



HORIZONT₃₀₀₀

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

**KNOWLEDGE
MANAGEMENT**

**Introduction &
Concept**



I. Introduction

- What is knowledge?
- What is knowledge management? And why should we manage it?



HORIZONT
3000

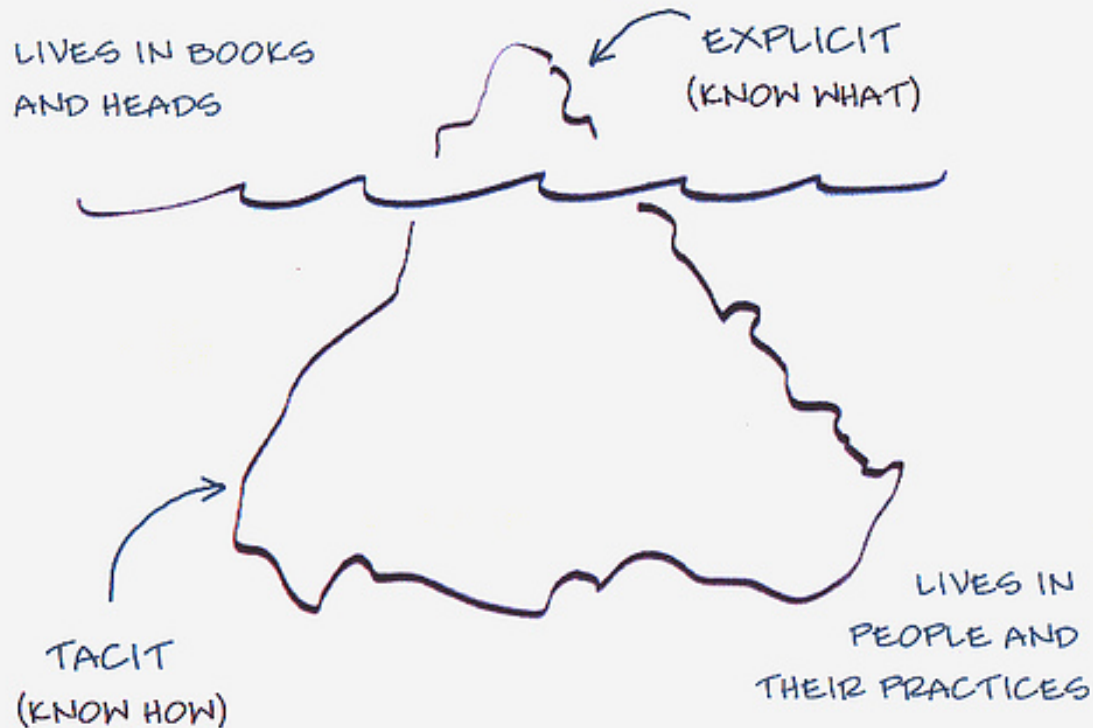
ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

Introduction – What is Knowledge ?





