

# Knowledge Management case study SEUF

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## Organisational setting.. 1

- **Mission:**As a professional non-governmental organisation (NGO) working with the communities, promote sustainable socio economic development with a focus on water, environmental sanitation and empowerment of deprived groups with special attention to women and concern for the environment.
- **Vision:** To be the premier organisation in India in ten years providing community based WATSAN and allied services



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## Organisational setting... 2

### Strategy:

- Use of participatory approaches in all stages of community development projects with special attention to gender
- Capacity development in local communities, governmental and non-governmental organisations
- Facilitating community-managed projects
- Specialisation in water and sanitation, hygiene promotion, environment management, and cost effective technologies
- Provision of services in project formulation, implementation, impact assessment, research and development, training, communication, documentation and information management



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## Organisational setting... 3

### Organizational goals

- To improve the total health of the community through Watsan and environmental interventions
- To empower the marginalised and deprived groups
- To enable capacity building of community to help them utilise the time saved through availability of facilities
- To contribute to poverty alleviation through WATSAN interventions
- To strengthen the Local Self Government Institutions (LSGIs) in taking up programmes in WATSAN sector.
- To develop a gender perspective in the society through WATSAN
- To contribute to the new initiatives in the sector the world over.

**Offices:** HQ at Trivandrum, Kerala, India, Five Regional offices in Kerala & project offices all over the state and one in the adjacent State.



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# The KM workshop -1

SEUF conducted two workshops

- The first Workshop at Regional Office, Alappuzha.
- Mr. Frank Odhiambo from WEDC and Mr. Jaap Pels from IRC facilitated.
- The focus of the workshop was personal knowledge mapping and identifying the challenges (personal and organizational) in this endeavour.
- The participants identified the thematic areas associated with work, knowledge sharing mechanisms, skills needed.



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## The KM workshop -1 Contin...

- The workshop gave participants, insights to the KM concepts of Knowledge Value Chain, Resource centre functions and nature of KM as a personal activity.
- Became aware of need for sharing, for own professional growth as well as for organisational development.
- Gave opportunity to present some of the experiences of staff members, which was neither documented nor shared.
- KM intervention in SEUF initiated in two regional offices of SEUF & KM plan developed for both.



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# The KM workshop -2

- Second workshop in Trivandrum
- 25 participants including staff, Community representatives & RCD members
- Mr. Frank Odhiambo from WEDC and Mr. Jaap Pels from IRC facilitated
- The workshop gave participants, insights to the KM concepts
- Gave opportunity to present some of their experiences and develop stories
- KM plan was formulated for an additional RO



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## KM Plan 1

### Alappuzha RO

- Form Discussion Groups, do Writing skill module, Undertake training in Case study writing, Develop & Present case studies and Share them through website.
- Arrange Training facility.
- Undertake regular process reporting.
- Practice diary writing.
- repack information to serve to different target audience.
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## KM Plan 2

### Kottayam RO

Developed a plan for documentation of their project to make the results explicit and informations available to all staff members.



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## KM Plan 3

### Calicut RO

- To develop computer skills and provide internet accessibility to staff members in Calicut regional office of SEUF.



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## Before KM intervention

- The concept of KM was a new terminology to in SEUF in 2002.
- Though there were sharing of experiences during staff meetings, focus was on the problem solving and monitoring.
- No culture of Information sharing even among colleagues
- Reinvention of wheel common even within



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## After KM intervention

- Sharing of information & knowledge began
- Transition of SEUF from an implementer to resource organisation picked up



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# Organisational change 1

- Improvement in knowledge creation & flow between individuals in regard to innovations, problems and collective thinking for solutions.
- Improvement in knowledge creation & flow between individuals and the organisation as reports & exchanges in meetings.
- Improvement in knowledge creation & flow between individuals and the institutional realm / sector through sharing as a part of RCD



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# Organisational change 2

- Innovations and experiments are shared enhancing knowledge creation & flow within the organisation.
- Knowledge creation & flow between the organisation and the sectoral institutions started in RCD platform.



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# Lessons from the KM pioneers

1. Enthusiastic champions are needed and to be located
2. Build KM initiative(s) on existing core competence
3. Address with KM initiative an urgent strategic imperative
4. Firm commitment from the top is needed for successful KM initiative / intervention
5. Early quick wins in KM initiatives neutralise the nay-Sayers



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## Story 1

### KM, a friend in need

SEUF undertook an HRM study two years back & the report emphasised the need for the transition of SEUF from an implementer to a resource organisation. The report was discussed thoroughly in the organisation and it was decided that the transition should be undertaken. KM came as a timely tool to achieve this task. Consultancy has since become a major activity of SEUF



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## Story 2

### Metamorphosis of personnel

The middle level and lower middle level staff participated in KM workshop had never shared information in English and done power point presentations. Many acknowledged that it was first experience. PPT has become the routine presentation style in SEUF. Many Staff members have developed capacities to document their field realities for sharing.



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## Story 3

### Unite we stand

Sustainability of sector reforms and community management of Watsan need the networking of government, Non government research organisations in the sector. SEUF is leading the RCD to facilitate knowledge and information sharing in such a network. The need for documentation of best practices was a concern in these platforms. KM has been accepted as the solution. Some partners attended the KM workshop as well. Further orientation of the partners in KM is in the anvil.



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## Challenges / questions to discuss

- Cracking down of information possessiveness
- De learning of the orientation for implementation alone
- Motivating to come out of the insufficiency syndrome
- Change Management



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