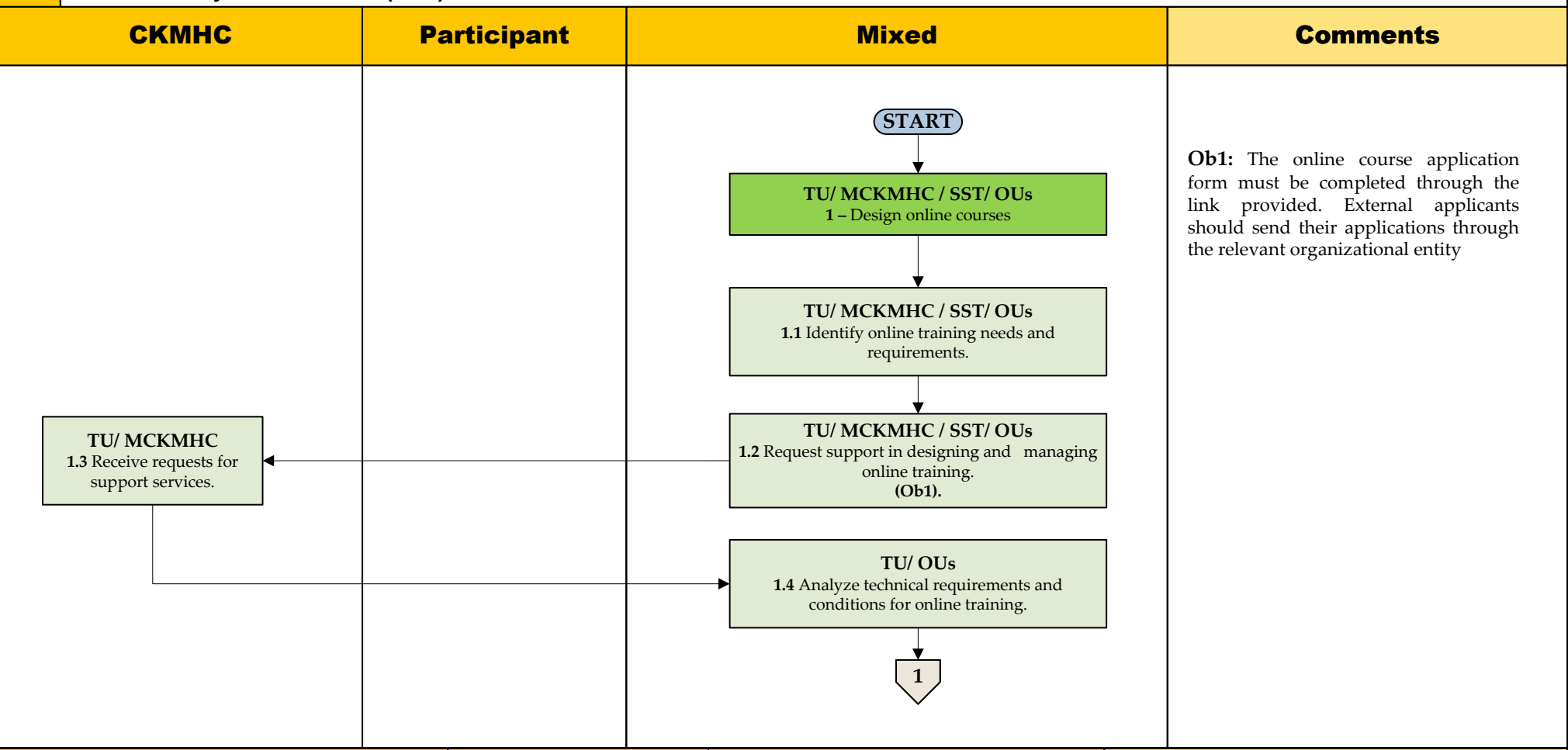
1.2.1 Online Training

Objective	To facilitate knowledge transfer, through the design, management and provision of online training, both for external beneficiaries, as well as for IICA staff.	
Inputs	Background information	Reference materials
	<ul style="list-style-type: none"> • Online training requests and requirements. • Participants in online courses. • Current online courses. 	<ul style="list-style-type: none"> • Virtualization Kit. (Guidelines for working with consultants, course structure guide, methodological guide for videos, reference standards, Graphic Identity Manual, Filezilla Manual, Ppt. Template). • Online course request form • Standard Course Code system
Products	<p>Courses, forums and online spaces developed for knowledge systematization and transfer.</p> <p>Fulfillment of online training requests and needs.</p> <p>Online course participants who have acquired new knowledge and skills.</p> <p>Course certificates issued.</p>	

