



The approach

Over the past two decades, researchers and practitioners from a wide range of disciplines have argued that knowledge is central to any innovation and learning processes within firms and organisations. Likewise, knowledge management was shown to be the key factor for competing in global markets as well as for achieving impact through international development cooperation. However, when it comes to managing knowledge effectively, the field of international development cooperation and climate action poses complex challenges in terms of agenda coordination, promoting good practices and impact evaluation for the multitude of implementing organisations working at different levels – from local to global.

The [KM-framework](#) (KM-f) has been developed exactly to better address those challenges. It provides conceptual tools and methods for the planning and the provision of effective knowledge management services to strengthen memorization, coordination and learning within and across projects.

Six principles

The methodology is based on 6 principles that together frame the main features of co-creation and transfer of information and knowledge across social systems.

Principle 1: push & pull. Any knowledge life cycle always involves two sides, one representing the demand for knowledge (the pull side) and the other one standing for the existing offer of knowledge (the push side). Knowledge management seeks to balance the push and the pull.

Principle 2: data vs information vs knowledge. Knowledge differs intrinsically from data and information. It is essential that a KM approach takes this difference into account.

Principle 3: knowledge types. Knowledge is always specialized, and the development of KM strategies requires its classification.

Principle 4: the knowledge value chain. The dynamics of knowledge creation and transfer in organizational contexts follow a 4 phases pattern, i.e., discussion, documentation, synthesis, search & adaptation.

Principle 5: the data value chain. Data and data structures are the building blocks of information. The data value chain involves four main stages: data collection, data publishing, data uptake and data impact.

Principle 6: the four organizational legs. Both the data value chain and the knowledge value chain take place in social contexts and involve four major organizational dimensions: people, processes, technologies and governance. It is through these dimensions that the data and knowledge value chains become effective.

Steps for implementation

The KM-f also provides an operational model for the planning of knowledge management activities. It takes into consideration five guiding questions:

Guiding question 1: What goals will knowledge management help to achieve?

Guiding question 2: Where are the major organizational gaps?

Guiding question 3: What small, realistic, monitorable KM interventions can be planned to test the desired change?

Guiding question 4: What needs to be adapted to integrate the pilot practices into everyday work activities?

Guiding question 5: How do we make KM the way we work?

The guiding questions reflect the 5 steps for implementation

Step 1: Needs analysis and strategic definition of objectives,

Step 2: Organizational analysis, gap identification and development of change strategies,

Step 3: Implementation of pilots to test the effectiveness of the proposed organizational changes,

Step 4: Training and coaching to roll out and consolidate pilot results,

Step 5: Institutionalization of knowledge management measures and scale-up.

The virtual seminar in a nutshell

It aims to introduce the theoretical framework in a little more detail, present a case study in the context of implementing NDCs in sectors. Based on this introduction, the benefits that a unified approach to knowledge management can give to IKI interface projects as well as the cooperation systems of IKI projects - that are collaborating with them in the LAC countries - will be discussed in terms of co-learning, memorization and coordination.

The key messages that the session aims to address and reflect are

- 1. Stay human:** processes, technologies, and governance systems are important. But people are key. Clear roles for KM, identification of KM expertise needed for projects, and promotion of KM champions are priorities.
- 2. Common framework:** a KM strategy requires a shared methodology and common language so that stakeholders can effectively engage in dialogue, reflect and compare KM experiences, and collaboratively make strategic decisions.
- 3. Cross collaboration:** knowledge management can work if there is a shared strategy across projects, i.e., if KM goals are agreed and aligned with project goals and the collaborative model across projects is built around a central role for local agencies.
- 4. Small steps for big goals:** focus on KM needs assessment of practitioners, and the design of pilots that are valued by practitioners and deliver real benefits to them
- 5. Promote data culture:** invest in processes to collect existing data relevant to the NDC domain and pilot the use of technologies to integrate and use it for decision-making purposes. The new transparency framework regulations are also an opportunity to test new approaches based on AI techniques.