KNOWLEDGE AS ICEBERG

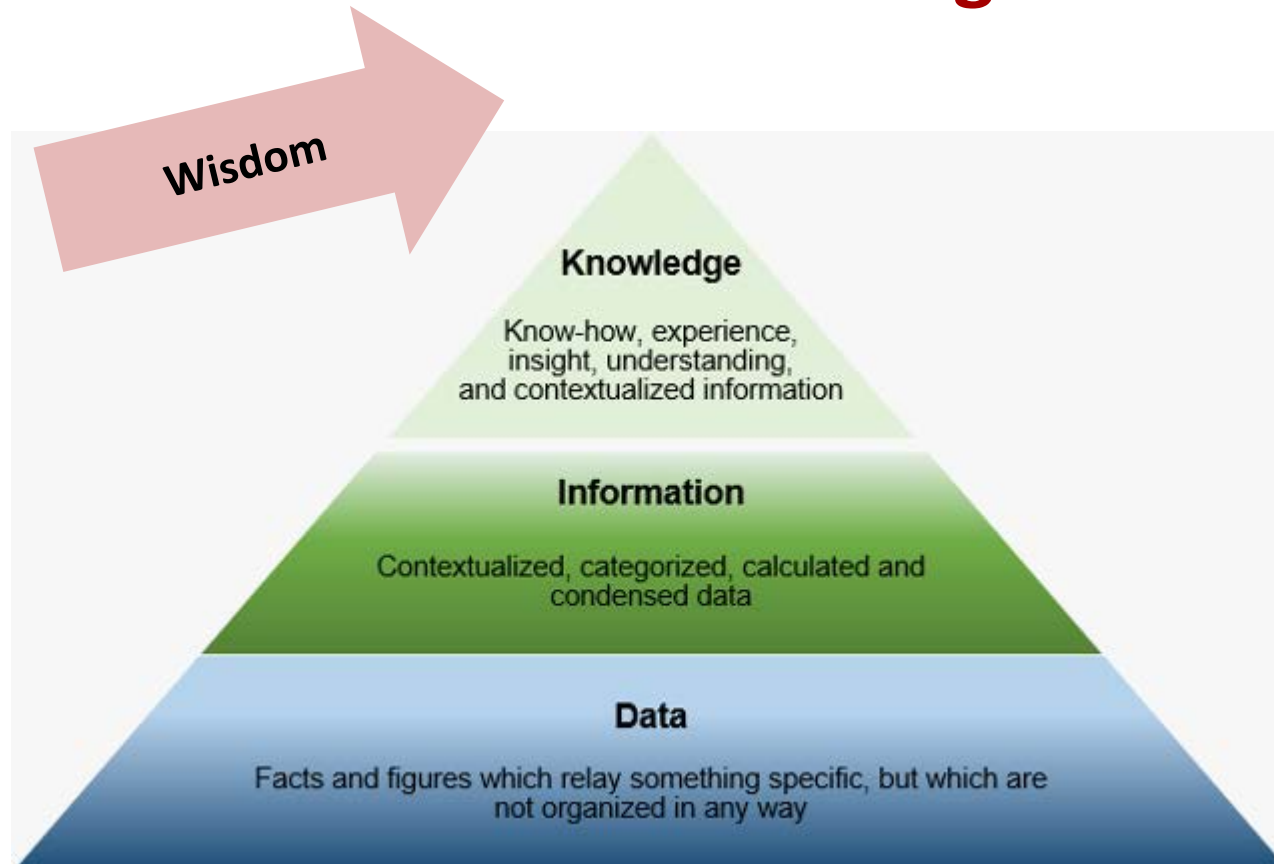


- Subjectiv, personal
- Experience
- (Valid only here and now)
- Related to specific context
- practice

