



# eThekweni Knowledge Strategy and Implementation Plan 2010 – 2014

Under the Auspices of  
The Municipal Institute of Learning –  
“Knowledge Driven Programmes  
by Practitioners for Practitioners”

FINAL – NOVEMBER 2010

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# Glossary of terms

<b>Term</b>	<b>Definition</b>	<b>Source</b>
Knowledge Management	Knowledge management is about transferring information and best practices from one part of an organisation to another part where it is needed. It is defined in the literature broadly as a conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that strive to improve organizational performance.	Department of Public Service and Administration's Research, Learning and Knowledge Management Chief Directorate
Knowledge Sharing	Knowledge sharing is systematically capturing and organising the wealth of knowledge and experience of staff, clients, stakeholders, beneficiaries and partners, making this knowledge readily accessible internally and externally, and linking interest groups and knowledge communities that work on similar initiatives – all with a view to expanding knowledge.	Development Bank of South Africa (DBSA)
Knowledge Creation	A process involving the conversion of tacit to explicit knowledge.	ME le Grange
Knowledge Product	Output of the KM process, through which knowledge is deployed and used to develop products and services that serve target markets and institutional processes that support the objectives and strategy of the organisation as well as its operating imperatives.	Development Bank of South Africa (DBSA)
Learning Organisation	A 'learning organisation is one in which people at all levels, individually and collectively are continually increasing their capacity to produce results they really care about'. According to this definition, the basic meaning of a 'learning organisation' is an organisation that is continually expanding its capacity to create its future. Organisational learning is an approach, through which the firm builds, organises and improves the daily operational procedures surrounding specific operations improve the skill of employee and the efficiency of the organisation.	Wiseman L Jack
Human Capital	The knowledge, skills and experience of an organisation's employees, which they take with them when they leave at the end of the day. It may include aspects such as motivation, capacity of innovation, creativity, teamwork, flexibility, tolerance of ambiguity and education.	ME le Grange
Learning Network	A group of individuals and organisations which join forces on issues of common concern, by sharing ideas, experiences, lessons learnt and insights.	Department of Public Service and Administration's Research, Learning and Knowledge Management Chief Directorate
Innovation	A process of generating new knowledge to be applied for improvements in procedures, process, products and services.	Centre for Public Service Innovation

		(CPSI)
Collaboration	An interdependent, co-ordinated interactive work approach, which is mainly adapted by individuals or organisations engaged in a common task, toward a shared goal.	Wikipedia
Ideation	A technique employed in forming new ideas to identify organisational opportunities and resolve institutional challenges and problems	Kubeshni Govender Jones  Web Associates Inc
Institutional memory	This knowledge is contained in various formats, e.g. documents, databases, videos, CDs, etc, and it is critical as it gives direction in terms of where each institution is coming from (history), and the route to be undertaken to reach its goals. One observation by officials around the country is that the information is scattered across components and/or institutions, and is often inaccessible, leading to inefficiencies and duplications.	Department of Public Service and Administration's Research, Learning and Knowledge Management Chief Directorate

# Introduction

“The illiterate of the 21st century  
will not be those who cannot read and write,  
but those who cannot learn, unlearn and relearn.”

Alvin Toffler

eThekwini Municipality is located on the KwaZulu-Natal coast and serves an area of 2300 square kilometers. The Inanda, Ntuzuma and KwaMashu area (INK) is a Presidential Urban Renewal Project to the north of the CBD. Another major township, Umlazi, is located to the south of the CBD.

