

**CAPACITY BUILDING TRAINING OF GOVERNMENT ENTITIES AND
LNGOS/CSOS ON KNOWLEDGE MANAGEMENT AND COMPILATION OF
LESSONS LEARNT AND BEST PRACTICES**

Islamabad

21st - 23rd September 2021



PAKISTAN RESILIENCE PARTNERSHIP (PRP)

TABLE OF CONTENTS

• Introduction -----	3
• Course Objective -----	3
• Course Outputs -----	4
• Participants -----	4
• Training Schedule/Activities-----	4
• Facilitators/Resource Persons/Specialization -----	5
• Logistical Arrangements -----	5
• Proceedings of the Course -----	5
• Day 1 -----	5
• Inaugural Session -----	5
• Training Sessions -----	5
• Day 2 -----	6
• Training Session -----	6
• Day 3 -----	7
• Training Session -----	7
• Post Training Evaluation/Feedback -----	7
• Closing Ceremony and Certificates Distribution -----	7
• Picture Gallery -----	9
• Annexes -----	15
• Annex A - List of Participants -----	15
• Annex B - Agenda -----	17

Introduction

Knowledge management, lessons learned and best practices obtained from experiences, are key to effective learning in project-oriented organizations. Many public or private organizations have developed information technology systems for collecting, sharing and maintaining lessons learned as a crucial element of their knowledge management policies. For efficient knowledge sharing and dissemination, the contents of the learned lessons are usually codified into explicit and structured knowledge in textual form like case reports, research studies, best practices or guidelines that are accessible to their staff for reference. While issues about data and information quality have been widely investigated, there is little research on the quality of the content of knowledge. Evaluation of lessons learned systems in terms of knowledge quality has not been conducted, implying a lack of detailed criteria for effective codification of knowledge, which is one of the key factors for successful knowledge management. Project team members can reach informed decisions not just by blindly following rules and decisions but also by reflecting on the reasons why their predecessors have made the choices and taken the actions specified in the lessons learned. A quality lesson learned and best practices documentation should state the rationales behind the decisions in the content. Disaster management policy and practice require knowledge for informed decision making and coordinated action as well-targeted interventions will improve the coherence, coordination, and disaster response by various actors and arenas. Keeping this in view, it is therefore imperative for all stakeholders to document all the response actions, lessons learnt and best practices to make use of these to improve organization's disaster/emergency response in any future calamities.

In order to build the capacity of humanitarian actors, PRP conducted a three-day training workshop on **“Knowledge Management and Compilation of Lessons Learnt and Best Practices”** from 21st to 23rd September, 2021 at Islamabad. The initiative was implemented under the program titled **“Strengthen the capacity of at risk-communities to prepare for, respond to, and recover from disasters through locally-led actions in selected high-risk countries of Asia”**.

Course Objectives

The objectives of the trainings were as follows: -

- a. To familiarize participants with concepts, approaches and steps of knowledge management and its importance in organizations.
- b. To equip participants for creation and strengthening of knowledge management section in organizations to support informed decisions.
- c. To introduce smart ways of documenting lesson learnt and best practices.
- d. To identify and validate best practices to capture, organize and share knowledge of project management.

Course Outputs

The training was geared-up towards following key outputs:

- Good understanding of knowledge management system and its importance for organizations
- Development of realization for evidence based informed decision making
- Enhanced knowledge and skills of documenting and reporting best practices and lesson learnt

Participants

Individual from government departments, private sector entities, media, civil society organizations, Punjab Emergency Services Department (PESD), Pakistan Girl Guides Association (PGGA) and NHN member organizations were nominated by the above respective organizations. The course was attended by 34 individuals. List of participants is attached at Annex "A".

Following is the summary of individuals who attended the training: -

Department/Organization	Participants		Total
	Male	Female	
Government	10	6	16
Private Sector	-	4	4
LNGOs	7	4	11
Media	-	3	3
Total	17	17	34

Training Schedule/Activities

Following were the sessions conducted during the training. The detailed agenda is attached at Annex "B".