- Objective
- Rational
- Generic
- (Does not depend on a context)
- theory

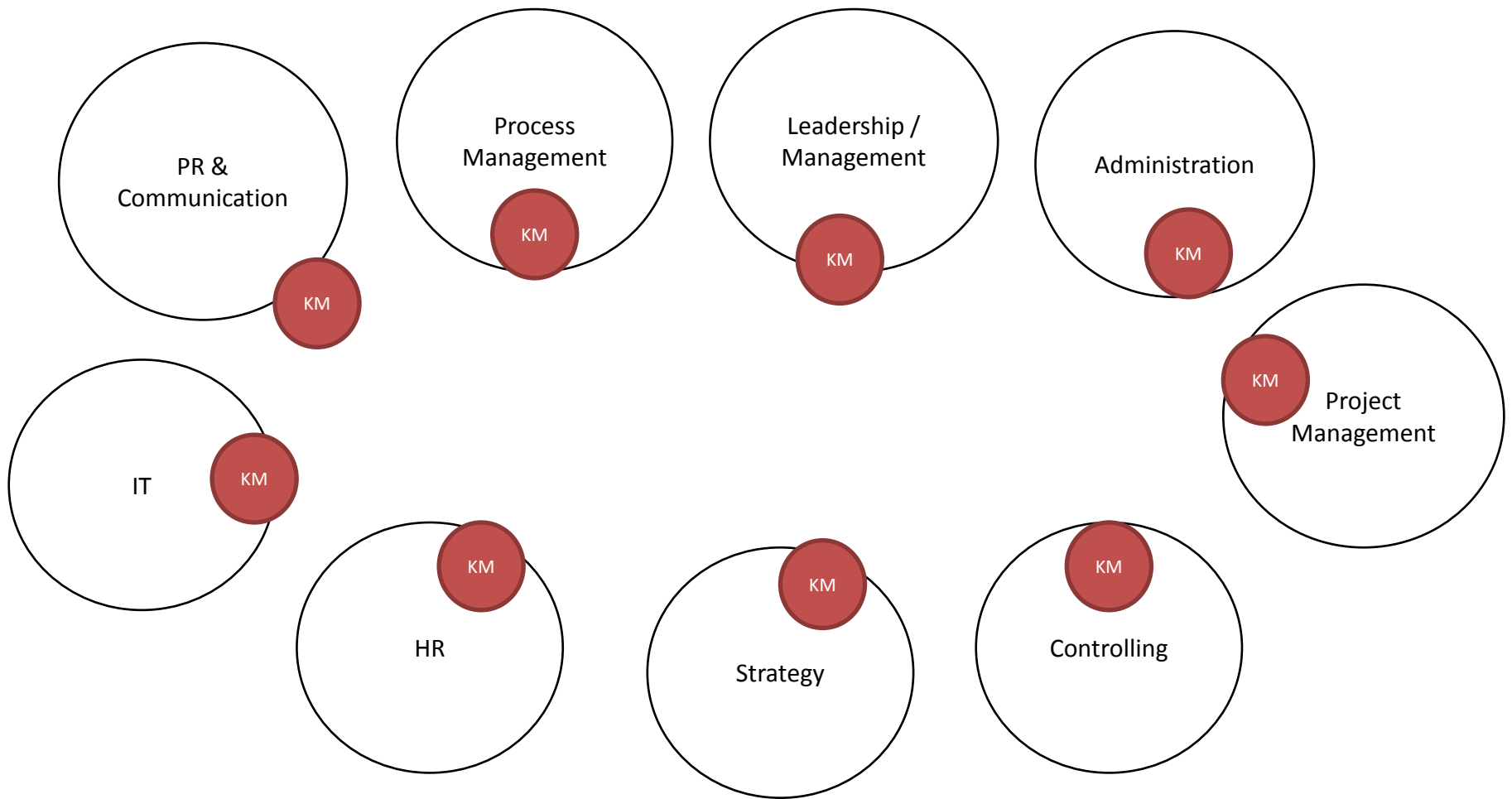


Introduction – What is Knowledge ?