The eThekwini Metro Area (EMA) is an amalgamation of racial and cultural diversity, with African, Indian and European influences creating a vibrant cosmopolitan society. According to the last official statistics, the Statistics South Africa Community Survey 2007, the EMA currently has an estimated population of just over 3.46 million. There are no official population statistics for the years 2008 and 2009.

eThekwini Municipality is a Category A municipality with a collective executive system combined with a ward participatory system. Council consists of 100 ward councilors and 100 councilors elected by proportional representation. There are 2 municipal entities: Durban Marine Theme Park (Pty) Ltd and ICC (Pty) Ltd. <sup>1</sup>

Knowledge Management became a strategic issue for the eThekwini Municipality as early as 2005 with the realization that a significant amount of knowledge was generated at the City but that at the same, knowledge was lost when people retired or left the City administration. The aim of the municipality's initial knowledge management efforts was to develop a repository of knowledge and information available to people in the organisation and other cities worldwide. <sup>2</sup>

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<sup>1</sup> eThekwini Annual Report – 2009/2010.

<sup>2</sup> Interviews with Siyabonga Mngadi and Eric Appelgren from eThekwini Municipality – 2006.

Head of International and Government Relations Eric Appelgren, around whose department knowledge management was initially located, found practical value that KM could have in his area of responsibility: “If someone goes abroad and comes back with a report, that report can be shared with a wide spectrum of people. So it serves the staff within the municipality but it also gives us an opportunity to share and help other people learn”. At the time the City was also keen to explore knowledge sharing networks in Africa.

At around the same time eThekweni joined the United Nations Institute for Training and Research (UNITAR), in collaboration with several United Nations agencies and programmes, and several world and regional associations of local authorities, in recognising the role played by local authorities in implementing international development goals at the local level: “With this role for local authorities clearly in mind, UNITAR is developing a global CIFAL Training Network (CIFAL is an acronym for the French equivalent of International Training Centre for Local Authorities) based on the public-private partnership model.”<sup>3</sup>

The role of these CIFAL’s was to facilitate administrative and technical capacity building for sustainable development and improve access to basic services such as water, sanitation, waste management, transportation, energy, public health and information and communication technologies. eThekweni Municipality was identified by UNITAR as possessing the necessary infrastructure and capabilities to provide training for other local authorities, particularly those in Africa; hence eThekweni Municipality, in partnership with the University of KwaZulu-Natal, the Durban Institute of Technology, Mangosuthu Technikon, the Durban Chamber of Commerce and Industry and UNITAR established CIFAL Durban. eThekweni Municipality's CIFAL, which was officially launched by His Worship The Mayor, Councillor Obed Mlaba on October 4, 2004, is part of a worldwide network of 8 CIFAL

CIFAL is in the process of consolidating its work in eThekweni and is in the process of consolidating what relationship it will have with MILE in the medium term.

As a leading NEPAD city, and an active member of the United Cities and Local Government (UCLG) in Africa, eThekweni has been playing an important leadership role in the coordination of learning around planning and sustainable development and local governance in cities on the continent. This exposure has caused for eThekweni

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<sup>3</sup> <http://www.durban.gov.za/durban/government/cifal/about>

Municipality to realise the need for a peer based learning intervention to support the emerging and changing needs of South African and sub Saharan municipalities.

This year, four years after its initial foray into knowledge management practice and eThekweni's initial ideas of knowledge storage, sharing and learning across Africa have come full circle with the establishment of the **Municipal Institute of Learning**, which serves multiple municipal needs by:

- Creating a collaborative platform where knowledge and innovation programmes and initiatives from various departments across the municipality can be coordinated and supported, and
- Building a model of peer-to-peer learning and sharing grounded in eThekweni experience and practice but with a broad reach across Sub-Saharan Africa.

It is against this background, and in an attempt to consolidate this role, that MILE will position eThekweni as a learning city, and will encourage partnerships that promote the building of local government practitioner capacity building on the continent.

