Intergovernmental Authority on Development (IGAD)

Regional Pastoral Livelihoods Resilience Project (RPLRP)

Knowledge Management Strategy Development Training Workshop

26-28 February 2018 Entebbe, Uganda

Report

14th March 2018

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1   INTRODUCTION

1.1   Background

The Regional Pastoral Livelihoods Resilience Project (RPLRP) aims to enhance livelihood resilience of pastoral and agro-pastoral communities in cross-border drought prone areas of Selected Countries and improve the capacity of the Selected Countries' governments to respond promptly and effectively to an Eligible Crisis or Emergency. The project has four components: (1) Natural resources management; (2) market access and trade; (3) livelihood support, pastoral risk management, and (4) project management and institutional support.

Knowledge management (KM) is a cross-cutting function that supports the unique nature of this project that is considered an innovative, comprehensive, and flexible response to pastoralists' vulnerability to drought by delivering key regional public goods to enhance their livelihoods. Through KM, the Intergovernmental Authority on Development (IGAD) is providing support to Member States to build existing systems, set up an integrated information system accessible to all Member States and develop capacity to use these systems for monitoring progress, planning and decision making processes, facilitate regional learning events, identify, document and share best practices. Country communications and knowledge management specialists are expected to support these activities.

Regional support for KM within RPLRP is being supported by the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) Platform Coordination Unit. On-going support includes providing support for the roll-out of the Di-monitoring, and technical support to country communications and KM and M&E teams to develop and use KM tools. To further streamline KM activities within RPLRP, there is to support the country teams to develop and implement their country level KM strategies.

Between October 2017 and January 2018, the IDDRSI KM Coordinator held meetings with the RPLRP Communication and KM Officers, and with the M&E teams from Kenya, Uganda and Ethiopia. These discussions highlighted the need for technical support to build technical capacity and develop country KM strategies.

1.2   Objectives of the training

The three-day workshop targeted RPLRP staff from Kenya, Uganda and Ethiopia as well as ICPALD that are responsible for KM activities. The training workshop was facilitated by the IDDRSI KM Coordinator, Christine Bukania.The participants were as follows:

Kenya	Uganda	Ethiopia	Regional/ICPALD
1. Rajab Obama 2. Pancras Ngati	3. Stephen Kajura 4. Vanessa Nam	5. Zelalem Terfa 6. Getachew Legesse	7. Dereje Wakjira 8. Ahmed Mohamoud 9. Christine Jeptoo

The workshop sought to meet the following objectives:

- Discuss the core areas of focus of the RPLRP KM strategy, including a general outline;
- Agree on a common set of result areas/objectives of RPLRP KM that also bear in mind the regional component of the project;
- Undertake a skills building exercise on KM within the framework of resilience.

2 SUMMARY OF SESSIONS

2.1 Session one: Introduction to workshop

The workshop was attended by nine participants from Kenya, Uganda and Ethiopia and ICPLAD. It was opened by the RPLRP Regional Coordinator, Dereje Wakjira. His opening remarks emphasized the critical role that KM plays in RPLRP across the region, and the need to fast-track KM activities, which were lagging slightly behind schedule in comparison with other project components.

2.1.1 Setting objectives

To set the scene for the training, participants worked in pairs to introduce themselves by stating their name, where they come from and something that no one else knew about them. Their partners were then required to repeat that information to the rest of the group. This method provided an opportunity for participants to experience the dynamics that occur during transfer of information, e.g. omissions and embellishments. During this session, participants also outlined their expectation and filled a pre-workshop assessment. The expectations listed include:

- Understand KM, its concepts, functionalities in details apply it to my day to day job
- Learn how to effectively integrate KM in our workplace
- Sensitize all staff on KM
- Learn more on M&E in KM activities
- How to use knowledge transfer to cause social behavior change
- Learning journeys
- How best to make easy the documentation of lessons learnt among stakeholders
- How best to incorporate KM in project monitoring ,evaluation and learning
- How to develop a knowledge management strategy
- Integration of KM practically and theoretically
- Sharing of the experience related to KM
- How to integrate KM in M & E

The facilitator introduced the program, linking them to the expectations.

