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Sustainable Fish Asia (SUFIA) Local Capacity Development
(LCD) Activity

Training on Knowledge Management System (KMS) and Guidance in Setting Up an Efficient KMS

**Activity Report
June 21, 2022**

Submitted: **July 5, 2022**

Sustainable Fish Asia (SUFIA) Local Capacity Development (LCD)
Activity

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June 21, 2022

Prepared for:

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Executive Summary

USAID SUFIA LCD is identified the need for strengthening skills and system in Knowledge Management System (KMS) for CTI-CFF. To answer this need, the training on the said theme is executed on June 21, 2022. This training also aims to enhance the organization's knowledge and skills for quality performance and knowledge management. The training is attended by participants from SUFIA country offices. Although in the participants data we recorded 20 participants, but only 15 participants actively joined and stayed throughout the training with the highest number of participants during the session reach 21 people. Participants came from 5 countries: Indonesia (11 participants), Papua New Guinea (4 participants), Philippines (3 participants), Malaysia (2 participants), and Thailand (1 participant). We have balance gender proportion with 11 male and 10 female participants. This document presents the process of the training and also shows as documents of the training. Rusnita Saleh was the trainer and Dyah Indrapati served as the facilitator for the training.

The purpose of the USAID SUFIA LCD Activity is to facilitate the organizational capacity development of regional fisheries organizations; facilitate and document project co-creation between these organizations and the United States Agency for International Development (USAID), leading to USAID issuance of a Public International Organization (PIO) grant to each organization; and conduct a regional Private Sector Engagement Landscape Assessment of the fisheries sector in Asia. RTI International is the implementing organization for SUFIA LCD Activity.

From the listed 21 participants, only 5 participants fulfilled the feedback form. They have a moderate impression of how the training session went. Four of them considered the quality of the training to be good, while others were fair. There was also no significant response that the session was useful or that they would use the information obtained in the context of their work. In general, participants preferred more interactive sessions using more concrete analogies and examples.

1. Introduction and Objectives

This workshop was conducted to strengthen skills and system in knowledge management, as the need was identified by the previous organizational capacity assessment conducted. These skills will enable CTI-CFF to have an efficient knowledge management system for document and records management and storage. This to will help CTI-CFF Regional Secretariat for quality performance and knowledge management. Through this training, participants were expected have basic information about how to start building the KM program and how to establish a KM system.

Training Objectives:

- Provide knowledge and skills to participants regarding how to set up an efficient knowledge management system for documents and records management and storage
- Develop a workplan and provide guidance document to CTI-CFF Regional Secretariat on setting-up and operating an efficient Knowledge Management System
- Document the training process and contents in a training report

2. Agenda

Date	Duration	Name of Session	Description	Remarks
June 21, 2022	30 mins	Opening Session: Welcoming remarks, Introduction and Group Photo	Welcoming Remarks Introducing participants	Dr. Arlene Satapornavit, SUFIA LCD Mr. Gustaaf Lumiu, CTI-CFF Regional Secretariat
	60 mins	Introduction to Knowledge Management & Knowledge Management Program	Knowledge Management System Framework. Developing Efficient Knowledge Management Program.	The importance of KM, basic knowledge about KM, the challenges, and group activity.
	50 mins	Introduction to KM Strategy and KM Model	Creating a Core Knowledge base and Efficient Knowledge Management System.	Definition of KM strategy, the use case, component in building KM Program, KM model and how

Date	Duration	Name of Session	Description	Remarks
				its related to KM strategy.
	35 mins	Introduction to Knowledge Management System	KMS roles in KM Program	What is KMS, why we need KMS in KM program, build an effective KM system, challenges and solution
	40 mins	Introduction to Knowledge Management Tools and Approach	Type and Managing Knowledge for Collaboration.	Understanding the type of knowledge, how captures the knowledge. Facilitating collaboration through KM, KM tools, challenges and solution.
	30 mins	Guidance to Initiate KM Program for the Team	Practicing KM program initiative	Group discussion to designing KM program by drafting KM strategy
	10 mins	Post event Assessment and Closing Session	Distributing and collecting assessment form	Training evaluation