Time	Session
21st September 2021 (Day - 1)	
09:15 - 10:00	Opening/ Inaugural session
10:30 - 11:15	Setting the context
11:20 - 15:00	Understanding knowledge management
15:00 - 16:00	Knowledge management cycle
16:00 - 17:00	Knowledge management map
22nd September 2021 (Day - 2)	
09:00 - 09:15	Recap of day 1
09:15 - 13:00	Knowledge management tools and products
14:00 - 15:00	Introduction to development of regional case studies
15:00 - 16:00	Knowledge management tools and products
16:00 - 16:30	Knowledge management road map for participating organizations (Assignment for the participants)
23rd September 2021 (Day - 3)	
09:00 - 09:15	Recap of day 2
09:15 - 13:00	Group presentations/ case study
14:00 - 15:00	Action planning
15:00 - 15:30	Post training evaluation
15:30 - 16:00	Closing ceremony and certificate distribution

Facilitators/Resource Persons and Specialization

Following resource persons took the sessions during the training: -

- a. Mr. Hamad Latif, Freelance consultant HRM practitioner
- b. Ms. Rubab Zahra, Muslim Hands, Country Lead Reporting
- c. Shaikh Zaman, ADPC
- d. Sajid Naeem, ADPC

Logistical Arrangements

All logistical arrangements for the training event were done by the National Humanitarian Network (NHN). Arrangement and preparations for the training, request for funding support from SPO, invitation to resource persons/ facilitators and participants were also undertaken by the NHN team.

Proceedings of the Course

• Day 1

- **Inaugural Session:** The proceedings of the course commenced with the recitation of Holy Quran followed by welcome note by Mr. Sajid Naeem, Country Representative, ADPC. He welcomed and thanked all the participants for taking time out of their busy schedules to attend the training. Mr. Muhammad Amad, NHN Chairperson, in his opening remarks welcomed the participants and thanked PRP and ADPC for organizing and conducting the training.
- **Training Sessions**
 - **Training Overview:** The training overview was given by Mr. Sajid Naeem explaining the purpose, objective and expected outputs of the training. He also gave a rundown of the scheduled sessions/ activities for the three days training.
 - **Understanding Knowledge Management (KM):** This session focused on of the basics of KM and was conducted by the lead trainer Mr. Hamad Latif. Besides, definitions and basic terminologies, the participants were briefed about the importance of KM in humanitarian sector using why, what and how (WWH) model. The trainer presented two scenario based on case studies on different emergency situations and described why and what kind of information is need in each case and how the emergency response services can improve their response based on the acquired information. Moreover, a group work was conducted to highlight the importance of situational awareness, operational/ programmatic information and synthesis of the information for planning and implement humanitarian assistance programs.
 - **Knowledge Management Cycle:** This was an interactive session conducted by Mr. Hamad Latif using power point presentation and group work followed by group presentations. The session was designed to apprise participants on the KM cycle and its various stages such as creating, capturing,

refining, storing, managing and dissemination of knowledge. During the group work participants were engaged to identify issue(s)/ challenge(s) in activities they currently undertake to meet the knowledge needs of their target audience and how could KM potentially help with addressing these issues.

- **Knowledge Management Map:** During the session a detailed presentation on various steps involved in the KM road map and cross cutting themes was delivered by Mr. Hamad Latif. The presentation was followed by a detailed discussion around the five (5) steps of the road map and subsequent question/ answers session on need assessment, creating/ designing strategy for KM, develop KM tools, mobilize KM methods, evaluate the achievement of KM objectives and decide upon the next steps.
- **Day 2**
 - **Recap of Day 1:** The session to recap the knowledge obtained and their understanding of the topics was conducted. The session was conducted by Mr. Muhammad Kamran, National Coordinator, PRP.
 - **Knowledge Management Tools and Products:** The session focused on the KM tools or systems organizations use for sharing information internally and externally. The session was conducted jointly by Mr. Hamad Latif and Ms. Rubab Zahra. First part of the session, conducted by Hamad Latif focused mainly on the general types of KM tools. Participants were briefed about the machine-readable knowledge base and the human-readable knowledge base. Besides the KM tools, the knowledge management components were also explained to the participants. During second part of the session conducted by Ms Rubab Zahra, participants were also briefed in detail about the knowledge/ information creation tools used during emergencies like situation reports, case studies, social media, pictures, videos, documentaries and researches etc. Specimens along with Dos and Don'ts for each tool was shared with the participants for producing quality knowledge using different tools.
 - **Introduction to Development of Regional Case Studies:** The session was delivered virtually (online) by Mr. Shaikh Zaman, Communication Focal Point, ADPC. The session was aimed at capacitating participants on development of case studies and human stories. Mr. Shaik Zaman, during the session provided overview of and shared general guidelines for developing case studies and human stories. He briefed participants on the types, purpose and key components of both tools.
 - **Knowledge Management Road Map for Participating Organizations:** The last session of the day was again facilitated by Mr. Hamad Latif. Organizations wise groups of the participants were formed and asked to prepare knowledge management road map for their respective organization/ department. Participants after through consultation within their respective groups devised actions plan for their organizations.