1.2. Knowledge Management Support Services

1.2.1 Online Training

INVOLVED	Center for Knowledge Management and Horizontal Cooperation (CKMHC) Training Unit (TU) Specialist Support Team (SST) Tutors (Ts) Participants (Ps) Organizational Units (OUs) External Unit (EU) Financial Division (FD) E-Learning Platform (ELP) Electronic Payment Platform (EPP)		
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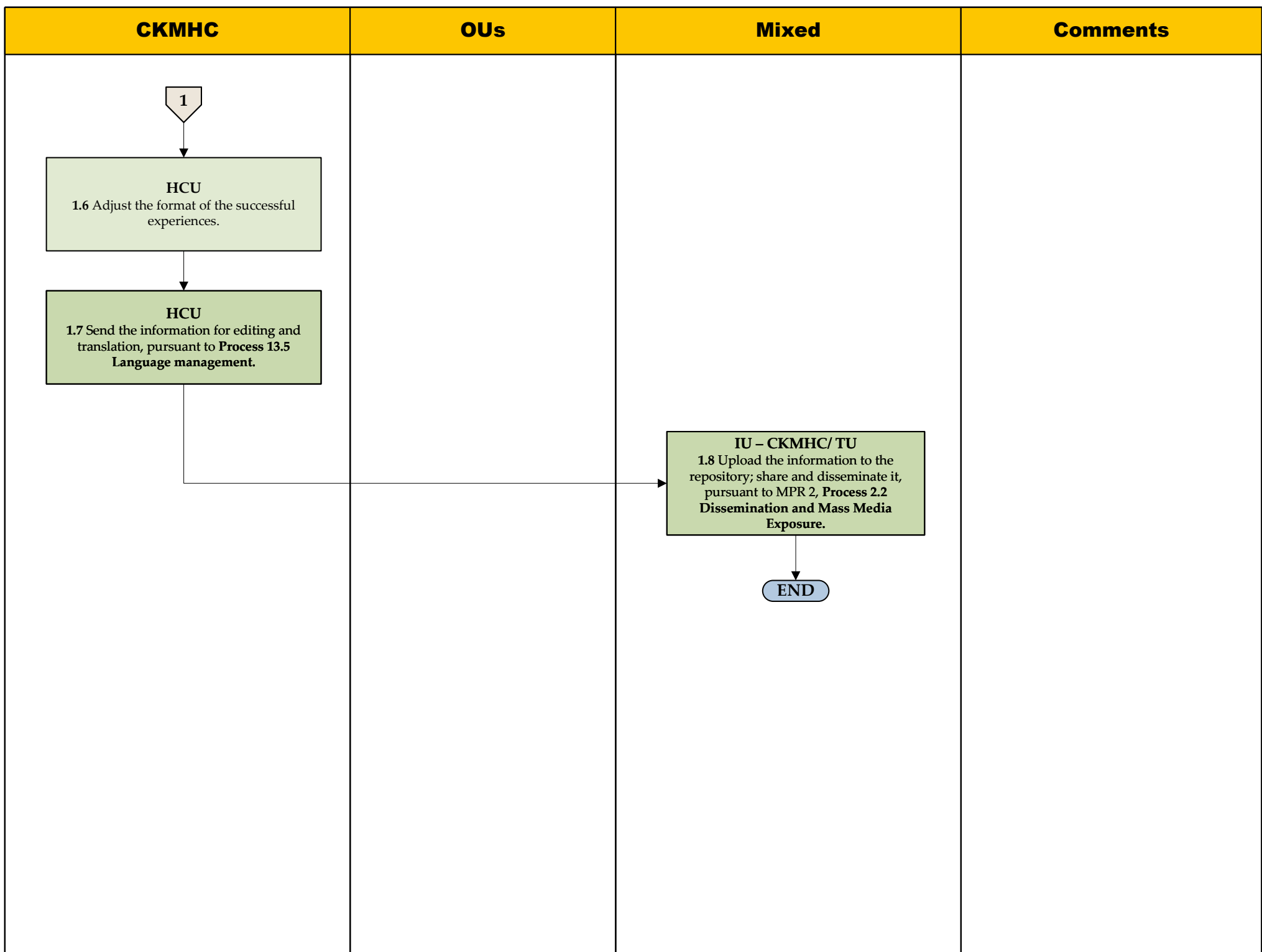
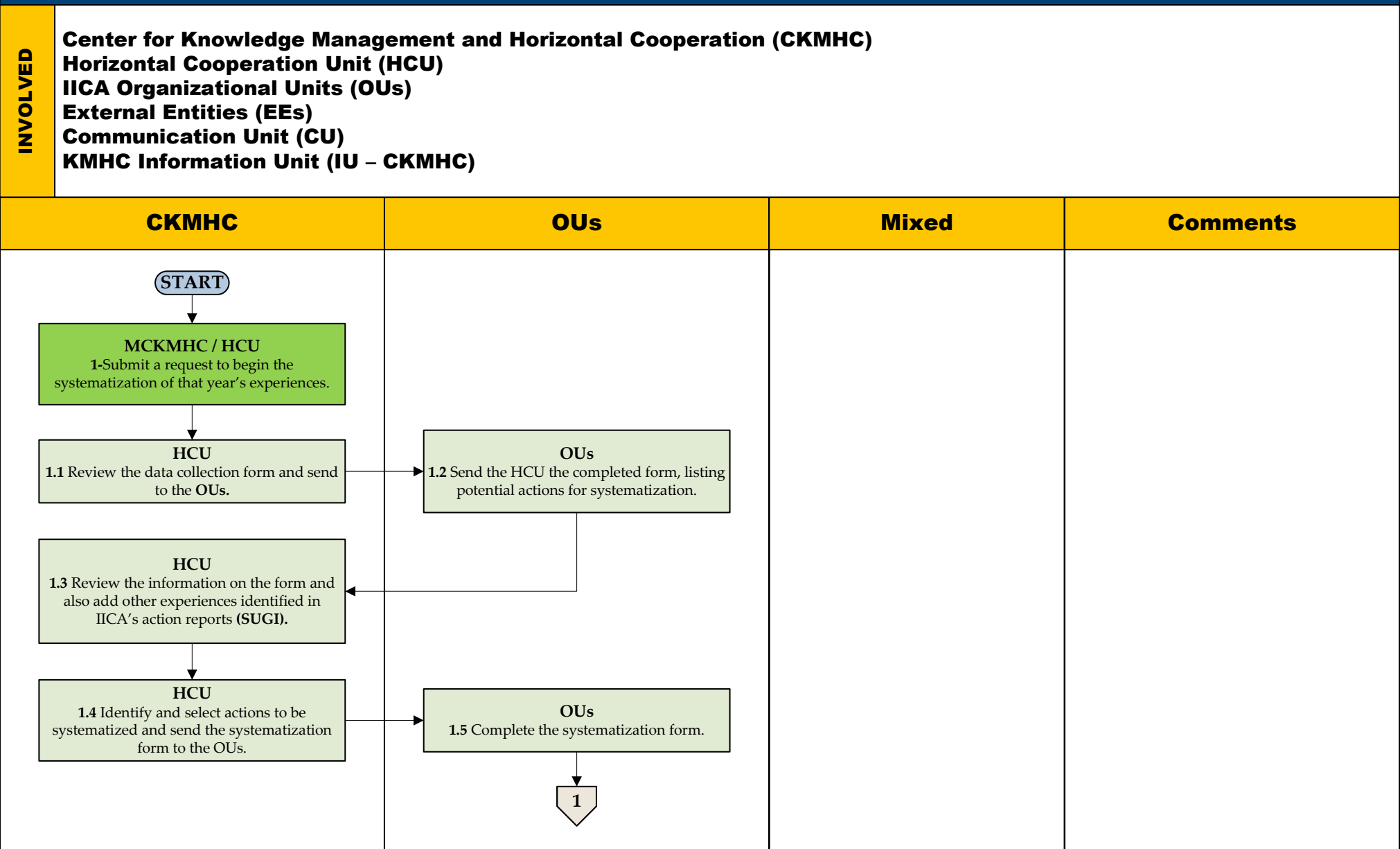
Subprocess