2.1.2 Knowledge café: Reflections on KM in RPLRP

PRESENTING POSTERS DURING THE COMBINED CAFE AND POSTER SESSION (PHOTO: P. NGATI)

A knowledge café brings a group of people together to have an open, creative conversation on a topic of mutual interest to share ideas and to gain a deeper collective understanding of the subject and the issues involved. A poster is a "public" piece of paper conveying information through text (words) and/or graphic images (symbols or pictures). It's usually designed to be displayed vertically on a wall or window and is large enough to be seen and read from a relatively short distance.

In this exercise, the two approaches were combined. Participants worked in country teams to develop posters on

how they are progressing with KM in their countries. Specifically, they responded to the questions about what they have done, their greatest achievements and innovations, and gaps and priorities. After completion, participants moved from one poste to another, to allow for each country team to make a presentation of their poster. Participants provided written feedback on each poster on post-its, which were attached to the posters for the country teams to read and reflect on at their own time.

2.2   Session two: Introduction to KM strategies

2.2.1   What exactly is a KM strategy?

Through brainstorming, participants highlighted the words or phrases that come to mind when they think of KM. These words were captured on a flip chart, and used to explain the various aspects of KM further reinforced through a screening of a video.

Through a presentation the KM strategy was summed up as a plan for marshaling and applying knowledge-oriented resources in the interest of supporting the organization's purpose. It highlights what we know, what we need to know and which knowledge is critical.

Some of the points that were emphasized during the presentation are that: strategy development a continuous process requires review, evaluation, revision; KM serves the program and therefore the KM strategy must derive from program objectives; and it should be developed together with the stakeholders involved in the program. The presentation introduced the components of a KM strategy that would form the basis of the practical exercises planned for the rest of the sessions.

2.2.2   Key highlights from IGAD's draft KM strategy

The IGAD draft KM strategy forms the basis for the development of project level KM strategies. This regional strategy aims to operationalize a unified KM system in the IGAD region that will cater for the IGAD institutions, Member States and Development Partners by harnessing knowledge produced within and cross agencies. It is based on the *IDDRSI Interim Steering Committee recommendation (February 2013)*.

The results of the introductory brainstorm on components of KM were linked with the strategic KM areas highlighted in the strategy, i.e. knowledge generation, capture, sharing and utilization; as well as the conceptual framework on which the strategy has been based. The presentation emphasized that the KM strategy's aims were aligned with the resilience goals.

2.3   Session three: Develop your KM strategy one step at a time

2.3.1   What is the scope of the RPLRP KM strategy?

The purpose of defining the scope is that it is one of the critical things that could make the KM strategy unwieldy and in the end, ineffective, especially if it is not aligned with the project objectives. Therefore, participants undertook a practical exercise, based on a matrix which enabled them to define their scope based on the organization KM profile on the one side, and the KM profile in the organization on the other. The guiding premises were:

- KM is ad hoc. We incorporate it if we feel like it, and it is more of a personal endeavour **OR** KM is integrated into the RPLRP strategy and processes. It is supported at regional, national and sub-national levels.
- The RPLRP program document has no KM objectives and absolutely no budget **OR** the RPLRP program document contains clearly defined KM objectives based on the program objectives. A corresponding budget has been allocated.

2.3.2 Stakeholder groups that you need in order to develop the KM strategy

Participants were introduced to the concept of stakeholder mapping. This introduction was followed by the definition of the types of stakeholders that would be relevant for the development and implementation of a KM strategy, i.e. those whose buy in and support is required to proceed with developing the KM strategy; those who should be engaged so as to understand existing KM needs; and those who should be engaged with to develop the strategy.

Next, participants were introduced to a matrix that can be used to measure stakeholders' interest i.e. degree of interest or concern they have in the KM strategy and power measures the influence they have over the development of the KM strategy, and to what degree they can help achieve, or block, the objective (or desired change).