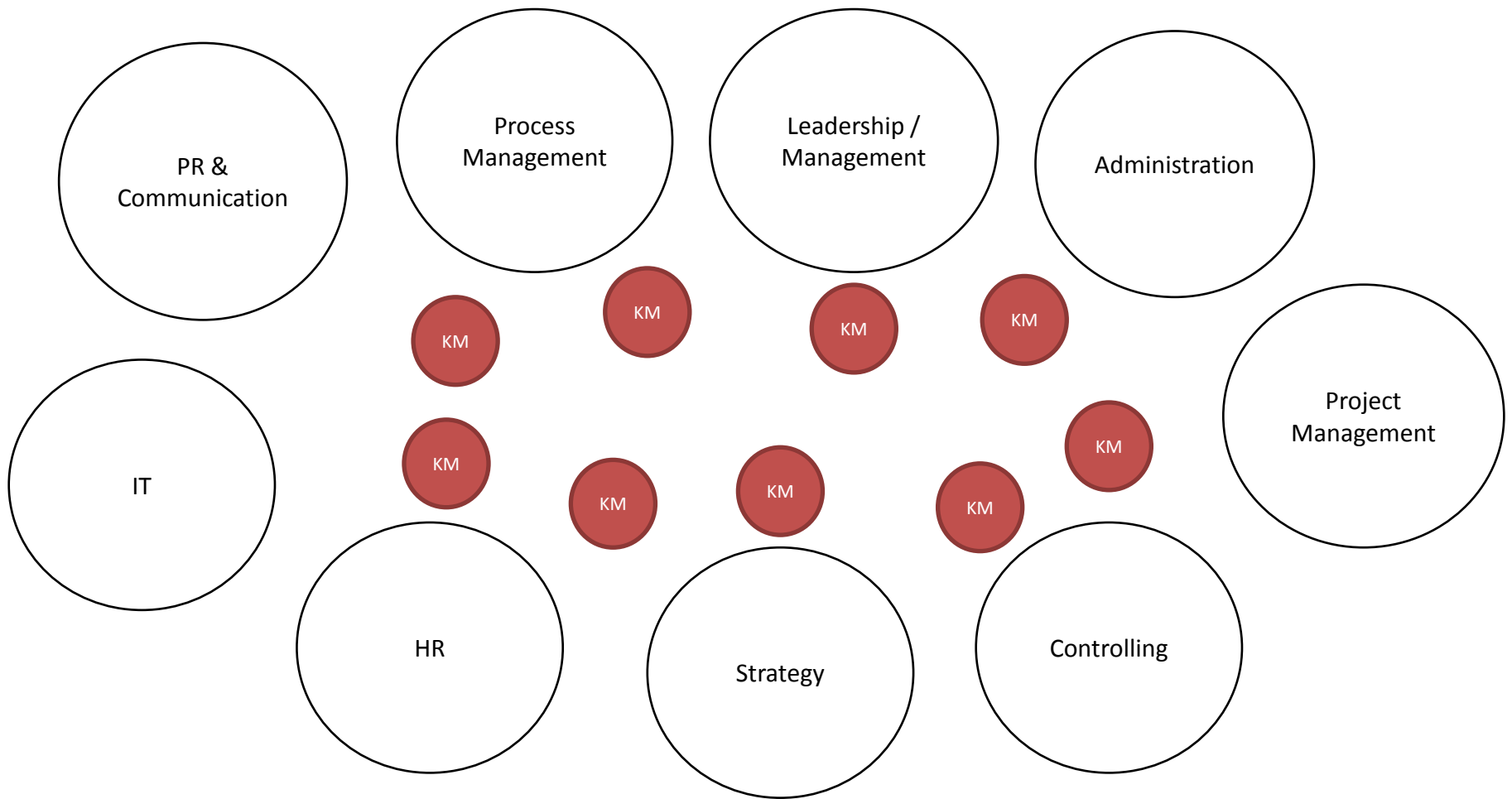


Introduction – Knowledge Management



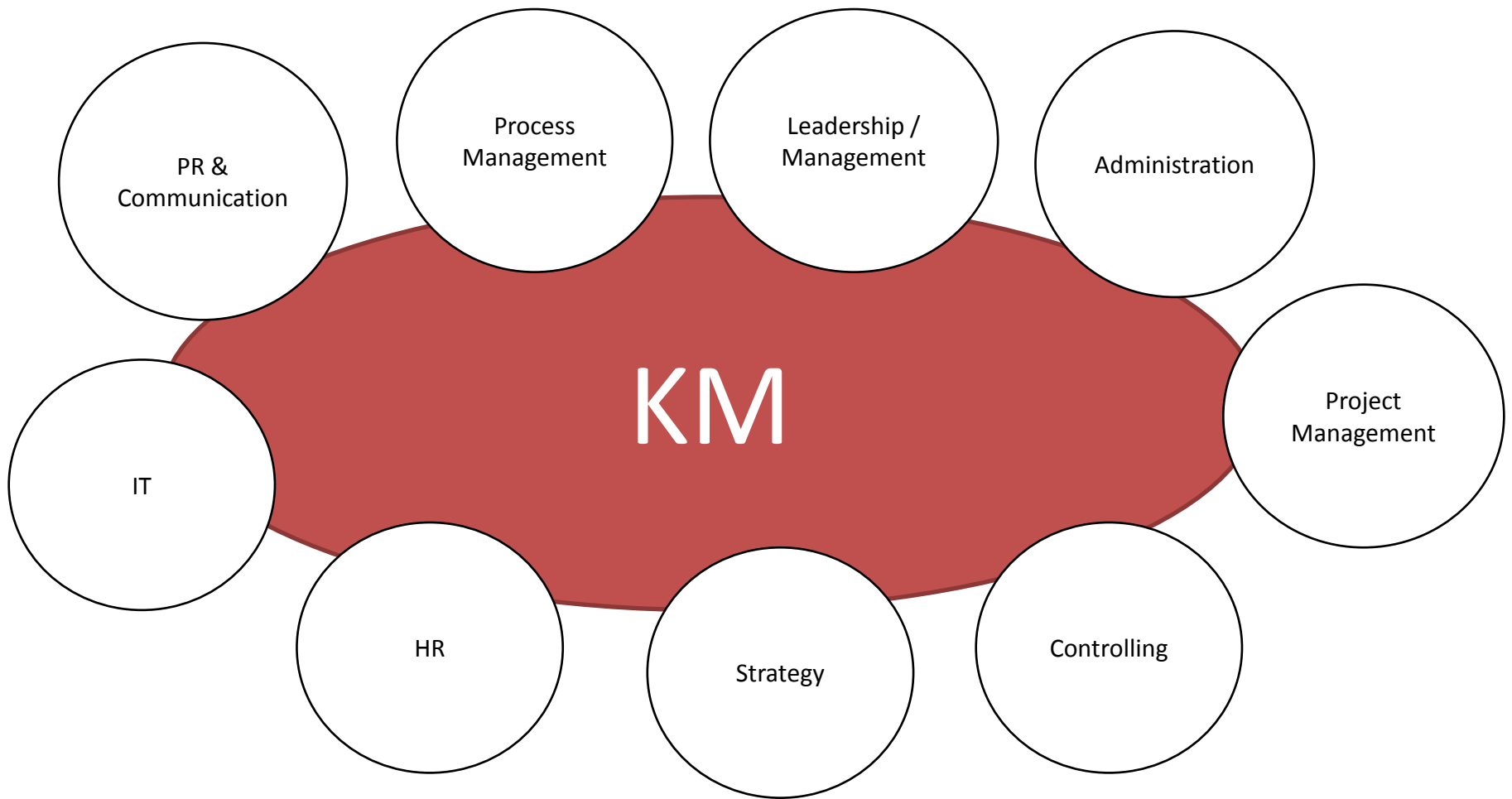


Introduction – Knowledge Management





Introduction – Knowledge Management





Introduction – Knowledge Management

ISO 9001:2015 for QM: 7.1.6. Organizational Knowledge

- *The Organization should **determine the knowledge necessary** for the operation of its processes and to achieve conformity of products and services.*
- *This **knowledge shall be maintained and made available** to the extent necessary.*
- *When **addressing changing needs and trends**, the organization shall consider its **current knowledge** and determine **how to acquire or access any necessary additional knowledge** and required updates.*
- ***Organizational knowledge** is knowledge specific to the organization; it is generally gained by **experience**. It is information that is used and shared to achieve the **organization's objectives**.*
Organizational knowledge can be based on:
 - *a) **Internal Sources** (e.g., intellectual property, knowledge gained from experience, lessons learned from failures and successful projects, capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services);*
 - *b) **External Sources** (e.g., standards, academia, conferences, gathering knowledge from customers or external providers).*



HORIZONT 3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

Structure (left side of brain)

Creativity, innovation,
unconsciuous (right side of brain)

Management
Level

Team Level

Personal
Level

**General
KM**

Strategy & Organization

Leadership & Culture

**Collaborative
KM**

Processes, Projects & IT

Teamwork & Collaboration

**Personal
KM**

Personal use of knowledge

Creativity & Innovation



HORIZONT
3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

Knowledge Management is...

**finding, developing, acquiring, organising,
processing, structuring, mobilising, transferring,
distributing, connecting, integrating, etc.**

...of Knowledge

**> Knowledge must be brought to the place where
it is needed**



HORIZONT 3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT





HORIZONT
3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

II. KM @ HORIZONT3000

- Why introducing KM @ H3?
- Development
- Framework
- Definition



HORIZONT 3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

**Why did we introduce KM @
HORIZONT3000?**

Critical voices



Development of KM @ HORIZONT3000




2007-2009

Adjustment of **working structure** (2008 & 2009)

- Strategy development with sharpening the H3-profile