## Strategic GOALS of MILE:

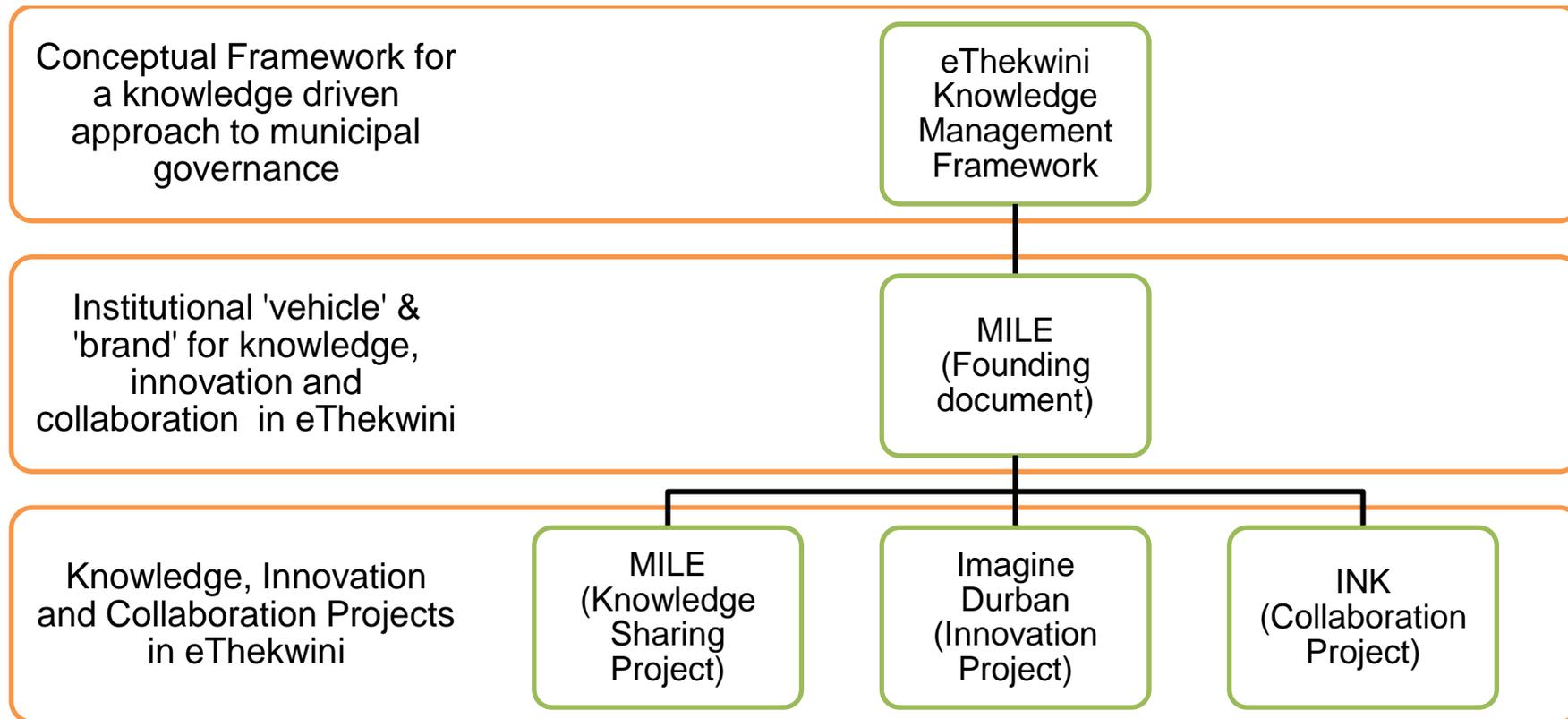
1. To improve the skills base of executives and enhance professional and technical capacity for excellence in local governance on the African continent;
2. To position the eThekweni Municipality as a platform for innovating, learning and sharing with other municipalities, associations and networks, both locally and internationally;
3. To leverage partnerships with tertiary institutions in order to optimize effectiveness of local government, its practitioners and the research agenda;
4. To provide a municipal technical support service to other municipalities in an empowering and innovative manner;
5. To co-ordinate the internal knowledge management agenda within the eThekweni Municipality.