Lastly, they were introduced to the concept of influence mapping as a means of separating out those stakeholders on which the KM team can have direct influence and those on whom its influence is indirect, through one of the stakeholders or partners. This approach borrows from the concept of social network analysis.

Following the presentation, participants did a joint exercise in plenary to identify and map out the influence of the various stakeholders within the RPLRP Project.

2.3.3 Undertaking knowledge audit: people, processes and technology

Through plenary presentation, participants were explained to the process of undertaking a knowledge audit. The process would enable them to determine whether for each stage of the program life cycle, they had a minimum acceptable set of (1) processes (2) digital tools and platforms need to be in place and accessible to all relevant stakeholders to support the processes (3) people skills and competencies needed to maintain the processes and use the digital tools (4) the support mechanisms needed for the proposed actions. This analysis would be undertaken along the KM continuum KM (generation, capture, sharing, and utilization), using a set of guiding questions.

2.3.4 Developing KM objectives

This activity took place in a series of steps. In the first, participants were asked to imagine that it was 2023, and that KM was fully established and embedded in the behaviours and culture of RPLRP. They wrote statements in simple language, explaining what KM would have made possible in such a situation. They got into groups of two and combined their visions with each other, then synthesized and summarized the best aspects of both visions. Two groups then discussed and combined their vision. This exercise was repeated until all participants arrived at one shared vision. This vision was: ***RPLRP establishes a functional and comprehensive KM system to support livelihoods resilience of the ASAL communities in the IGAD region***

In the second step, participants worked in their country groups. They selected one of the program sub-components and developed ideas for a KM program. For each idea, they defined a series of smart objectives, activities and outputs, critical assumptions, potential challenges, opportunities, roles and responsibilities. Due to the time limits, this exercise was not exhaustive, but was meant to illustrate how to practically facilitate the process with other

PARTICIPANTS DEVELOPING THE KM VISION (PHOTO: P. NGATI)

members of the country teams.

2.3.5   Monitoring and evaluation in KM

Different approaches such as presentations and discussions were used to emphasize the importance of M&E for KM. The topics covered included the rationale for M&E; the logic model and theory of change; types of outcomes related to KM i.e. initial outcomes (learning and action), intermediate outcomes and long-term outcomes; how to select indicators; difference between monitoring and evaluation.

In a practical exercise, participants were required to continue with the exercise they had begun in the previous phase, i.e. identifying objectives and activities. In this particular exercise, they determined how activities would be monitored and how often, the indicators to measure progress, data sources, and responsible people. These were discussed in plenary and feedback for refinement and improvement were suggested.

2.3.6   Individual KM

This session provided participants with the opportunity of trying out the 'elevator pitch' methodology. In the exercise, all participants had five minutes to brainstorm about how they manage the flow of information throughout a typical work day. Each participant had two minutes to make a presentation to an imaginary person, who had the influence to offer them a large pay rise on condition that they could prove that the personal systems they had put in place increased their efficiency. At the end of the exercise, a short discussion was held with regard to when such a technique could be used for KM.

2.4   Session four: Working with a KM consultant

This session sought to support participants to identify factors that would ensure that the collaboration with KM consultants goes smoothly. It was delivered through plenary discussion. First of all, participants shared their good and bad experiences in contracting external parties to support in delivery of services. Next, they reflected on the lessons learnt, and what they would do differently if faced with challenges that they had experienced in the past. The merits and demerits of hiring consultants for the development of KM strategies were discussed, with the facilitator highlighting the need to make the following considerations:

- Do you want the consultant to do a specific task, for example draw up a plan, introduce new technology, devise personnel, procedures, or help to restructure a department or the whole, organisation? This may be called a task-based consultancy.
- Do you want training, whereby the consultant helps people to learn specific skills, or increases their awareness of particular issues?
- Do you want the consultant to help people in the organisation to think and talk through what needs to be done about a particular task, and then leave it to the organisation, rather than the consultant, to complete the task? This may be called a process consultancy or facilitation.