- **Day 3**

- **Training Sessions**

- **Recap of Day 2:** The session to recap the knowledge obtained and their understanding of the topics was conducted. The session was conducted by Mr. Sajid Naeem, ADPC.
- **Knowledge Management Road Map for Participating Organizations:** The session was facilitated by Mr. Hamad Latif. Groups formed during the previous day were asked to finalize knowledge management road map. Later each group presented their road map and action plan before the participants for getting their feedback for improvement.
- **Action Planning:** The last session of the training was conducted by again by Mr. Hamad Latif. Future action planning based on the learning during the training. Participants were divided into groups and were asked to prepare action plan to be followed for their respective organization/ department. After discussion in their respective group, each group presented the action plan formulated by the respective groups.
- **Post Training Evaluation/ Feedback:** The participants were asked to fill-in the evaluation form and give their feedback on various aspects of the training/exercise. The table below shows the overall rating of the training, provided by the 34 participants who filled in the evaluation forms.

Question Asked	Agree		No Opinion	Disagree	
	Strongly	Somewhat		Somewhat	Strongly
Training met my expectations	54%	46%	0%	0%	0%
Attainment of Objectives	30%	58%	12%	0%	0%
Methodologies Used	35%	46%	19%	0%	0%
Material and presentation used	35%	61%	4%	0%	0%
Content of the Training	42%	54%	4%	0%	0%
Resource persons/facilitators knowledge	38%	54%	4%	4%	0%
Balance between Theory and Exercise	30%	54%	12%	4%	0%
Group works were appropriate and sufficient	27%	61%	8%	4%	0%
Venue facilities and services	39%	39%	19%	4%	0%
Duration of the training	38%	46%	4%	4%	8%

- **Closing Ceremony and Certificates Distribution.** Brigadier Waseem, Member Operations NDMA was the chief guest for the closing ceremony. He thanked the participants for their wholehearted participation and valuable contribution during the training. He appreciated the PRP team for organizing training workshop on such an important theme and thanked ADPC and BMGF for their support to PRP. Moreover, he emphasized the importance of knowledge management, documentation of lesson learnt and best practices for informed decision making and planning/ executing quality humanitarian programmes. Mr. Muhammad Amad, Chair NHN on behalf of PRP thanked the chief guest, ADPC and

PRP implementation team, trainers and all participants. In the end Brigadier. Waseem distributed certificates among the participants.