3. Session Details

3.1 Session 1: Introduction to Knowledge Management and Knowledge Management Program

This session started with facilitator asking participants to answer questions in Mentimeter. This activity was aimed to roughly see participants understanding on knowledge management skills and information. Apart as being a pre assessment, these questions also served as baseline questions for the trainer to maneuver the course of training. Below are the questions being asked. Please see Section 4 for the detailed answers and analyses.

1. Based on your opinion and experience, how much do you know about Knowledge Management? (1 person did not know a thing about KM, 5 persons know little about KM, and 1 person have sufficient knowledge about KM)
2. Has your institution already established and implement Knowledge Management? (1 person admit already established KM, 3 persons admit do not have any plan to implement KM, 4 persons admit that the KM currently being developed)
3. Please enter 3 different words that come first into your mind when you hear "Knowledge Management"

This session then was followed by presentation by the trainer. In the end of the session, participants were divided into 3 groups. In the breakout room, they were asked to discuss and answer this question: "In a scale 1 (not ready) to 10 (very ready), how do you assess the readiness of your institution to establish and implement Knowledge Management? Please explain why." Below are the key take out of the discussion.

- 6 - In a government setting, we deal with data although not all are translated to support decision making, and not all are digitized or shared online with the public. There are suggestions to put data for public consumption as well. KW is definitely something that is in the organization's plan but it is not well define yet, as to what are the expected outcome and value add if KM is implemented. Employers are not aware of the progress on this matter
- 9 - Integrating the system, process, people, and application of the current database together will help in establishing the knowledge management
- 7 - In RS we have our own Data Collection and Information Sharing
- 8 - We have knowledge and lots of data, reports, and scientific publications. However, we need more human resources on Knowledge Management development and implementation
- 7 - There's abundant data, reports, and scientific publication but they are not centralized and accessible for all, therefore, we are lack of knowledge sharing.

The presentation were well delivered. Participants appeared they tried to digest the information in such a manner that they did not have any question. However, in the group activity following the presentation, when asked to discuss and explore the condition of their organization regarding KM, the discussion in the breakout room run quite engaging and lively.

3.2 Session 2: Introduction to KM Strategy and KM Model

After group activities in the previous session, Session 2 was started by the explanation on the urge to have KM program. The session then continued with material presentation by the trainer. Same with the prior session, no question and discussion happened in this session.

In the end of the session, participants asked to have discussion in break out room. Because in previous session, we noticed that there was 1 group that had difficulty to have full participation of their participants, we divided participants in only 2 groups. Participants were asked to discuss and identify the most relevant division to hold the responsibility of managing KM program.

The discussion in the two groups was active. They were rather quick in identifying the relevant parties responsible for KM. It was quite interesting that the groups did not only point out the responsible division in the context of project management, but they also determined which in stakeholders in charge with the responsibility and the supporting parties needed.

3.3 Session 3: Introduction to Knowledge Management System

In response to the training dynamic and due to the limited time, session 3 and 4 were merged. Group discussion was omitted. Trainer presented her material for the whole session. It was decided that in the end of these sessions there would be a group activity for participants.