1.2.2 Horizontal Cooperation

Objective	Facilitate the exchange of capitalizable knowledge and experiences between IICA and its strategic partners.	
Inputs	Background information	Reference materials
	<ul style="list-style-type: none"> • Horizontal cooperation requirements and opportunities. • Knowledge systematization and transfer mechanisms that have been developed. • Capitalizable knowledge and experiences of IICA and its strategic partners. • Horizontal cooperation networks 	<ul style="list-style-type: none"> • Knowledge Management Model • Knowledge Map • IICA's Strategic, Tactical and Operational Plans
Products	<p>Knowledge and experiences generated and transferred through horizontal cooperation. Updated horizontal cooperation networks. Systematized horizontal cooperation experiences.</p>	

1.2 Knowledge Management Support Services

1.2.2 Horizontal Cooperation



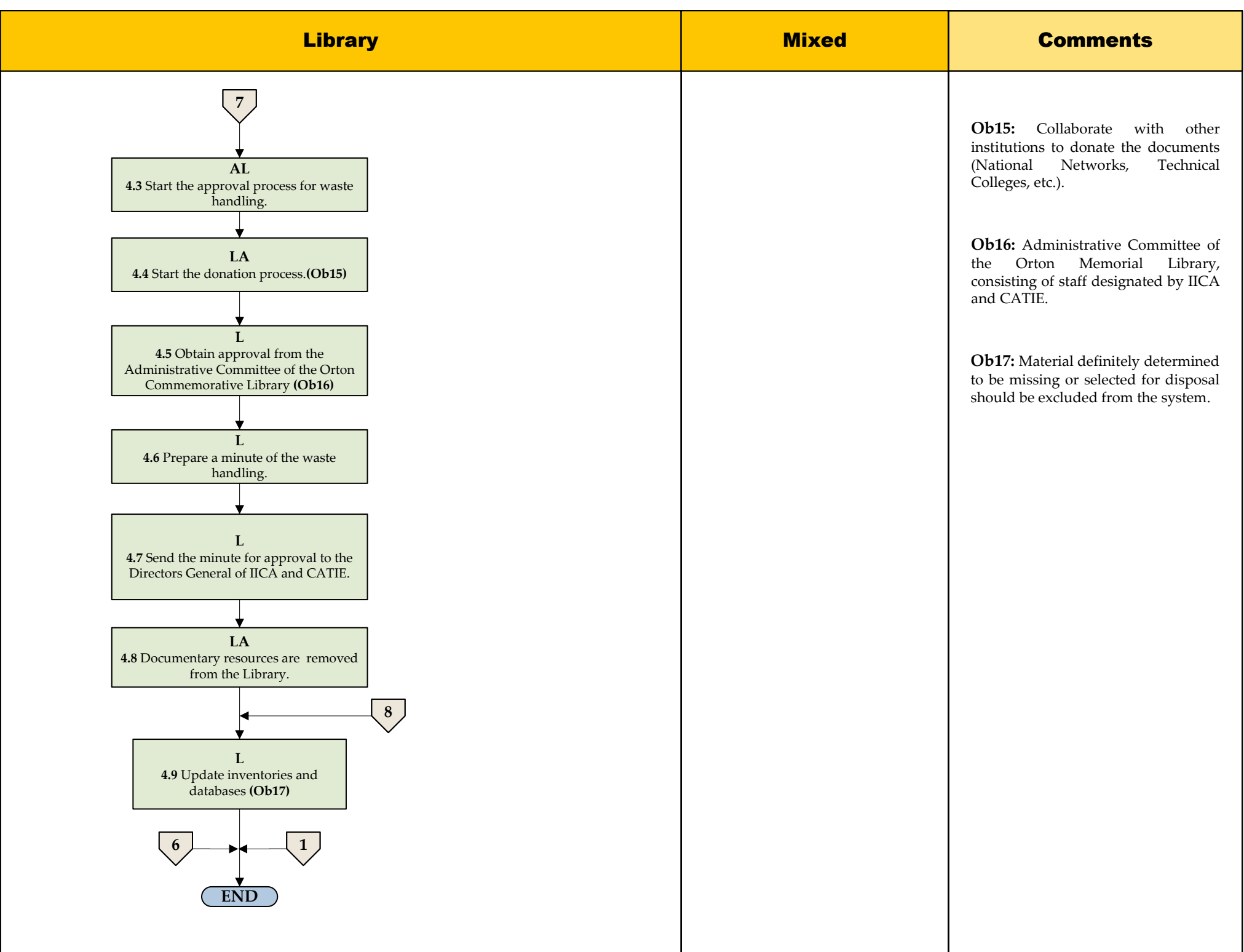
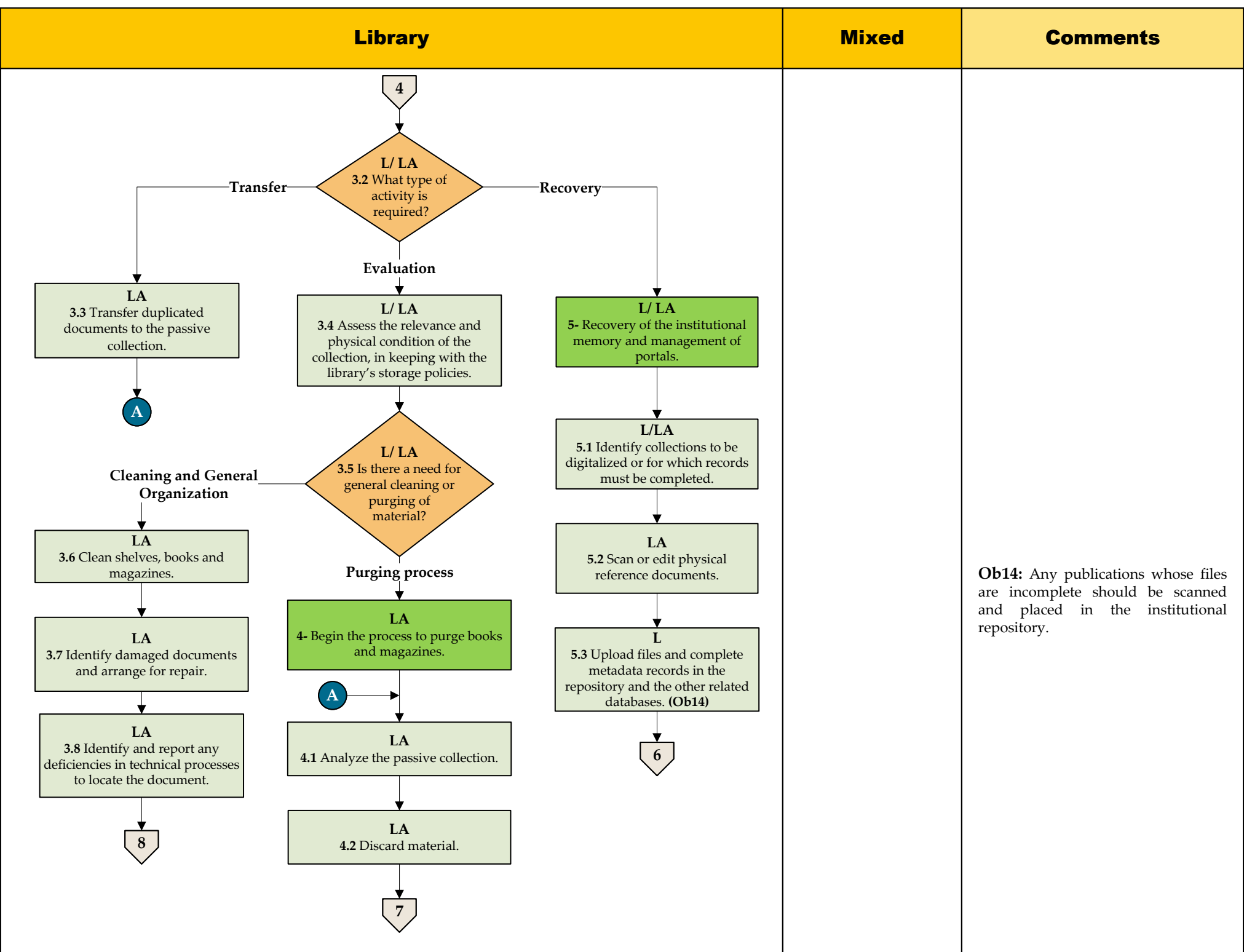
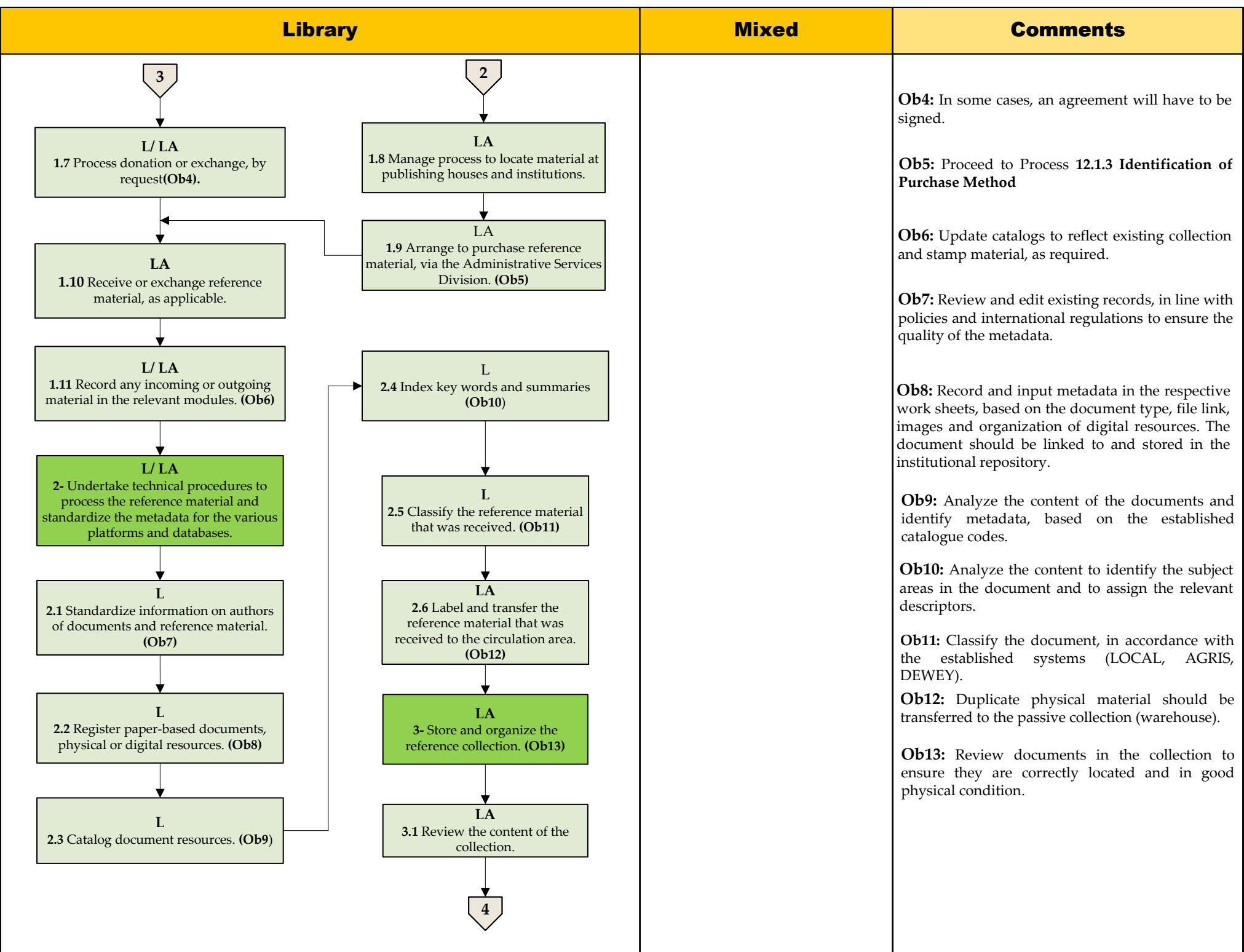
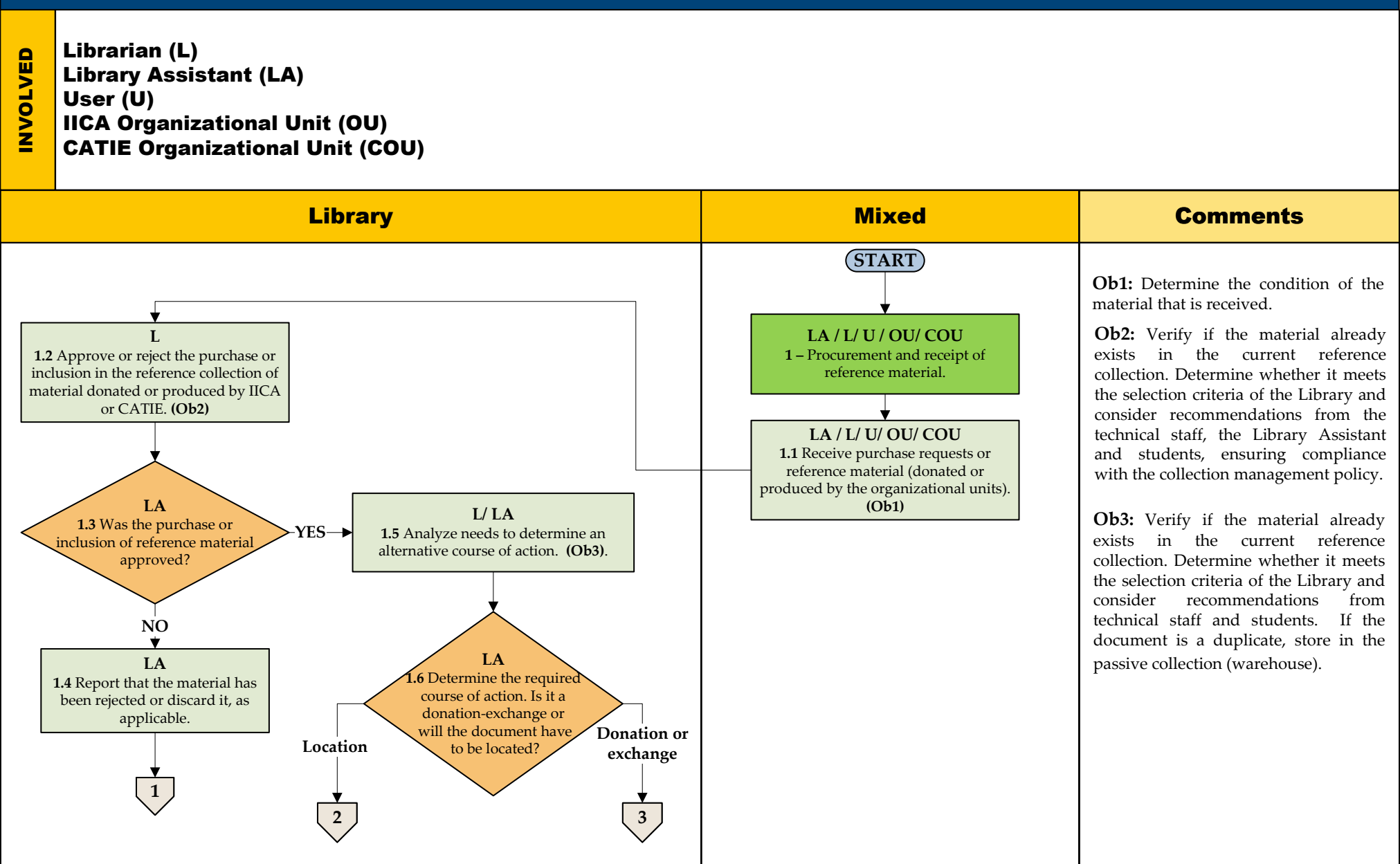
Subprocess