Picture Gallery



Inaugural Session





Sessions by the Facilitators

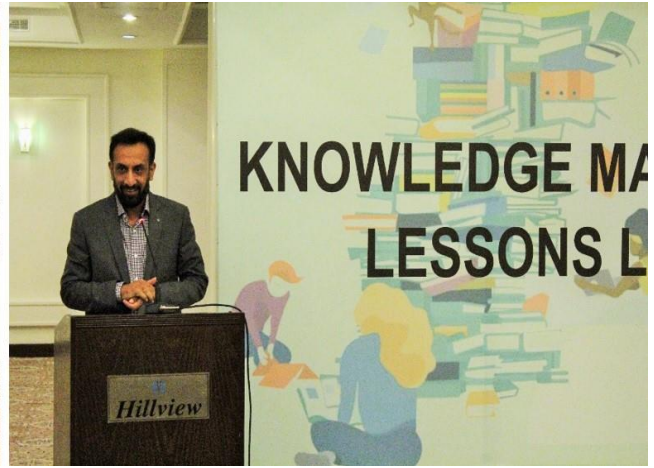




Group Work by Participants during various Sessions



Presentation by the Group during various Sessions



Closing Ceremony and Distribution of Certificates



Participant's Group Photo

Participants List

Ser	Name of Participant	Gender	Designation	Organization/Department	E-mail	Phone
Government						
1.	Maryam Taj Din	Female	Assistant Director	NDMA	maryamtajdin@gmail.com	0334-9784037
2.	Zarah Hassan	Female	Senior GIS Officer	NDMA	zarahhassan94@gmail.com	0341-5176285
3.	Ammanullah Rind	Male	Director (R&D)	PDMA (Balochistan)	amanrind72@gmail.com	0332-8181077
4.	Aftab Ahmad	Male	Assistant Director (DRM)	PDMA (KP)	aftabahmad82@gmail.com	0310-7766550
5.	Sohail Baber	Male	Director	PDMA (Punjab)	sohailbaber@gmail.com	0322-4666677
6.	Naeem Ahmad	Male	Assistant Director	PDMA (Sindh)	naeemsoomroll@gmail.com	0334-9111989
7.	Saeed-Ur- Rehman	Male	Director	SDMA (AJK)	info.sdma@gmail.com	0312-9059215
8.	Shahnaz Akhter	Female	Head (CS & information)	PESD, Rescue 1122, Lahore	safeepakmission@gmail.com	0333-5471122
9.	Yasir Riaz Gilani	Male	Emergency Officer	PESD, Rescue 1122, Lahore	eoresearch1122@gmail.com	0301-6307667
10.	Sibghat Ullah	Male	EO	PESD, Rescue 1122, Rawalpindi	eorawalpindi@gmail.com	0333-4175110
11.	Zain-ul-Haq	Male	Station Coordinator	PESD, Rescue 1122, Rawalpindi	zain9374577@gmail.com	0346-4751122
12.	Awais Saeed	Male	RSO	PESD, Rescue 1122, Rawalpindi	awaissaeed321@gmail.com	0334-7556343
13.	Alka Karamat	Female	CTWO	PESD, Rescue 1122, Rawalpindi	alkakaramat@gmail.com	0347-6841362
14.	Sajida Farooq	Female	Executive Secretary	Pakistan Girl Guide Association	nationalhq@pgga.org.pk	0333-5555144
15.	Khawar Ehsan	Male	Manager Public Relations	Pakistan Girl Guides Association	syeda.khawal@gmail.com	0321-5141055
16.	Shehroona Sheikh	Female	Office Manager	Pakistan Girl Guide Association	sheikh.sherry@yahoo.com	0332-4827748
Private Sector						
17.	Neelam Khalid	Female	President	RWCCI	nbsacademy@gmail.com	0333-5293530
18.	Rakhshanda Jabeen	Female	Senior Vice President	RWECI	rakhshandajabeen7@gmail.com	0336-5245459
19.	Noreen Tariq	Female	Vice President	RWCCI	noreentariq900@gmail.com	0300-8337701
20.	Shabana Ajmal	Female	EX-member	RWCCI	-	0321-9532047
Civil Society Organizations						
21.	Hameed Ullah Kakar	Male	ED	Youth Organization	hameedullah@youth.org.pk	0346-8397898
22.	Munaza Hashmi	Female	ED	EHD	ehd.pk07@gmail.com	0321-7186789
23.	Fareed Ullah	Male	Chairman	PRDS	fareed@prdspak.org	0345-9295606
24.	Wali Mohammad	Male	Chairman	GSF	waligsf@yahoo.com	0300-8314374
25.	Sumera Javeed	Female	Executive Manager	HANDS	sumera.javeed@hands.org.pk	0336-2427170

