

Specific Training KNOW-HOW3000

Knowledge Management for Beginners (Online Session Series)

13.10. - 24.11.2020Online - East Africa

With funding from the Austrian Development Cooperation and the Member Organizations of HORIZONT3000



















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East Africa, 2020 - Knowledge Management for Beginners



1. Introduction

Due to the COVID-19 pandemic 2020 has been an exceptional year. Following the restrictions on travels and conferences in East Africa, most KNOWHOW3000 activities in East Africa had to be postponed to 2021. In order to still be able to offer some capacity building activities to our partners, the KNOWHOW3000 team in East Africa developed a short online training series on knowledge management (KM) – a topic that was met with great interest by our partner organisations that strive to improve their organisational practices. Before the training, KNOWHOW3000 and the tools it offers were not yet well known among partner organisations and TAs in East Africa and among staff from the Regional Office East Africa (ROEA). The online training series offered an introduction to knowledge management in general, to a newly developed capacity self-assessment tool and it acquainted participants with experience capitalisation methods and professional ways of documentation.

The online training comprised of four sessions over the course of 2 months with one session every two weeks. The training took place in October and November 2020 (13.10., 27.10., 10.11., 24.11.2020, see full programme in appendix under 1.). The online training used the zoom application. Zoom was chosen over other applications as it offered participatory features such as the breakout rooms. Furthermore, zoom had gained huge popularity since the beginning of the pandemic and it was safe to assume that many participants had some degree of familiarity with it. While the application to access the sessions was familiar to many participants, the webinar incorporated other online tools, such as etherpads or online polling software, to introduce participants to new tools of online collaboration.

The series was designed in a low-threshold way to be attractive to as many partners as possible. The series catered for participants with few or no prior knowledge of knowledge management. Invitations to the online training sessions were shared with all partner organisations and TAs in East Africa. The invitation included the requirements for participation: All participants have their own access point (laptop, tablet or smartphone) and were requested to take part in all sessions. However, due to a very high enrolment figure (with several staff per organisation), continued participation was not enforced.

A total of 122 participants had registered for the training. Participants included staff from a total of 43 partner organisations of HORIZONT3000 in East Africa, staff from HORIZONT3000 Regional Office East Africa and the Vienna headquarters (for a detailed overview see the appendix under 2.).

All sessions were recorded and the recordings (video and audio) as well as the presentations of the sessions shared with participants through the wetransfer platform upon completion of each session and once again at the end of the whole series. Follow-up support and coaching for interested partner organisations continues after the series facilitated by the Flying Technical Advisor (TA) in KM in East Africa and the KM team in Vienna. Technical support throughout the sessions was given by Wesley Erima from the Regional Office East Africa.

2. Objectives

The objective of this online training was to introduce organisations in the wider HORIZONT3000 network as well as TAs and ROEA staff in East Africa to the basics of knowledge management and acquaint them with tools KNOWHOW3000 and knowledge management in general offer.

3. Topics

The training covered core topics of knowledge management in four sessions:





- Basics: The first session introduced participants to a definition and the basics of knowledge management including e.g. the knowledge management cycle, the staff life cycle or the difference between implicit and explicit knowledge. Participants also learned about the role integration plays in knowledge management and how it can be introduced in an organisation. They also learnt about knowledge mapping, knowledge transfer plans and knowledge loss risk assessment and received KNOWHOW3000 tools for this in the final session.
- Knowledge Management Capacity Assessment: Participants were introduced to the advantages of understanding their organisations' knowledge management capacity and how they can assess the status quo. They were introduced to a self-assessment tool developed under KNOWHOW3000.
- Experience Capitalisation: Participants learnt about the importance of learning from experience/practice and tapping into the implicit knowledge of their staff. They were introduced to different methods of experience capitalisation and the tools and processes of KNOWHOW3000. They were also encouraged to participate in this year's KNOWLYMPICS.
- Documentation: The final session introduced participants to some core facts and suggestions regarding documentation of explicit knowledge. It covered the questions of storage, folder structure, file naming, backup and sharing.