The Regional Coordinator provided further insight with regard to the World Bank procurement procedures as relates to consultancies, emphasizing once again the need to weigh carefully both the skills requirements and the time available for procurement, when making decisions to hire consultants.

2.5   Session five: Communicating the KM strategy

Through an individual exercise, participants shared information on how they handled a certain problem, whose solution involved interaction with the person involved. They used this personal problem as the basis of a strategy, which outlines the person involved, the message given, how and when that message was given, the resources required and the indicator of success.

This exercise was used to reflect on how communication strategies are developed, and the examples provided were linked to the communication strategies that would be required to communicate about, and to promote the KM strategy. This exercise also incorporated the results of the exercise on stakeholder mapping, as well as those that identified the scope of KM within the organization, as these factors would influence the choice of target audience, messages and communication channels to use.

2.6   Session six: KM toolkit

This session sought to equip participants with some practical skills and templates to enable them to independently undertake KM activities and train others. In particular, the session covered the following:

- Learning journeys
- Lessons learnt and success stories
- Documenting good practices
- Communities of practice

3 DISCUSSIONS

In this section, summary points of discussions that came out during the various sessions are captured. Some of these discussions resulted either in recommendations of action related directly to the existing work plans, inclusion of new work plan items, or recommendations on how to improve future trainings of a similar nature.

KM STRATEGY: When the IGAD KM strategy was presented to the participants, one of the issues that was raised whether it would be feasible to complete the design and implementation of a strategy with such a wide scope. The facilitator explained that while the KM strategy was aligned to the IGAD strategy, which in turn had been aligned to IDDRSI, the KM strategy would focus on resilience, which was one of the central mandates of IGAD. The scope and objectives would have to be revisited to ensure that they were in line with the programmatic objectives. RPLRP Kenya and Ethiopia have not yet developed their strategies, while RPLRP Uganda is interested in reviewing theirs to incorporate the newly acquired knowledge. It was

BRAINSTORM SESSION AT THE WORKSHOP

agreed that due to the time crunch, the KM strategies would be developed concurrently with the review of the IGAD KM strategy. The strategy development would also take place at the same time as implementation of core KM activities.

WORKING WITH CONSULTANTS: Discussions highlighted the importance of having a very clear Terms of Reference (ToR) for the consultant and ensuring that the recruitment process was not rushed, and that the best qualified person was hired. Following the hiring of consultants, it was very important to pay attention to the contractual terms, to ensure that payment was scheduled after important outputs were delivered. Furthermore, it was recommended that more time and care be placed in ensuring that consultants delivered high quality inception reports, as these were the roadmaps which would be used to deliver the assignment. As a way forward, the Kenya team proposed to lead the process of KM strategy development, engaging consultants only for certain tasks that required external facilitation. The Uganda team, which already has a KM strategy, proposed that they would review it. Ethiopia has faced challenges due to lack of a dedicated KM Officer. Therefore, they would find a suitable model for fast-tracking activities, e.g. by using a consultant to prepare a KM strategy and take up some core tasks.

ROLLING OUT TRAININGS AT COUNTRY LEVEL: Participants noted that one of the hindrances in implementing KM at the country level lay in limited awareness about what KM entails and how other staff could get involved. Therefore, they recommended the planning of KM awareness creation at country level.

4 ACTION PLANS

To keep the momentum built up by the workshop, participants were required to develop work plans covering the period until the end of the second quarter of 2018. The tables below show the priority activities for each of the countries.

ETHIOPIA

Action Point	Timeline	Responsible Officer
Make decision on the type of staffing option to pursue (1) KM consultant for a period of at least six months (2) Existing staff to take on additional roles after capacity building	By 2nd week of March	M&E
Draft ToR for the development of strategy, action plan and activities	14 March	M&E with support of RPLRP & KM Coordinators
Final ToR for the development of KM strategy, and support to KM activities	31 March	M&E with support of RPLRP & KM Coordinators
Finalize Good Practices documentation	End of April	IGAD
Draft strategy developed	End of May	Consultant
Train the Program Coordination Unit on KM and produce a draft KM implementation plan	End of May	IGAD, Consultant
Joint KM workshop in Djibouti	-	IGAD