1.2.3 Management of reference documents

Objective	Guarantee the acquisition, storage, preservation and effective organization of IICA's reference document collection.	
Inputs	Background information	Referene materials
	<ul style="list-style-type: none"> • Requests for reference material. • Existing reference document collection. • Existing platforms and databases. 	Classification and cataloging manual for reference documents. Collection Management Policy
Products		

1.2 Knowledge Management Support Services

1.2.3 Reference Document Management



Subprocess

1.2.4 Database Management.

Objective	Guarantee the quality, functionality and relevance of document databases that are necessary for knowledge management.	
Inputs	Background information	Reference materials
	<ul style="list-style-type: none"> • Requests for database improvements or adjustment. • Existing databases. • Current platforms. 	<ul style="list-style-type: none"> • Data registration and exchange protocols, according to platform.
Products	Functional, relevant, complete and updated databases. Needs and requests for improvement and adjustment of databases have been addressed.	

1.2 Knowledge Management Support Services

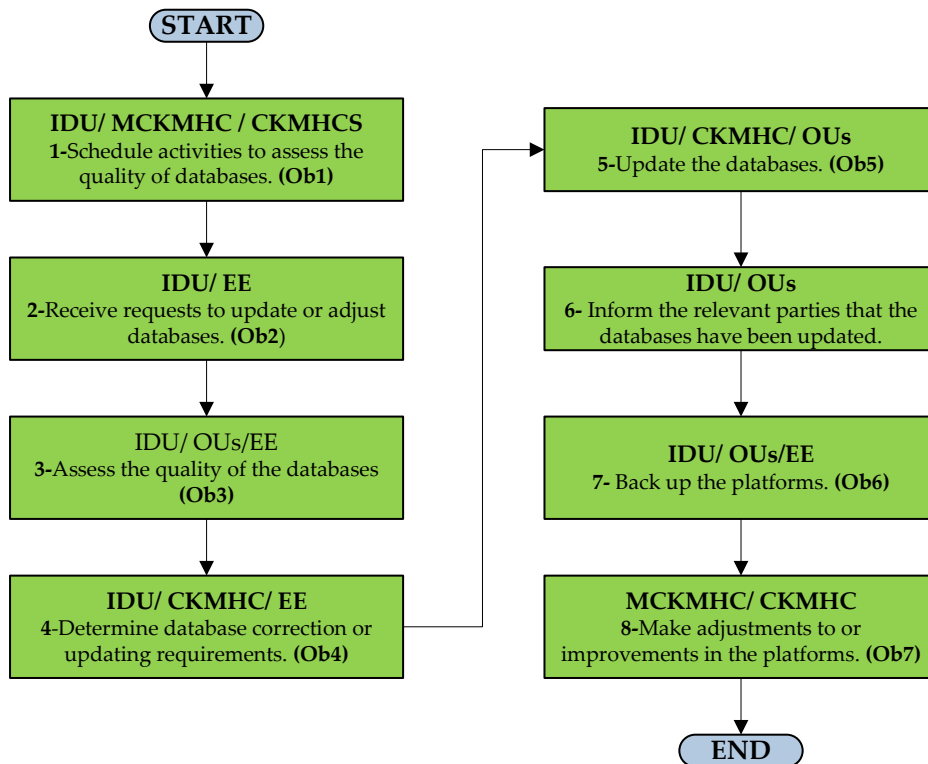
1.2.4 Database Management

INVOLVED

Strategic Management Team (SMT)
Center for Knowledge Management and Horizontal Cooperation (CKMHC)
Center for KMHC Services (CKMHCS)
Information and Documentation Unit (IDU)
IICA Organizational Units (OUs)
External Entity (EE)

Mixed

Comments



Ob1: On an annual basis, schedule activities to verify the quality of the databases, as well as to update directories, adjust the due dates of automatic reports, import professional profiles, import metadata and to update IICA profiles.

Ob2: Requests may be received by any organizational unit but must be forwarded to the Information and Documentation Unit via a form, so that they may be processed in a consistent manner.

Ob3: At the very least, the functioning, relevance, accuracy and completeness of the databases must be verified, in accordance with the annual programming of activities.

Ob4: Needs are identified based on requests received and the quality assessment undertaken.