3.4 Session 4: Introduction to Knowledge Management Tools and Approach

Initially, this session was designed to have group discussion after trainer presented her material. Due to the limited time, the group discussion was omitted. After trainer's presentation, facilitator spontaneously encouraged discussion by asking some participants about the current practice of KM in their respective organization and the challenges they faced so far. This unplanned act was taken because facilitator observed participants' need to share their experiences and views in developing KMS, and have feedback from the trainers. This was the most active session throughout the training, where most of the participants participated in the discussion. We feel their enthusiasm was peak. Below are key take away from the discussion:

- The most important things about knowledge management is the system that supports the goals and objectives of your organization
- CI Philippines shared their experience on implementing Knowledge Management: *We separated KM into 2 levels. In the project level, the one who has the responsibility in KM is program manager that conduct monitoring and evaluation in the project, and also the communication personnel. The objective is to structure the information gathered. We do not have dedicated personnel to do KM, which hard to find the qualified person in house. We do not have certain system for KM, only based on output and outcomes. After the project done, the information then gathered in the IT team, under the operational teams which need request and be accepted for internal system and purposes. In the organizational level, the KM system keeps evolving because involved many different countries with many small different groups.*
- Malaysia NCC shared their experience using their website for KM. But change in administration make the KM needed to be postponed. Recently, they focused on national knowledge management for CTI.

Trainer's recommendation:

- CTI should connect to its parent organization and follow their plan, develop the KM with the resources they had, make sure to align with the PO they already have. They needed to make sure stakeholders involved were merged and connected to the KM to have an efficient work.
- The challenge in managing and aligning to other country secretariats were capturing and collecting knowledge from them.
- Have to work to make KMS that works for other countries so everybody can connect. Accessible to everybody. There is a lot of approach and model that can be used. Find your real problem and start discussion from it. Sometimes KMS was developed not based on the needs and problem, it cannot be used. Also, gather support from all of organization member to make the proposed system worked, make sure they all involved in the designing and contributing. It must be practical.

3.5 Session 5: Guidance to Initiate KM Program for our Team.

In this session participants were divided into 2 groups. The groups were asked to discuss what kind of KM system that works for their organization.

First group presented that they needed to identify required resources, plan, and conduct capacity building workshop before they develop KM. Once the KM already establishes, they would conduct learning and sharing workshop to disseminate the findings of projects or researches. The workshops would also include success story sharing and also capture the challenges. They would use publication in any media available as the dissemination method.

The other group mentioned that they would choose the monitoring and evaluation team as the team responsible with KM. The information collected could be utilized to monitoring and evaluate how far the organization achieved their desired goals and objectives.

Feedback from the trainer: It is good to choose the division that directly related to the core business of your organization (research, program implementation, etc) as the one who responsible about KM. It is also good if they have the authority to appoint other supporting division.

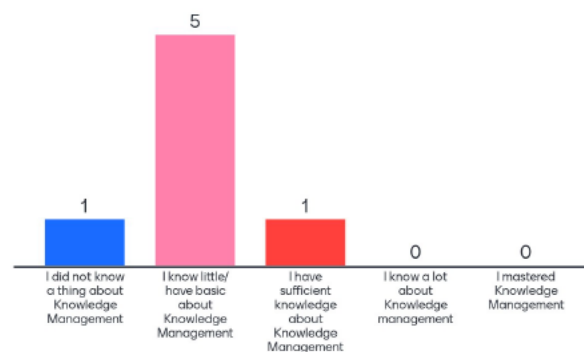
4. Participants' Training Assessments

4.1 Pre-Event Assessment

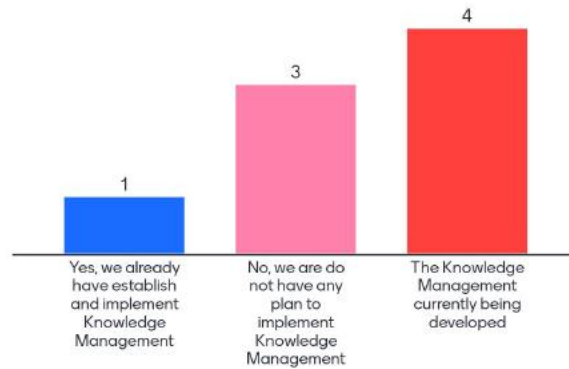
The Pre-Event Assessment was performed in the beginning of training, right after the opening ceremony. Facilitator asked participants to answer some questions in Mentimeter. Although in Participants List, we have 20 attendances, but only 7 people answered the poll. And throughout the training some participants back and forth joined and out. There were only 14 participants who stayed consecutively. Below are participants' responses:

1. Based on your opinion and experience, how much do you know about Knowledge Management?

(The responses were: 1 person did not know a thing about KM, 5 persons know little about KM, and 1 person have sufficient knowledge about KM)



2. **Has your institution established and implemented Knowledge Management?**
 (1 person admit already established KM, 3 persons admit do not have any plan to implement KM, 4 persons admit that the KM currently being developed)



3. **Please enter 3 different word that come first into your mind when you hear “Knowledge Management”**



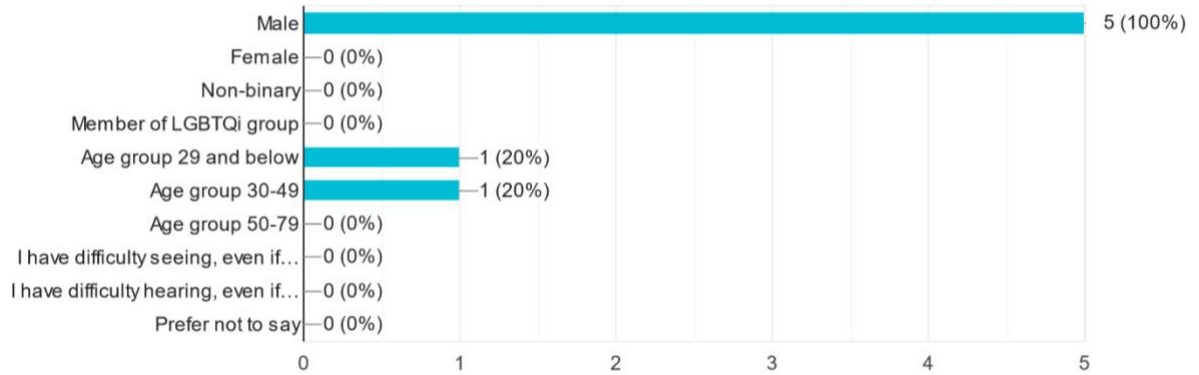
Based on the responses to the three questions in the opening session, we can see that most of the participants are still in the early stages of understanding and implementing KMS in their organizations. Thus, it is important for them to acquire sufficient basic knowledge of KMS to be able to follow the development of KMS in their organization, or even have sufficient relevant reasons for using KMS. But in general, they are quite familiar with the basic principles of KMS as a system of collecting, organizing, analyzing and communicating data.

4.1 Post- Event Assessment

Post Event Assessment was partly delivered in the end of training and also sent after the training to the participants, to ensure we have their feedback. Unfortunately, we only had 5 feed backs. Below are the detail of their answers.

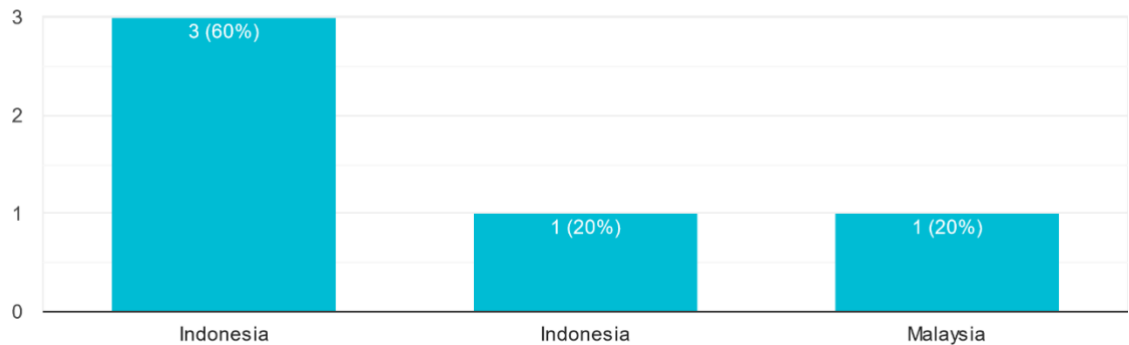
1. We are collecting demographic information to ensure gender equality and social inclusion measures. Please select all that applies.