The content was delivered through powerpoint presentations by the two facilitators Annika Witte (FTA knowledge management in East Africa) and Petra Herout (Programme manager KNOWHOW3000 in Vienna), In addition to the powerpoint presentation the facilitators used various interactive elements. For one, all presentations were followed by a Q&A session in which participants could post questions in the chat that the facilitators answered. In sessions 1 and 2, the facilitators launched polls on the www.sli.do website regarding the importance of knowledge management in participants' own work and whether they have systematically assessed how knowledge is handled at their organisation (see appendix 3.2 and 3.3). Participants were also invited to share their understanding of knowledge management in a word cloud (see appendix 3.1). Furthermore, the facilitators used the breakout room feature of zoom to engage participants in group discussions on how they would use the assessment tool, how they have learnt from experience in their organisation and for a reflection on the webinar itself in the final session. In session 3, a staff from the partner organisation AFIRD was invited to share their experience with experience capitalisation and the tools KNOWHOW3000 offered. In the final session www.lopad.org was used to share the results from the group reflection (see PDF attached to this report).

4. Outcome

The training has introduced participants to knowledge management and the tools that are available in the KNOWHOW3000 programme. Knowledge management is not a widespread practice in East Africa and participants commented that they were not aware of what it means and what it entails. Through the training, participants got basic theoretical knowledge on knowledge management along with some practical tools that they can use in their work.

Participants received the following tools:

- a tool for assessing their organisations' knowledge management capacity
- a knowledge loss risk assessment tool
- a template for a knowledge transfer plan
- and a knowledge map.

Participants have also received an action plan template to note down what actions they wish to take and what they seek to achieve in their organisation. This action plan can also help to follow up with the organisations a few months after the training.

Participants were encouraged in several parts of the series to exchange experiences amongst themselves. This was to allow participants to engage with the practice of how other organisations are handling similar challenges e.g. with regards to learning from experience.

As a side-effect, participants have also been introduced to tools of online collaboration. The training has thus familiarised them more with the online setting and the possibilities it offers. The training has given partici-

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pants hands-on knowledge that the participants can implement in their organisation to start improving on documentation and other organisational practices.

Knowledge management is relevant for any organisation or institution as it basically means a more reflective, strategic and systematic approach to how the organisation handles the knowledge it has and that resides within its staff. Throughout the training it has been stressed that each organisation at best defines its own way of how to handle information, knowledge and experiences in a way that benefits the organisation in the short and – very importantly – the long run.

5. Evaluation

Participants of the online session series were requested to participate in an online survey.¹ Out of 122 registered participants from 42 partner organisations, 43 persons from 27 partner organisations participated in the survey. This is a very high turnout compared to the active number of participants (those who followed all sessions) which was around 50.

The great majority (40) found that the training had achieved its objective fully or to a big extent and they found that it had met their expectations fully or to a big extent. Participants were (very) content with the contents and topics as well as the methodology. All participants agreed that they had learnt something that they are able to apply in their work. Most felt the new knowledge will help them in their work and planned to share their new knowledge with their colleagues. Participants felt skilled (27) or very skilled (14) to apply the learnings in their work whereas one felt only a bit skilled and another one not much skilled.

A majority thought the training was very well organised (31) and the rest thought it was fairly well organised. About half of the participants (21) had never experienced an online training before. Overall the majority rated the experience of an online training as good (34) whereas only 9 rated it as more or less. Disliked by many about the online setting was the problematic internet connectivity. Several participants (and one time also the hosts) experienced cut-offs or slow connection. Other minor disturbances included background noise or accidentally switched-on microphones.

Participation dropped over the course of the series from an initial 100 to around 50-70 which is still a very high figure compared to conventional trainings. Since many organisations had signed up with several (even up to 10 participants), the reach of the training (42 partner organisations) is still quite big.