- Introduction of **sector coordinators** in headquarter


2010-2012

First KnowHow3000 **Internet Platform v 1.0** (2012)




2013-2015


Staff Unit for Knowledge Management (2013)



Experience Capitalization Process (2014)



First Knowledge Management Project (2010-2012)
Objective: Improvement of effectiveness of the work of the HORIZONT3000 partner organisations in 2 core areas (sectors) through systematic capacity development and knowledge management




2016-2018

TAs for KM (2017)


Knowledge Balance / Wissensbilanz (2017/2018)

Internet Platform v 3.0 (2017)



2019-2021

KNOWLYMPICS and Learning from Failure (2015 & 2017)



Currently under development



KM Team

Arbeitsbereich / Sektor	Zuständigkeit	Mail
Ländliche Entwicklung – Management Natürlicher Ressourcen QS Umwelt	Georg Pardo Cáceres	georg.pardo@horizont3000.at
Menschenrechte - Zivilgesellschaft QS Gender	Elisabeth Moder	elisabeth.moder@horizont3000.at
Bildung	Peter Pober-Lawatsch	peter.pober@horizont3000.at
Teamkoordination Wissensmanagement	Petra Herout – derzeit in Karenz	petra.herout@horizont3000.at
Projektkoordination	Kristina Kroyer	kristina.kroyer@horizont3000.at
Team Wissensmanagement	Georg Pardo Cáceres Marta López Cifuentes	georg.pardo@horizont3000.at praktikantin@horizont3000.at



HORIZONT
3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

KM @ HORIZONT3000: Framework

- The HORIZONT3000 Network consists of
 - HORIZONT3000 + 9 Austrian Member Organisations
 - About 150 projects per year in 12 countries
 - Technical Advisors in Partner Countries (about 70 per year)
 - About 80 local Partner Organisations
 - Some thematically related research Institutions in Austria and in the global south
 - Austrian NGOs with similar/related thematic priorities
 - CoP / working groups
 - Other units from ADC, Austrian Foreign Ministry, other Ministries
 - Global Responsibility, KOO (coordination office of the Austrian Bishop's Conference), etc.

> About 1.000 Persons (estimated), each with individual Knowledge and Experience



HORIZONT
3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

KM-Definition



KNOW-HOW3000

WHAT IS IT ABOUT?

KNOW-HOW3000 is the name of the knowledge management programme of HORIZONT3000. It contains a set of activities, methods and approaches aiming at the generation, preservation, and sharing of knowledge.

Here, 'knowledge' refers to experiences, know-how, capacity, and skills. Therefore, in contrast to mere information management, this concept also includes cultural, social and human perspectives.



KNOW-HOW3000 WHAT IS IT FOR?