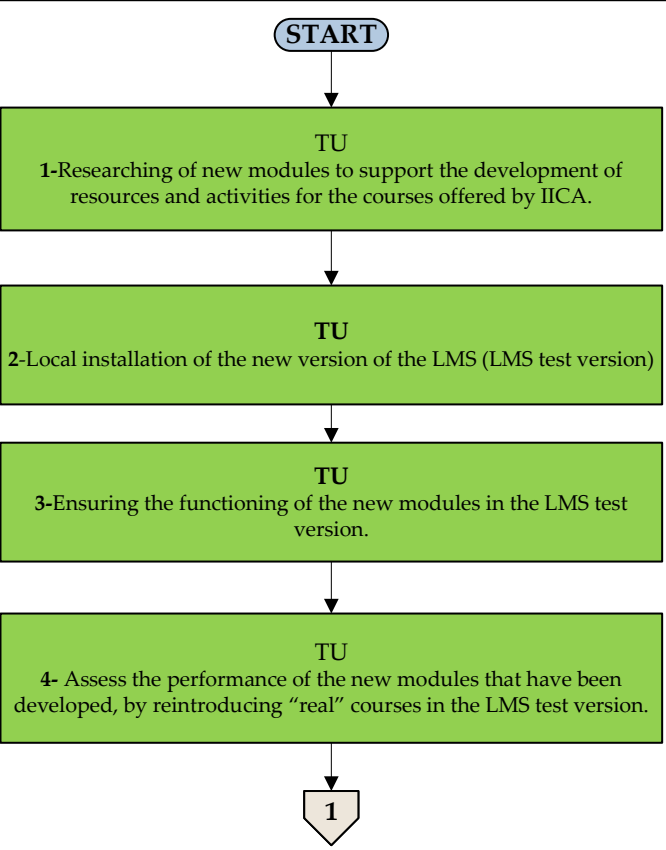
Ob5: Databases are updated in accordance with the schedule defined in activity 1 and based on the needs identified in activity 4.

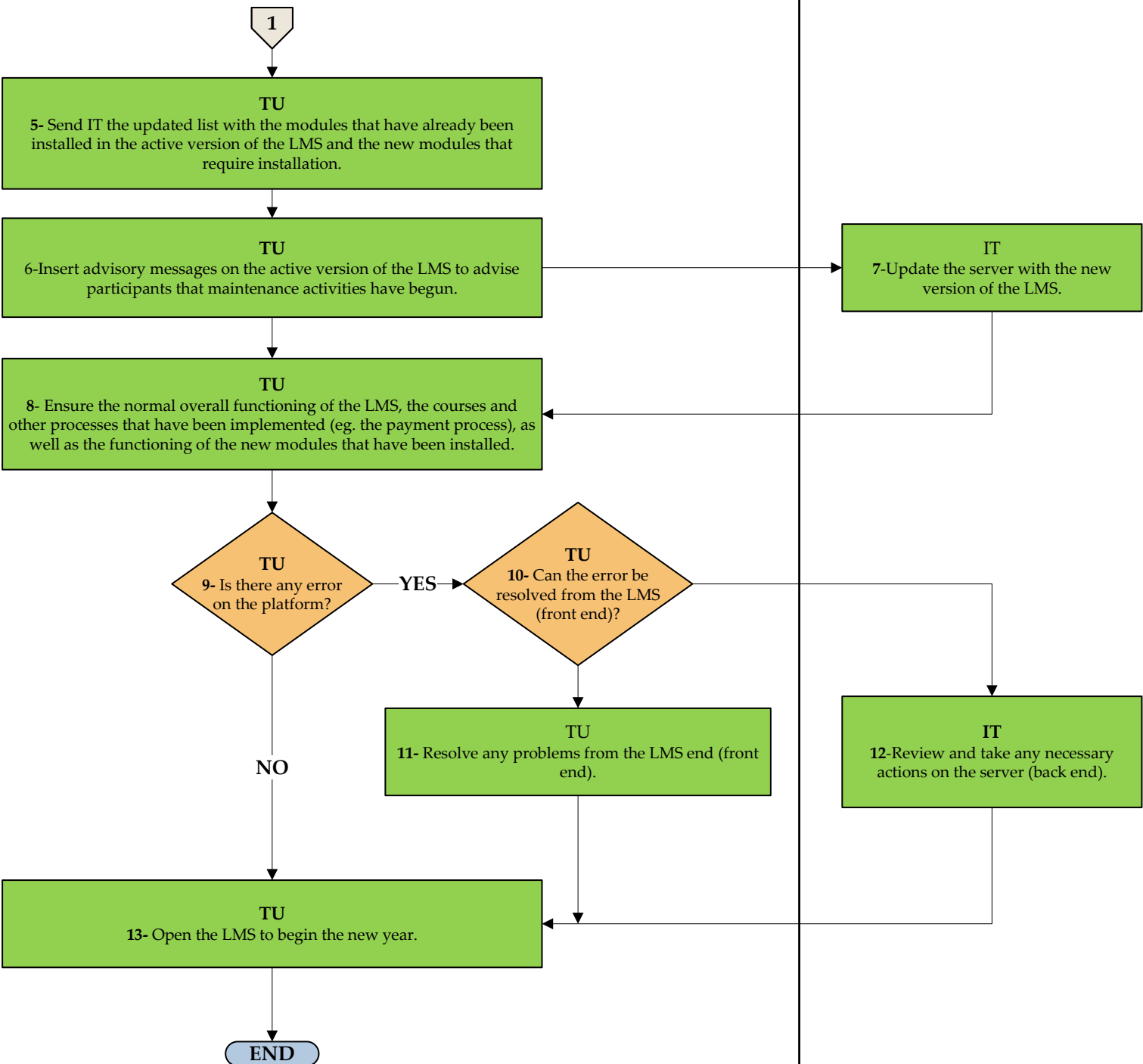
Ob6: Perform backups on a weekly or biweekly basis, based on annual programming.

Ob7: This is carried out in accordance with annual programming or requests received.