At the core of the Municipal Institute of Learning (MILE) - as illustrated by its strategic goals - is the need to consolidate and enhance **knowledge driven practice** at eThekweni municipality. MILE has sought to achieve this through its four learning 'pillars': Capacity Building, Strategic Partnerships and Networks, Collaborative Research and Municipal Technical Support. These programme 'pillars' are underpinned by an integrated knowledge management system and will be guided by this knowledge management strategy and operational plan.

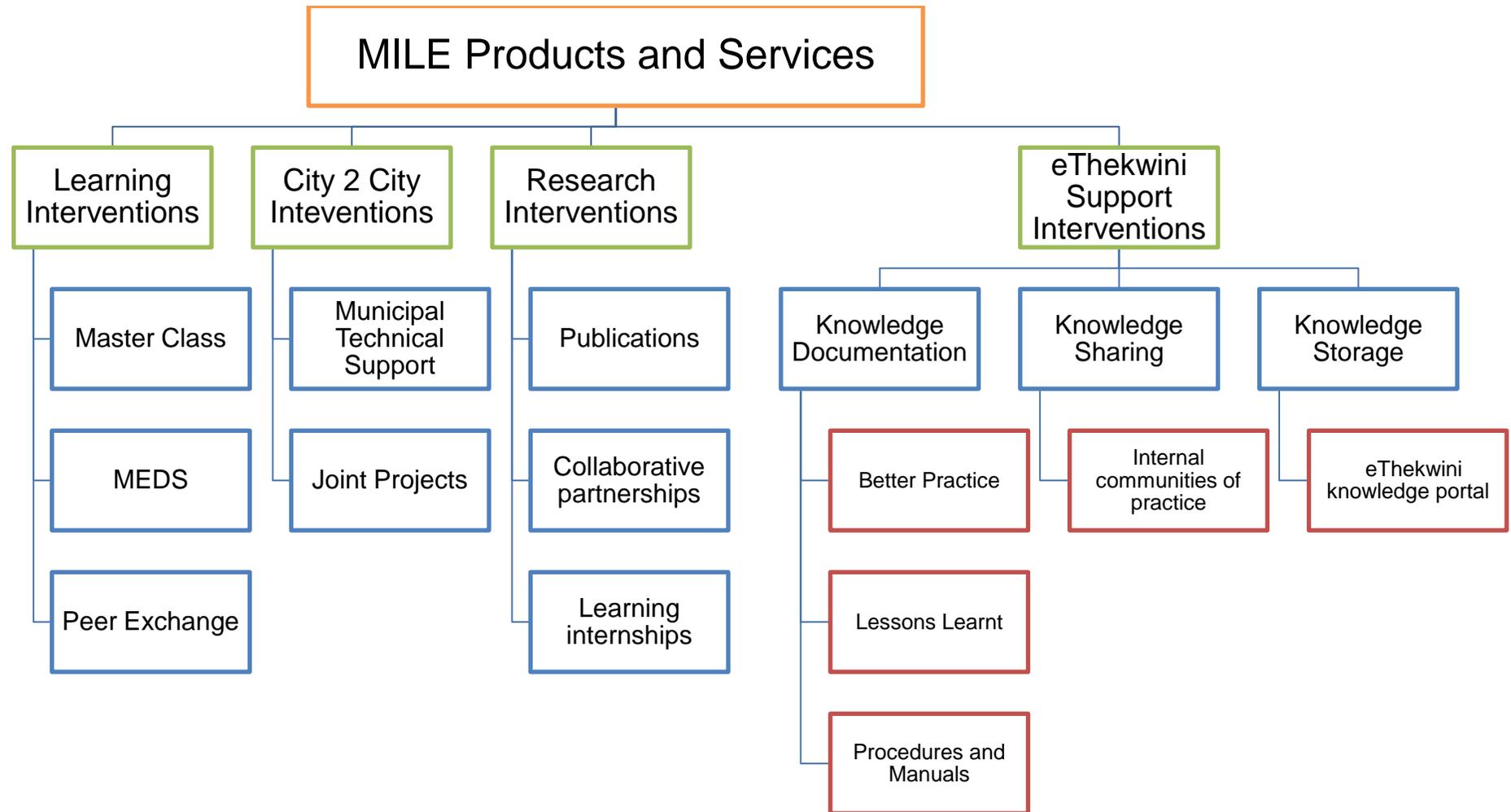
## Strategically Locating MILE

MILE has emerged as a programme and institutional response to the learning needs of eThekweni municipality. It comes at the back end of a range of needs based knowledge and innovation that have emerged over the last eight years. Because MILE is not an isolated intervention it must be mindful of other knowledge related initiatives that co-exist in the same space. The diagram below (institutional relationships and policy frameworks) is an attempt to map this internal space relative to the MILE initiative. The following diagram (MILE products and services drawdown) looks at a logical cascading of MILE programmes in relation to the current bouquet of products and services.

## Institutional Relationships and Policy Frameworks



## MILE – Products and Services Drawdown



# Framework for Knowledge Management in local government

'Leading and learning' is a key element of the development of local government. A 2001 SALGA report advocating for local government sharing facilities insists that municipalities must increase their ability to learn from themselves and must improve their ability to learn from each other: "This means getting to know what they know, maximising this intellectual capital to spearhead innovation and using the lessons from their own and others' successes and failures to drive continuous improvement".<sup>4</sup>

The need to have a coherent system for sharing knowledge is also reinforced by the Intergovernmental Relations Framework Act, 2005 which provides sound legislative reasoning for knowledge sharing. Under section 4, the act includes the following:

*In conducting their affairs all organs of state in national government, provincial governments and local governments must seek to achieve the object of this Act by, inter alia – ...*

- (c) Co-ordinating their actions when implementing policy, legislation or decisions affecting the interests of other governments and avoiding unnecessary and wasteful duplication or jurisdictional contest;
- (d) *Taking all reasonable steps to ensure that they have sufficient institutional capacity and effective procedures –*
  - i. To consult, to co-operate and to share information with other organs of state; and