The following topics participants would have wished to explore in more detail:

- Record keeping / Documentation (9)
- Application of the knowledge at work / KM implementation (6)
- Experience capitalization (6)
- Knowledge Management Capacity Assessment (5)
- Knowledge loss risk assessment (3)
- Staff motivation (3)
- Document sharing (2)
- Competence matrix in knowledge management
- Levels of knowledge management
- Measuring the impact of KM
- Knowledge transfer

In the following are some comments from the participants on the training and the facilitators:

¹ The survey results can be found online under the following link: https://forms.office.com/Pages/AnalysisPage.aspx?id=MjzBccWXR0ixYon3L3Lr8cPPu5Zx4k1BkjECRoxF4NdUQkE5SlhWQ1U3VkdYMzNUU0JFNlhBWkhXNC4u&AnalyzerToken=7VXlzd14R7YpFaPzUdwlW61EvddmfFnr

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"knowledge management is a team work"

"Very impressive training already implementing what learnt."

"The training was timely. Thank you."

"There is need to have follow ups with organisation to have a continuous processes of strengthening KM and other training for KM focal persons. I would also suggest awarding learning certificates."

"I would like to commend the organizers and the facilitators. it was such a nice experience, and learnt also from other partners who posed questions I would not have thought of on my own yet found them useful. On the whole, the training was cheap both to the organizers and to participants. Thank you, we cannot take you for granted."

"Clustering of participants into small groups was a bit challenging. I experienced internet disorder "

"The sessions have been helpful to enrich the activities we do and with this knowledge we will be able to go more professional."

"I hope this kind of online sessions will continue for the betterment of civic works to our communities"

"Well organised, great, useful training. I'm looking forward to more sessions like this."

"I found the training on knowledge management is very relevant in my work and project implementation, its my prayer that we will have more training in the future."

6. Lessons Learned

Following the online session series, the organisers Petra Herout, Annika Witte and Wesley Erima sat down to reflect on the lessons learned in a virtual After Action Review using the MS Teams software.

What was supposed to happen?

The initial idea for a virtual training on knowledge management was born from the restrictions faced due to the COVID-19 pandemic and the inability to hold big trainings. It was decided to try out an online training and to learn more about online facilitation and to see how partner organisations like it. The topic of knowledge management was chosen as a Flying Technical Advisor with that experience is based in East Africa. The aim of the training was to introduce partners and TAs in East Africa to knowledge management and to increase their interest in this topic. In terms of size, it was expected to be a relatively small workshop of up to 20 (definitely not more than 50) participants who take part in all sessions. Initially, Annika Witte was supposed to do the workshop on her own.

What actually happened?

First of all, interest in the workshop was huge with more than 100 participants signing up and attending the first session. Participation dropped in the following session but consistently remained higher than 50 persons. The training was more of a lecture format than an interactive session. Annika Witte got facilitation support from Petra Herout and technical support from Wesley Erima. Registration was done via email and not via Zoom and therefore zoom did not record participant lists. Date and time were kept as planned and the internet was more or less stable for the facilitators but participants dropped out often. All sessions were recorded and shared through the wetransfer platform with participants. Introduction to zoom and other online features was done during the sessions. No certificates were provided to participants.

What is the difference?

The main difference was the high number of participants that necessitated a rather profound change of the set-up and the facilitation techniques. The workshop was much less interactive than initially planned. Interactive elements such as the breakout rooms were still used but posed much bigger challenges: First of all, the big number of rooms reduced time available to support each room. Secondly, unstable internet connection





affected participation in the rooms as participants could not automatically re-join their rooms and individual reassignment was difficult given the group size. The high number of participants also meant that keeping track of participants was not possible as envisioned and could not be rectified without disruptions (i.e. all would have had to register on zoom to access the content). Unexpected was also the high interest by HORIZONT3000 staff in the training which was the initial reason to record the sessions. It turned out that this was also very useful for all participants and especially those with unstable internet. Design and aim of the online session series were not focused on giving certificates but on arousing interest in the topic.

What can we learn?