5 responses



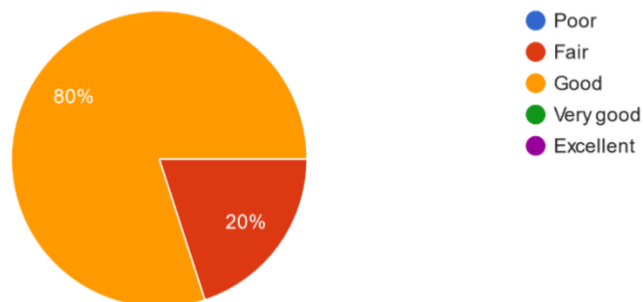
2. Country

5 responses

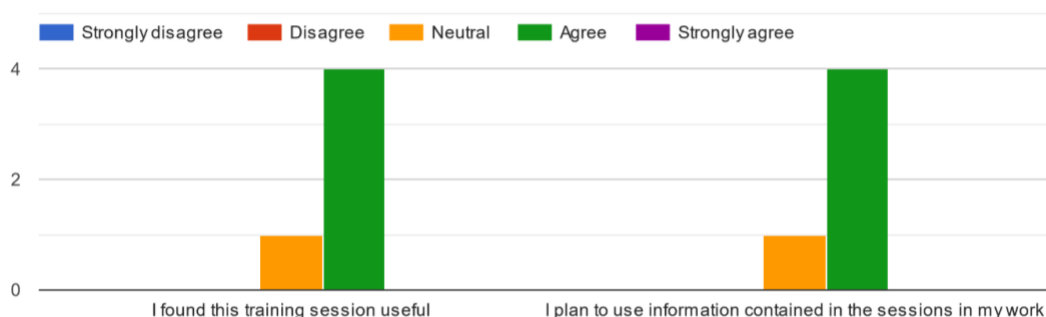


3. How would you rate the quality, content and the overall process of the training session?

5 responses



4. Please indicate your level of agreement on the statement below



In addition, there were also some feedback and comments from participants regarding the session which could be expected to be more interactive. For them, full presentation to deliver a lot of materials in not desirable. They expected more for the discussion, which could be based on examples and issues shared by participants in each organization, using certain analogies or other activities on virtual boards. Considering the large amount of material presented, they suggested that other training sessions be conducted offline.

There was no significant impression from the participants regarding this training session. However, participants still found the material presented in this session valuable and applicable. Given the limited knowledge and experience of participants based on the survey in the opening session, it is important to prioritize participants to be relevant to this issue through wider opportunities for discussion and sharing how KMS works in their organizations. Thus, they can understand the material more easily and their curiosity about KMS is aroused

5. Comments and Recommendations

Overall, the Training on KMS Development went very well. No technical problem occurred during the training. Based on participants' responses throughout the sessions and post event assessment, we cannot firmly conclude whether the training is successfully delivered the material that the participants need or provide adequate insights for them. Despite facilitator's effort to raise a lively conversation among the participants and/or between participants and the trainer, the response was rather limited and bland. It seems that the material presented in the training was relatively new to them or their experience in KM is insubstantial, thereby they did not know what to ask.

There is also this possibility that participants' uninteresting responses were because the training failed to stimulate their curiosity. Lack of structure in delivering the material and too much information presented might be the cause. Should the training be an initial step to make a working group in KM Strategy, the training need to foster a robust conversation about the condition of each country and how to answer the challenges participants face in order to initiate KMS in their respective institution. The training should have brought rationales why KMS relevant for them.