  - ii. To respond promptly to requests by other organs of state for consultation, cooperation and information sharing.<sup>5</sup>

Co-operative governance can enhance the efficiency and effectiveness of the public sector on both an intra governmental level (inside the organisation) and inter governmental level (between public institutions). However, from experience of the public sector, the kind of cooperation that is envisioned Intergovernmental Relations Act does not come naturally to either the people or institutions in the civil service.

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<sup>4</sup> Sibisi Judy, "Banking on Knowledge: Towards a Local Government Sharing Facility", African Cities in Change Conference, October 2001

<sup>5</sup> Own emphasis

This is where knowledge management systems and techniques can play a valuable role.

Most recently the importance of building capacity and the appropriate re/skilling of local government officials has been acknowledged in COGTA's Local Government Turnaround Strategy (November 2009) which is aimed at counteracting those forces that are undermining the Local Government system. Root causes identified by the strategy include:

- i. Systemic factors, i.e. linked to model of local government;
- ii. Policy and legislative factors;
- iii. Political factors;
- iv. Weaknesses in the accountability systems;
- v. Capacity and skills constraints;
- vi. Weak intergovernmental support and oversight; and
- vii. Issues associated with the inter-governmental fiscal system.

## Knowledge Management in South African Cities.

In 2006, the South African Cities Network (SACN) commissioned a study on leading practice in knowledge management in South African Cities. This study made the following discoveries, which are crucial for lessons for the successful modelling and implementation of MILE:

1. The structure and location of KM units in local government seem to be an overwhelming concern for all developing KM projects. In many instances if KM did not have a 'physical' presence in the official organogram of the municipality, it got little regard in terms of resources and support.
2. At least two of the initiatives sampled expressed frustration at not being able to sufficiently 'convince' senior managers and politicians of the role that KM could play in improving the efficiency and productivity of the institution.
3. Where KM unit deliverables had been not integrated into the core business of the municipality, the value of the unit remained marginal. This had been the experience of both the Joburg and the Mangaung units. KM Units that had focussed solely on project needs, also ran the risk of becoming obsolete once that city programme had run its course. *It seemed that the ideal model would*