26.	Raja Iftikhar	Male	Program Manager	ADO	samiullahyouth@org.pk	0312-8957412
27.	Hamza Tariq	Male	Project Manager	Help in Need	hamza@helpinneed.org	0321-9849340
28.	Sami Ullah Kasi	Male	Program Officer	Youth, Balochistan	samiullahyouth@org.pk	0312-8957412
29.	Rooba Jabeed	Female	Program Assistance	Sungi DF	rooba.jabid@sungi.com	0347-6937124
30.	Farhan Khalid	Male	MEAL Officer	SPO	farhan@spopk.org	0321-5840776
31.	Kiran Khan	Female	MEAL Officer	Bedari	kiran.khan@bedari.org.pk	0331-5565033
Media						
32.	Nazia Usmani	Female	Assistant Director	Press Information Department	naziausmaniofficial@gmail.com	0323-4626914
33.	Fatima Batool	Female	Assistant Director	Press Information Department	fatimabatul@gmail.com	0303-4063498
34.	Afza Sarwar Ch.	Female	Anchor	Radio Pakistan (PBC)	afzalch146@gmail.com	0330-5696379
Organizers / ADPC / Facilitators						
1.	Muhammad Amad	Male	Chairperson	NNN	amad@gmail.com	0345-9990101
2.	Mohammad Kamran	Male	National Coordinator	NHN	kamran@nhnpakistan.org	0333-1930553
3.	Kashif Hussain	Male	Admin & Finance Officer	NHN	kashif@nhnpakistan.org	0345-5876898
4.	Muhammad Hamayun	Male	IT Coordinator	NHN	hamayun@nhnpakistan.org	0346-9101536
5.	Sajid Naeem	Male	Senior Program Manager	ADPC	sajid.naeem@adpc.net	0336-5671515
6.	Sana Javed	Female	Program Coordinator	ADPC	sana.javed@adpc.net	0334-8508989
7.	Hamad Latif	Male	-	Facilitator	hamadlatif@gmail.com	0314-9000030
8.	Rubab Zahra	Female	Muslim Hand	Facilitator	rubabzehra514@gmail.com	0330-5961086

**Training of Government entities and LNGOs/CSOs on Knowledge Management and Compilation
of Lessons Learnt and Best Practices**

21st - 23rd Sep 2021

AGENDA

Time	Topic	Responsibility
Day 1		
08:30 - 09:00	Participants registration	PRP
09:00 - 09:45	Inaugural session and group photo	PRP
09:45 - 10:45	<ul style="list-style-type: none"> • Overview of the training • Introduction to participants • Rules, car park and expectations 	PRP Facilitator Facilitator
10:45 - 11:15	Refreshment	PRP
11:15 - 13:00	Understanding knowledge management (KM)	Facilitator
13:00 - 14:00	Lunch and prayers break	PRP
14:00 - 15:00	Understanding knowledge management (KM) - Continued	Facilitator
15:00 - 16:00	Knowledge management cycle	Facilitator
16:00 - 17:00	Knowledge management map	Facilitator
Day 2		
09:00 - 09:30	Recap of day 1	Facilitator
09:30 - 11:00	Knowledge management tools and products	Facilitator
11:00 - 11:15	Refreshments	PRP
11:15 - 13:00	Knowledge management tools and products - Continued	Facilitator
13:00 - 14:00	Lunch and prayers break	PRP
14:00 - 15:00	Introduction to development of regional Case studies	ADPC
15:00 - 16:00	Knowledge management tools and products - Continued	Facilitator
16:00 - 17:00	Knowledge management road map for participating organizations - (Assignment for the participants)	Facilitator
Day 3		
09:00 - 09:30	Recap of day 2	Facilitator
09:30 - 11:00	Group presentations / case study	Facilitator
11:00 - 11:15	Refreshments	PRP
11:15 - 13:00	Group presentations / case study - Continued	Facilitator
13:00 - 14:00	Lunch and prayers break	PRP
14:00 - 15:00	Action planning	Facilitator
15:00 - 15:30	Post training evaluation	Facilitator
15:30 - 16:00	Closing ceremony and certificate distribution	PRP