1.2 Knowledge Management Support Services.

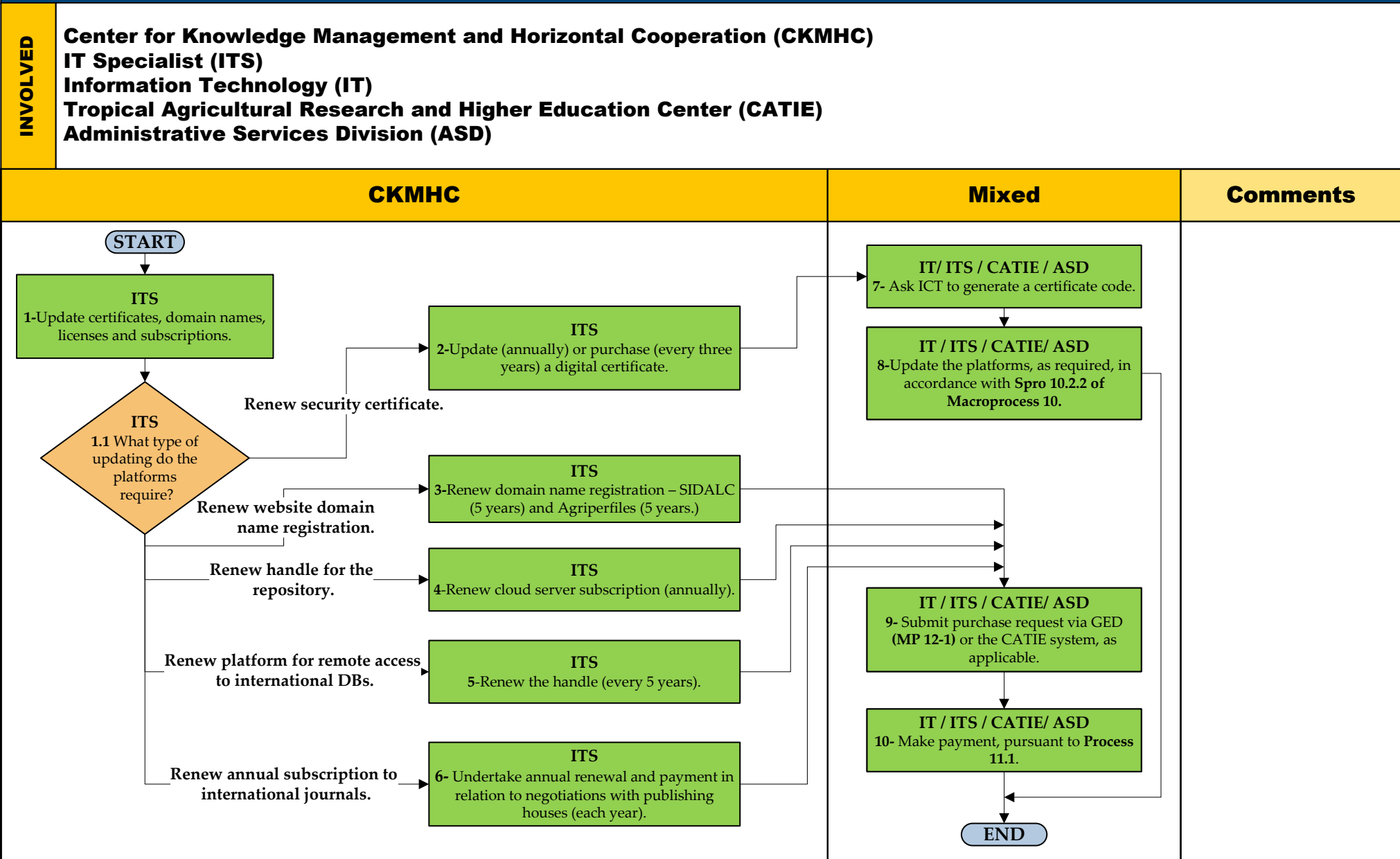
1.2.4.1 Procedure to Update the Learning Management System

INVOLVED	Center for Knowledge Management and Horizontal Cooperation (CKMHC) Training Unit (TU) Horizontal Cooperation (HC) Delegations (Ds) Information Technology (IT)		
	CKMHC	Information technology	Comments
 <pre> graph TD START([START]) --> TU1[TU 1-Researching of new modules to support the development of resources and activities for the courses offered by IICA.] TU1 --> TU2[TU 2-Local installation of the new version of the LMS (LMS test version)] TU2 --> TU3[TU 3-Ensuring the functioning of the new modules in the LMS test version.] TU3 --> TU4[TU 4- Assess the performance of the new modules that have been developed, by reintroducing "real" courses in the LMS test version.] TU4 --> C1{{1}} </pre>			

CKMHC	Information technology	Comments
 <pre> graph TD C1{{1}} --> TU5[TU 5- Send IT the updated list with the modules that have already been installed in the active version of the LMS and the new modules that require installation.] TU5 --> TU6[TU 6-Insert advisory messages on the active version of the LMS to advise participants that maintenance activities have begun.] TU6 --> TU8[TU 8- Ensure the normal overall functioning of the LMS, the courses and other processes that have been implemented (eg. the payment process), as well as the functioning of the new modules that have been installed.] TU8 --> D9{9- Is there any error on the platform?} D9 -- YES --> D10{10- Can the error be resolved from the LMS (front end)?} D9 -- NO --> TU13[TU 13- Open the LMS to begin the new year.] D10 --> TU11[TU 11- Resolve any problems from the LMS end (front end).] TU11 --> TU13 IT7[IT 7-Update the server with the new version of the LMS.] --> TU6 IT7 --> TU8 IT12[IT 12-Review and take any necessary actions on the server (back end).] --> TU13 </pre>		

1.2 Knowledge Management Support Services

1.2.4.2 Procedures to Update Platforms



Subprocess

1.2.5 User services

Objective	Ensure satisfactory attention to users of reference services, the virtual library and service platforms.	
Inputs	Background information	Reference materials
	<ul style="list-style-type: none"> • Requests for reference services, book purchases and access to user service platforms. 	<ul style="list-style-type: none"> • Loan policy for reference material.
Products	Satisfactory fulfilment of reference services, purchasing of books and provision of access to service platforms.	

1.2 Knowledge Management Support Services

1.2.5 User Services