The aim of KNOW-HOW3000 is to improve the work of its partner organisations in order to deliver better services to target groups and foster change at societal level.

It offers an additional benefit to local partners beyond the financial support and/or technical assistance, which is: facilitation of learning processes, access to innovative or established methods, tools and instruments, and the possibility to share experiences and lessons learned within the partner community.



KNOW-HOW3000

WHY IS IT IMPORTANT?

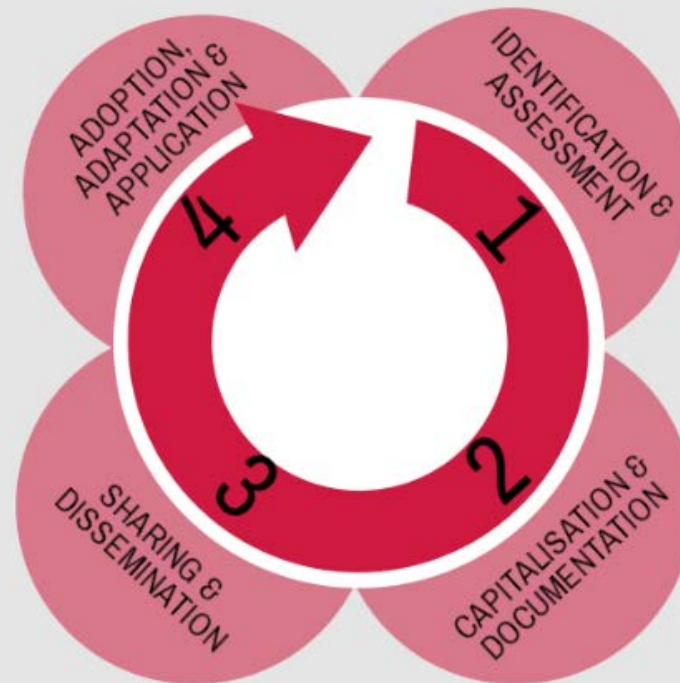
The network of HORIZONT3000 and its member organisations offers a rich pool of experience and know-how (technical, methodological, etc.) due to the diversity of partner organisations, topics, and projects/ programmes. All network members benefit from getting access to this pool of knowledge.

Additionally, previous phases have shown that knowledge management contributes to the enhancement of self-reflection and efficiency, and to the improvement of using participatory methods in the work with beneficiaries.



KNOW-HOW3000 HOW DOES IT WORK?

The transfer of know-how and learning from experiences is at the heart of KNOW-HOW3000. To make this happen, two initial steps are necessary: to identify and document relevant experiences. These 4 - usually consecutive - steps combined are called Experience Capitalisation Process (ECP):



HORIZONT3000 offers the following KNOW-HOW3000 services and activities, each covering one or more steps of the ECP:



Experience Capitalization via Systematization or other methods



Local and Regional Sharing Events



Communities of Practice



Specific Technical and Methodological Trainings



Exchange Visits / Learning Visits



Borrow-a-Technical Advisor



KNOW-HOW3000 Internet Platform



Toolbox for Organisational Development

The IT-
component is
only 1 of 8
elements of KM
@
HORIZONT3000!



HORIZONT
3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

III. Experience Capitalization

- Definition
- Methods



HORIZONT
3000

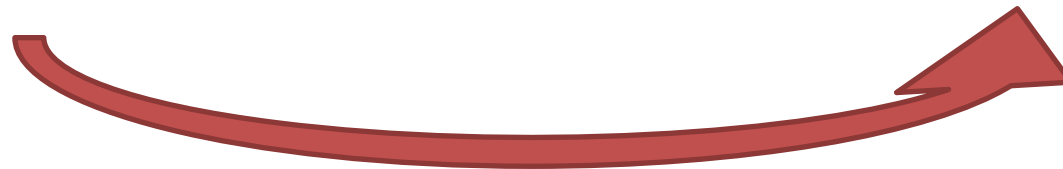
ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

Experience Capitalization

Data > Information >

+ Context !!!