KENYA

Activities	Timeline	Responsible Officer
Circulate training materials for the workshop		Workshop Facilitator
Circulation of workshop proceedings		Workshop Facilitator
Submit Back to office report	8/3	Mr. Pancras and Rajab
Training of project staff on KM	15/3	Mr. Pancras
Identification, documentation and validation of best practices at the Counties	31/3	County Team Leaders
Conduct best practice sharing national workshops	30/4	Mr. Pancras & Component heads
Develop KM Strategy in conformance with the IDDRSI framework	30/6	Mr. Pancras and Rajab
Develop KM Framework	30/6	Mr. Pancras and Rajab
Develop KM MIS	30/6	Mr. Pancras and Rajab
Training of the KM champions	31/3	Mr. Pancras
Joint KM Workshop		IGAD

UGANDA

Action Point	Timeline	Responsible Officer
1.Review KMC Strategy and aligning KM implementation to fully fit in the strategy	2 weeks from now	Communication Officer & M n E
2. Drawing a monitoring plan of the KM Strategy	April	M n E ,Communication Officer
3. Training of the NPCU in KM	April	CS , M n E
4. Training of the DPCU in KM	April	CS , M n E
5. Joint KM workshop in Djibouti	-	IGAD

5   LESSONS LEARNT

The amount of content delivered during a KM training should be adequately matched to the time allocated to the training. This particular KM strategy development workshop was scheduled for three days. As part of the feedback, participants felt that the number of days had not been sufficient to cover the content adequately. On the other hand, bearing in mind the technical nature of the content, extending the training to five days might have resulted in fatigue and reduced concentration on the subject matter. Therefore, in future, it may be better to reduce the amount of content, to ensure that all of it is covered in as much detail as the participants require.

Practical exercises result in better learning outcomes. During the entire workshop, a lot of effort was put in to ensuring that participants took part in practical exercises to test the different tools that had been introduced in the sessions. However, due to time constraints, some of the sessions were delivered only through presentations. During the post-workshop evaluation, the competence with regard to sessions in which no practical exercise was done, was rated lower than those that included practical exercises. This was a clear indication of the need to learn by doing, and this aspect will be given more prominence in other trainings of a similar nature.

6   EVALUATION

After the workshop, an online evaluation form was administered to participants. The results of the evaluation were compared with the pre-workshop assessment. This section of the report summarizes the findings of the evaluation.

1. Previous training on KM strategy development

Only one out of the nine participants had ever attended a KM strategy development workshop before this one, and seven participants were of the opinion that they were knowledge managers. By the end of the workshop, all participants considered themselves as knowledge managers.

2. Understanding of processes of developing a KM strategy

With regard to the processes of developing a KM strategy, majority ranked their skills as average with regard to developing the scope of a KM strategy, stakeholder mapping and managing a consultant. On undertaking a KM audit, developing a communication strategy, M&E and developing consultancy ToRs, majority of the participants ranked themselves poor. After the training, majority of the participants ranked their skills as good in all of the skills, apart from in developing consultancy ToRs and managing consultants, where majority felt that they were average.
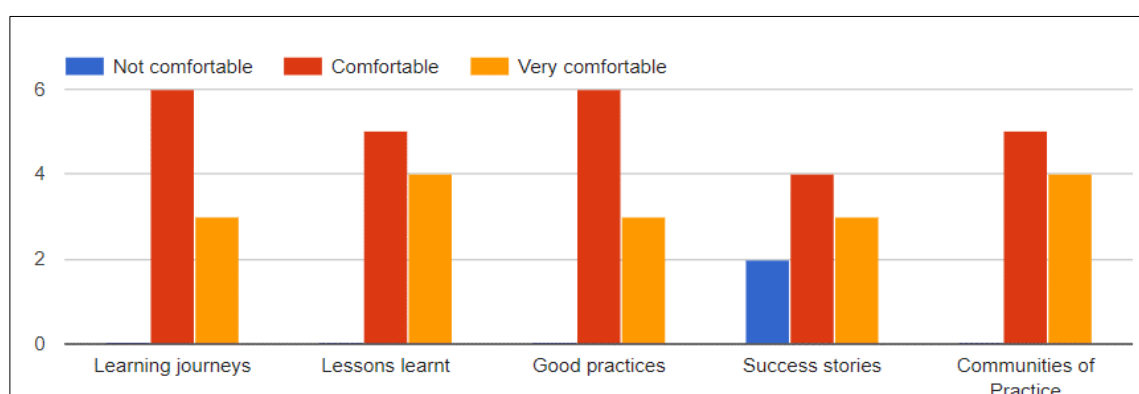
3. Proficiency of practically applying KM tools