There was this possibility that the participants did not have adequate readiness to learn for they attended the training just because they were told to do so.

Further discussions need to be held for each country office if they want to initiate KMS to help them find relevancy initiating KM to the institution goal. Prior to that, we may need to bring all country offices in the same page by aligning their perception about KM. And when they are

ready, we can encourage them to gather and make a working group on KM. More technical training for KM implementation and development can be followed soon after that.

It is also advised there will be a dedicated representative from each organization for the KMS initiation stage, so that information, progress and the system to be built can be well documented and disseminated.

Annexes

Annex 1. List of Participants

Name	Gender	Age	Position	Office	Country
Solomon Sundah	Male	30-49	IT Officer	CTI-CFF Regional Secretariat	Indonesia
Therese TIU	Female	30-49	officer	Ministry of Environment and Water	Malaysia
Muhammad Ichsan	Male	30-49	TPM	CTI CFF	Indonesia
Amelia Abecina	Female	30-49	GIS Specialist	DENR-BMB	Philippines
Md Anjum Islam	Male	29 and below	MEM	RS CTI-CFF	Indonesia
Gustaaf Lumiu	Male	50-79	director	CTI-CFF Regional Secretariat	Indonesia
Kelik Sunarko	Male	50-79	NCC Staff	MMAF	Indonesia
Evangeline Miclat	Female	50-79	Director for Transboundary Marine, Policy and Learning Program	Conservation International Philippines	Philippines
Brian Nerre	Male	30-49	Finance & Operation Manager	REGIONAL SECRETARIAT OF CTI-CFF	Indonesia
Martha Wamo	Female	30-49	Marine Division Office/PNG NCC Secretariat Desk	CEPA	Papua New Guinea
Marcus Daniel Wicaksono	Male	29 and below	Junior Policy Analyst	Ministry of Marine Affairs and Fisheries	Indonesia
Reita Kalalo	Female	30-49	FAM	RS	United States
Grace Tri Aprilina	Female	30-49	Government Civil	Ministry of Environment and Forestry	Indonesia
Phelameya Haiveta	Female	30-49	Program Officer	Cepa	Papua New Guinea
Marzena Ann Marinjembi	Female	29 and below	Assistant Marine Project Officer	Conservation and Environment Protection Authority	Papua New Guinea
Nelly Kere	Female	30-49	Chief Program Officer	Ministry of Environment and Climate Change	Solomon Island
Alu Kaiye	Male	30-49	Senior Program Officer	Conservation and Environment Protection Authority	Papua New Guinea
Muhammad Ammar	Male	29 and below	Assistant Secretary	KASA	Indonesia

Annex 2. Photo Documentation

Topic 4

STORY TELLING

There are three main reasons why KM teams use storytelling:

1. Capture tacit knowledge: KM teams elicit stories from people in the business to draw out what they know and turn it into reusable explicit knowledge.
2. Convey complex concepts and information: KM teams use storytelling to help people understand complicated ideas such as enterprise knowledge flows and content management lifecycles.
3. Drive engagement: KM teams capture and share stories to show executives and end users why KM matters and how it helps individuals, teams, and the organization as a whole.

...motivation to participate

The slide also features a circular inset image of a woman smiling and gesturing with her hand.

The grid shows the following participants:

- Row 1: Dyah Indrapati, SUFIA LCD_Novena Rena Parengkuan, 2 Dyah Indrapati, SUFIA LCD_Arlene Satapornvanit
- Row 2: ID_Kelik Sunarko, RUSNITA SALEH, RS_Michael Tampongangoy, CI_Evangeline Miclat
- Row 3: Gustaaf Lumiu, RS_Muhammad Ichsan, RS_Md Anjum Islam, RS_Reita Kalalo
- Row 4: Martha Wamo, Martha Wamo

Each participant's video feed includes a name tag and a small USAID logo in the top left corner. The background of the grid is dark with a light blue fish pattern.