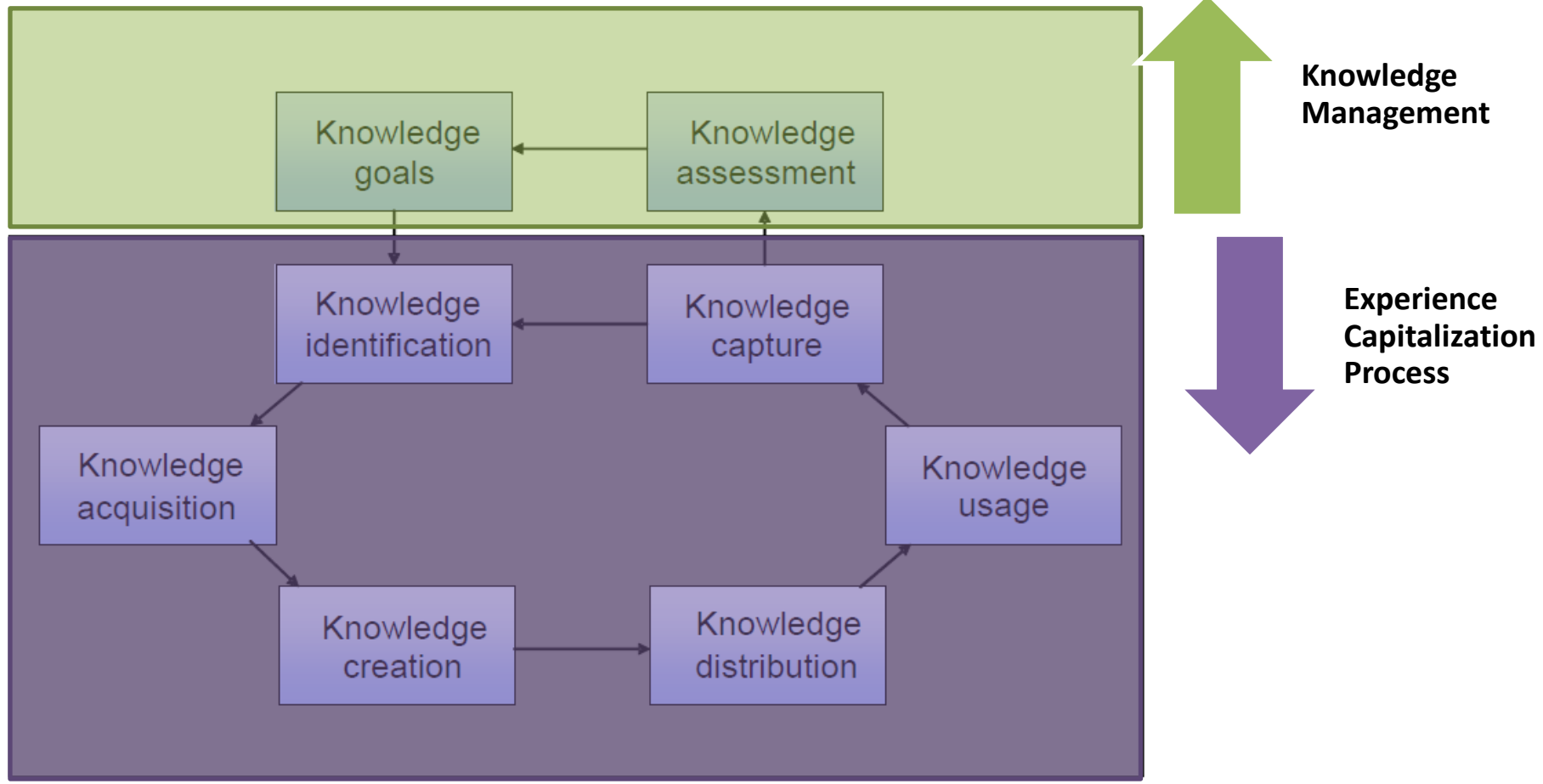
> Knowledge





HORIZONT 3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT





Some methods for gathering knowledge (www.kstoolkit.org)

- Systematization
- Evaluations
- Questionnaires
- Lessons Learnt
- Good Practices
- After Action Review
- Most Significant Change
- Storytelling
- Participatory Rural Appraisal (PRA)
- **KM Self Assessment**