Participants were asked to respond to the level of comfort in using a select number of KM tools in their programs. The following two figures illustrate the responses before and after the workshop.
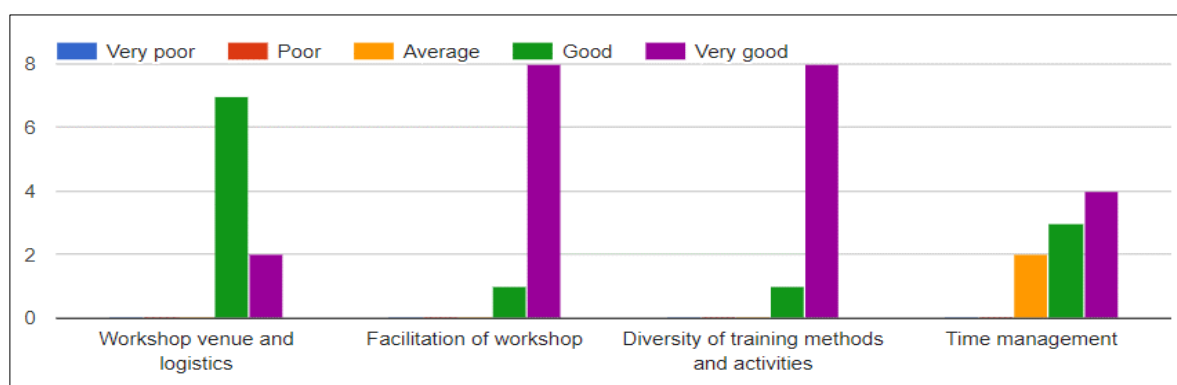
Before workshop
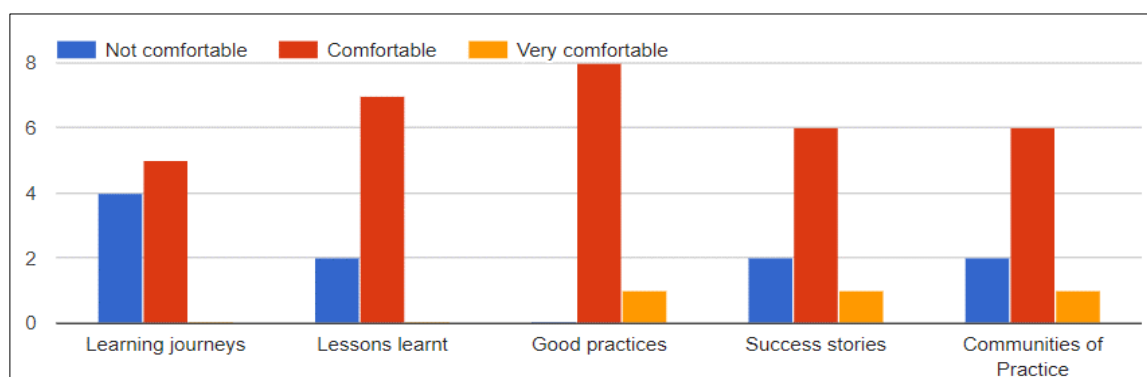
After workshop

4. Rating other aspects of the meeting

Participants were requested to rate the venue and logistics, facilitation, diversity of training methods and activities and time management. Their responses are captured in the following chart.

