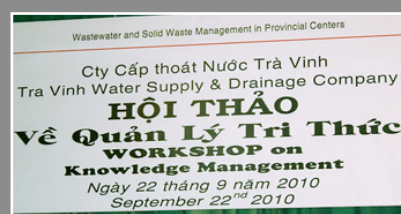




Component: TC Component 2 - Capacity Development in Wastewater Management (WWM Project)
Perspective: Organizational Development
Activity: Institutional Learning and Knowledge Management
Location and date: Bac Ninh, Hai Duong, Vinh, Can Tho, Tra Vinh and Soc Trang



Seminars and trainings make up the bulk of the WWM project's activities and consume the greatest part of it's financial and human resources. They are critical tools to deliver capacity development services and transfer knowledge to the project's clients and partners, aiming at improved wastewater management in the participating provinces.

Many training courses in diverse fields have been carried out over the past years of project implementations. Nevertheless it remains a burning question whether the knowledge transferred actually helps the partner companies to strengthen their capacities, whether the knowledge is stored, spread and shared and, finally, applied in the employees daily work routines, even after project completion.

Against this background it was decided to raise efforts on the dissemination of information on basic principles of institutional learning (IL) and knowledge management (KM) in the wastewater companies under the project.

In a first step, a person in charge within the WWM consultant team

was identified to pursue the topic. Literature research, interviews with project trainers and consultants as well as talks with managerial staff in the wastewater companies underlined the importance of the topic for the sustainability of all capacity building activities. In official meetings with the directors of the companies, it became clear that the effectiveness and sustainability of the training courses have been much of the directors concern for some time already.

In a next step, workshops on IL and KM were organised in Bac Ninh, Hai Duong, Can Tho and Tra Vinh with the key participants from the Board of Directors and the managers of the various related departments and divisions. During the workshops, the issues were introduced, the concepts were clarified and it was then openly discussed if it was necessary to practice IL and KM in the companies and how it should be done. All participants found the matters new and interesting and agreed on the necessity of IL and KM within their companies. In each company where the workshop was held, a KM officer was appointed or even a "task force" team was set in charge.

Further upcoming activities will focus on the storage and the application as well as the sharing of training information. Completed training courses will be reviewed in order to bring them together, sort them out and systemise them, both, the information about the participants and contents. These information will be stored in two ways, as hard copy (a tiny library) and soft copy (within the companies' internal networks). Later steps will then address issues such as knowledge application and knowledge sharing.

Certainly, setting up effective and efficient KM and IL in a company is a cumbersome and time-consuming effort that can only be successfully implemented if a company's management is aware of the needs and clearly understands the benefits of these in managing and retaining their intellectual capital and assets. Therefore the WWM project can only set initial incentives for the process by informing about the necessity and showing possible and resource-saving solutions and options fitting the reality provincial public service providers in Vietnam at the moment.