

# Knowledge Management case study **TREND**

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## Organisational setting 1

- **Mission:** Support capacity building for the delivery and sustained management of water and environmental sanitation facilities in Ghana particularly to the majority of people who live in rural areas and low income urban areas.
- **Vision:** An empowered and self renewing water and sanitation sector that has the capacity to meet the national challenges of ensuring water and sanitation provision for all.



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## Organisational setting 2

- **Strategy:**
  - Financial sustainability of TREND as an independent institution
  - Emphasis on client ownership of the process
  - Due cognisance of the local cultural context
  - Emphasise on delivery of quality outputs and adherence to professional code of ethics
- **TREND has only one office. Located in Kumasi, the second biggest city.**



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## The KM workshop

- KM Workshop was held from 29<sup>th</sup> August to 2<sup>nd</sup> September 2005
- All TREND staff were involved (10 staff members)



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## KM Plans

- Institutionalizing a culture for the development of **knowledge products** internally amongst staff members
- Institutionalizing a quarterly **sharing event** in which staff members share experiences gained from involvement in field and other work related activities



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## Before KM intervention

- Very little awareness of KM amongst the general staff body before the workshop
- KM was mainly theory
- There was KM effort but this was external to the organisation – RCD Project



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## After KM intervention

- KM initiative is firmly in place – KMC has been put in place to spearhead the process
- KM is now a aspect of our activities
- We approach KM from all four angles
  - Information and Communication Technology (ICT)
  - Human Resource Management
  - Office and Workplace Instruction
  - Organisation Set-up



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## Organisational change 1

- KMC set up and functioning
- Intranet now a key tool for internal communication
- Meetings
- Internal Newsletter
- Staff attitudes



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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

- Enthusiasm generated among staff to develop Knowledge products
- Adjustment in Management style



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## Challenges / questions to discuss

- Contract work vrs KM
- Developing our process to an extent that we can scale it up to other similar organisations



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