7 CLOSING

The workshop was closed with a vote of thanks by the RPLRP Regional Coordinator, and the IGAD team from ICPALD presented the facilitator with a token of appreciation on behalf of their director.

8 ANNEX: PROGRAMME

Day 1 – Monday 26 February 2018

Time	Topic
Session one: Introduction	
8.30 am – 8.45 am	Registration
8.45 am – 9.30 am	Opening session • Opening remarks by RPLRP Regional Coordinator • Introductions and setting expectations
9.30 am – 9. 45 am	Warm up exercise: The broken telephone
9.45 am – 10.30 am	Knowledge café: Reflections on knowledge management in RPLRP • Development of country posters • Presentation of posters and discussion
10.30 am – 11.00 am	**Tea/coffee break**
Session two: Introduction to knowledge management strategies	
11.00 am – 11.45 am	What exactly is a knowledge management strategy? • Brainstorm by participants • Presentation
11.45 am – 12.30 pm	Key highlights from IGAD's draft knowledge management strategy • Presentation • Q&A
12.30 am – 1.00 pm	Components of a knowledge management strategy • Presentation • Q&A
1.00 pm – 2.00 pm	**Lunch break**
Session three: Develop your knowledge management strategy one step at a time	
2.00 pm – 2.30 pm	What is the scope of the RPLRP knowledge management strategy? • Group work and plenary
2.30 pm – 3.00 pm	Stakeholder groups that you need in order to develop the knowledge management strategy • Brainstorm and plenary discussion
3.00 pm – 3.30 pm	Undertaking knowledge audit: people, processes and technology • Presentation of different audit tools • Q&A
3.30 pm – 4.00 pm	**Tea/coffee break**
4.00 pm – 4.40 pm	Undertaking knowledge audit: people, processes and technology • Group exercises

Day 2 – Tuesday, 27 February 2018

Time	Topic
8.30 am – 10.30 am	Developing knowledge management objectives • Presentation of the process • Group activity: defining SMART knowledge management objectives, outputs and resources required • Plenary discussion and summary
10.30 am – 11.00 am	**Tea/coffee break**
11.00 am – 12.00 pm	Monitoring and evaluation in knowledge management • Introduction to the session • Guided discussion: Indicators for the knowledge management strategy
12.00 pm – 12.30 pm	Governance and program management • Role play on change management

	• Discussion: Role of governance and management in development and implementation of the knowledge management strategy
12.30 pm – 1.00 pm	Risk management, sustainability and exit strategies • Presentation
1.00 pm – 2.00 pm	**Lunch break**
	Session four: Working with a knowledge management consultant
2.00 pm – 3.30 pm	• Experience sharing: The good, the bad and the ugly • Group work: Development of draft ToR for a knowledge management strategy development consultant
3.30 pm – 4.00 pm	**Tea/coffee break**
4.00 pm – 4.30 pm	Individual knowledge management • Self-reflection exercise

Day 3 – Wednesday, 28 February 2018

Time	Topic
	Session five: Communicating the knowledge management strategy
8.30 am – 10.00 am	Components of a communication strategy • Presentation • Individual exercise • Presentation to plenary and discussion
10.00 am – 10.30 am	A communication strategy for your knowledge management strategy • Presentation • Plenary discussion
10.30 am – 11.00 am	**Tea/coffee break**
	Session five: Knowledge management toolkit
11.00 am – 12.00 pm	Learning journeys - Role play and discussion
12.00 pm – 1.00 pm	Lessons learnt and success stories - Practical exercise
1.00 pm – 2.00 pm	**Lunch break**
2.00 pm – 2.45 pm	Documenting good practices - Practical exercise
2.45 pm – 3.15 pm	Communities of practice - Presentation - Group discussion
3.15 pm – 3.45 pm	What next? - Group activity to develop action plans and milestones - Plenary discussion
3.45 pm – 4.15 pm	Closing • Workshop evaluation • Closing remarks by RPLRP Regional Coordinator
4.15 pm – 4.45 pm	**Tea/coffee break**