- Offer technical testing session beforehand to reduce technical issues during the sessions.
- Registration and attendance tracking options of application have to be identified beforehand since keeping track of participation in online trainings (esp. with large numbers) is different from physical meetings.
- Always have a co-host on an extra device to give technical support throughout the sessions.
- If you experiment with new tools or techniques, make this very explicit and communicate more formally the experimental character of the activity.
- Take more time in sessions and less time between sessions: Especially when experimenting with new tools and techniques plan for more unplanned interruptions to avoid stress.
- Define beforehand the ways of sharing the documentation (recording, PPT, etc.) and communicate clearly how the shared content can be used.
- Ensure stable internet and power.
- There is a real interest in knowledge management in the region.

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Appendix

- 1. Programme
- 2. Participant List
- 3. Poll Results
- 4. Action Plan for Learning

1. Programme

Date	Topic	Facilitators
13.10.2020,	Introduction to Knowledge Management Basics	Annika Witte, Petra Herout
10 am - 12 pm		
27.10.2020,	Knowledge Management Capacity Assessment	Annika Witte, Petra Herout
10 am - 12 pm		
10.11.2020,	Experience Capitalisation (with special guest Nicholas	Annika Witte, Petra Herout
10 am - 12 pm	Lukwago (AFIRD))	
24.11.2020,	Documentation, Question Parking Lot & Reflection	Annika Witte, Petra Herout
10 am - 12 pm		





2. Participant List

Nr	Organisation	Name	Position	Sex	Email
1	ADP Mbozi	Jaqueline Sanga	M&E Officer	F	jaclynsanga@yahoo.com
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HORIZONT₃₀₀₀

Male: 58, Female: 57, Unkown: 7





3. Poll Results

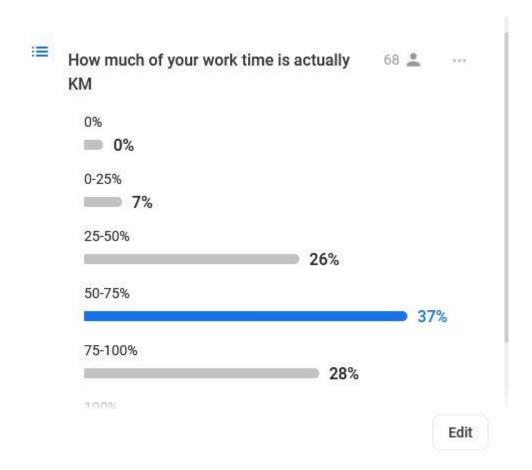
3.1 Session 1, Word Cloud "Name one word that comes to your mind when you hear knowledge management"





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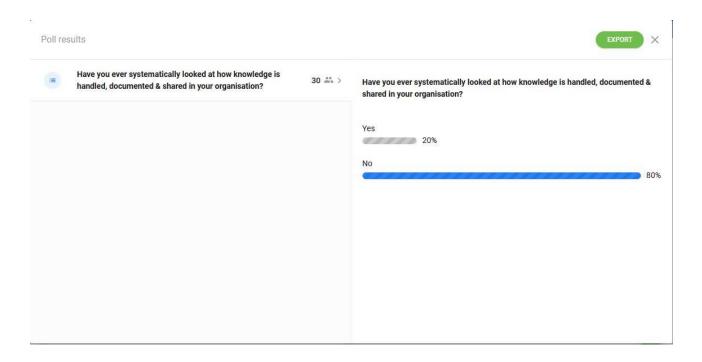
3.1 Session 1, Poll "How much of your work time is actually KM"



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3.3. Session 2, Poll "Have you ever systematically looked at how knowledge is handled, documented & shared in your organisation?"



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4. Action Plan for Learning

ACTION PLAN FOR LEARNING

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NAME OF AUTHORS:

1.	What parts of the learnings/ insights from this online training are useful for
	your organisation?

2. How will you share the learnings/ insights from this online training within your organisation (and networks)?

3. Which actions will you take to apply the learnings at your organisation?

Action	Responsible P son	er- Deadline