	KM Strategy	Leadership Behaviours	Networking	Learning before, during and after	Capturing knowledge
Level 5 (The way we work)	<p>Clearly identified Intellectual assets.</p> <p>KM strategy is embedded in the business strategy.</p> <p>Framework and tools enable learning before, during and after.</p>	<p>Leaders recognise the link between KM and performance</p> <p>The right attitudes exist to share and use others’ know-how.</p> <p>Leaders reinforce the right behaviour and act as role models.</p>	<p>Clearly defined roles and responsibilities.</p> <p>Networks have a clear purpose, some have clear deliverables others develop capability in the organisation.</p> <p>Networks ensure time is set aside for social interaction.</p>	<p>Prompts for learning built into business processes.</p> <p>People routinely find out who knows and talk with them.</p> <p>Common language, templates and guidelines lead to effective sharing.</p>	<p>Knowledge is easy to get to, easy to retrieve. Relevant knowledge is pushed to you.</p> <p>It is constantly refreshed and distilled.</p> <p>Networks act as guardians of the knowledge.</p>
Level 4 (Consistently apply)	<p>Discussions ongoing about organisation’s Intellectual assets.</p> <p>A KM strategy exists but is not yet linked to business results.</p> <p>A clear framework and set of tools for learning is widely communicated and understood.</p>	<p>KM is everyone’s responsibility; a few jobs are dedicated to managing knowledge.</p> <p>“Knowledge sharing is power.”</p> <p>Leaders set expectations by “asking the right questions”, and rewarding the right behaviours.</p>	<p>Networks are organised around business needs.</p> <p>Networks have clear terms of reference.</p> <p>Systems and technology are in place and are well used</p>	<p>Learning before, during and after is the way we do things around here.</p> <p>“Customers” and partners participate in review sessions.</p>	<p>Just-in-time-knowledge is current and easily accessible.</p> <p>One individual distils, condenses and updates it, though many contribute.</p> <p>That individual acts as the owner.</p>
Level 3 (Act)	<p>There is no framework or articulated KM strategy.</p> <p>Some job descriptions include knowledge capture, sharing and cascading.</p> <p>People are using a number of tools to help with learning and sharing.</p>	<p>KM is viewed as the responsibility of a specialist team.</p> <p>Some leaders talk the talk, but don’t always walk the walk!</p>	<p>People are networking to get results.</p> <p>Networks are created</p>	<p>People can easily find out what the organisation knows. Examples of sharing and using are recognised.</p> <p>Peers are helping peers across organisational boundaries.</p>	<p>Networks take responsibility for the knowledge, collects their subjects knowledge in one place in a common format.</p> <p>Searching before doing is encouraged.</p> <p>Little or no distilling and condensing.</p>
Level 2 (React)	<p>Most people say sharing know-how is important to the organisations success.</p> <p>People are using some tools to help with learning and sharing</p>	<p>Some managers give people the time to share and learn, but there is little visible support from the top.</p>	<p>Ad hoc networking to help individuals who know each other.</p>	<p>People learn before doing and schedule review sessions.</p> <p>They capture what they learn for others to access.</p> <p>In practice few do access it.</p>	<p>Teams capture lessons learned after a project.</p> <p>Teams look for knowledge before starting a project.</p> <p>Access to lots of knowledge, though not summarised.</p>
Level 1 (Awareness)	<p>A few people express that know-how is important to the organisation.</p> <p>Isolated people with a passion for KM begin to talk and share how difficult it is.</p>	<p>KM viewed as a management fad. Leaders are sceptical as to the benefits.</p> <p>Leaders think networking leads to lack of accountability.</p> <p>"Knowledge is power"</p>	<p>Knowledge hoarders seem to get rewarded.</p>	<p>People are conscious of the need to learn from what they do but rarely get the time.</p> <p>Sharing is for the benefit of the team.</p>	<p>Some individuals take the time to capture their lessons in any number of cupboards and databases.</p> <p>They are rarely refreshed, few contribute, even fewer search.</p>



Documentation/ Visualization Methods

- Written documents (leaflet, micro-article, manuals, reports, etc.)
- Webtools (Wikis, Document Mgmt Systems, etc.)
- Movies/ Videos
- Comics
- Audio-files



Sharing Methods

- Sharing Events
- Exchange Visits
- Trainings for Teams
- Communities of Practice
- Special Methods (Live-performance, Theatre, etc.)
- Internal Knowledge Briefs
- Intranet
- Virtual Networks / Online Platforms
- Wikis (internal / external)
- etc.




HORIZONT
3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT


IV. Some Lessons Learnt

- Learning and Sharing
 - takes TIME (capacity development)
 - and needs to be STRUCTURED (organizational structure, project activities or similar)
- Organizational (internal) learning -> increased quality of work on many levels
- KM for QM / KM-instruments for Strategic Mgmt
- IT-tools vs. bringing people together (face-to-face contact)


We need your help! Please contribute via...



Experience Capitalization via Systematization or other methods




Local and Regional Sharing Events




Communities of Practice




Specific Technical and Methodological Trainings




Exchange Visits / Learning Visits



Borrow-a-Technical Advisor



KNOW-HOW3000 Internet Platform



Toolbox for Organisational Development

Suggest the **Capitalization of Experiences** your project partners made – if it makes sense to you to share these with a wide range of people!

Do **networking** and **knowledge exchange** with colleagues and other experts in the area of your projects (Sharing Events, Trainings, etc.)!

Contribute to the existing **Communities of Practice** (or found new ones together with us if necessary)!

Provide **knowledge transfer and knowledge exchange** at the KNOW-HOW3000 Internet Platform!

Contribute to the ToolBox for OD as a **ToolBox Master** or a **Resource Person**!



HORIZONT 3000

ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