*be somewhere between developing independent capacity and playing a role in City programmes.*

4. In some cases there seems to be an over reliance on web based tools as a solution for knowledge gathering and dissemination. While ICT can play a very valuable role in a comprehensive KM plan, it should be seen as an enabler where existing systems and processes are already in place. If tools are not properly integrated and accepted into the work practice of an institution, the intervention might end up being a 'white elephant'.<sup>6</sup>

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<sup>6</sup> Extracted from the SACN report – “Leading Practice in Knowledge Management at South African Metropolitan Cities” – October 2006.

# Understanding the basic tenets of knowledge management

Knowledge management (KM) is concerned with the transfer information and best practices from one part of an organisation to another part where it is needed. In literature, it is broadly defined as “a conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that strive to improve organizational performance”.

A typical KM process will be made up of the following steps: creation, identification, collection, organisation, sharing, adaptation and use of internal knowledge and best practices. The aim of KM is to ensure that effort is not wasted on re-inventing the wheel and making unnecessary errors and in this way the organisation gets smarter<sup>7</sup>.

Although knowledge management itself is a new concept, organizations have always used knowledge management practices to make better decisions and produce goods and services more efficiently and effectively. Internationally public discourse about KM surfaced approximately 14 years ago. In the beginning it was all about a practical responses to operational problems being experience in the civil service in the United States and Europe. South Africa, taking note of international precedence began exploring knowledge management as a governance tool early in 2000 with initiatives like those of the Department of Communication to promote KM among ‘knowledge society’ stakeholders.<sup>8</sup>

Governments are often thought to be late adapters to management reforms. This sometimes happens for good reasons such as policy continuity, the need for security and to ensure that checks and balances remain in place, or concerns for equity. Also contributing to slow reforms in governments and public bodies is the organisational structure, rules, regulations and processes within these organisations.

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<sup>7</sup> Chief Directorate; Department of Public Service and Administration’s Research, Learning and Knowledge Management. [Towards a Knowledge Management framework for the public service.](#)

<sup>8</sup> [www.ikmagazine.com](http://www.ikmagazine.com)

The implementation of knowledge management programmes in a public environment has substantial benefit for public service institutions. From an implementation perspective it is important to understand the base conditions that might hinder the flow, capture and storage of knowledge in public institutions. Haricharan (2001) identified the following institutional challenges, which could be addressed by the strategic implementation of KM programmes in a public service setting:

- Bureaucracy, vertical organisational structure and over-emphasis on policy prescripts and guidelines.
- Government institutions generally designed to pursue specific 'functionally-laid' mandates and objectives – resulting in a 'silo-focus' that can also be found in the private and non-government sectors.
- Over-reliance on senior and long-serving staff for both codified and explicit knowledge – which is exacerbated further by acute skills shortages in the areas of problem solving, strategic management and effective leadership.
- Staff rewarded for compliance, as opposed to innovation, experimentation and risk-taking.
- Government is characterised by a 'heavy' bias towards an 'interior-outlook', blinding it to its exterior, domestic and global knowledge trends.
- Knowledge and information is not centrally stored, it is by and large, compartmentalised; with each unit or department, within the same organisation, maintaining its own hard drive – when sharing does occur it is normally in the form of top-down 'commands'.
- Moreover, evidence has indicated that in government, there is a lack of collaborative working and knowledge sharing; both internally and externally.

# Understanding eThekwini's knowledge needs.

To understand and locate MILE appropriately, project initiators conducted a range of interviews with eThekwini stakeholders to get a sense as to what their priorities for a knowledge driven municipality might be. Below is a high level summary of some of these comments, upon which an appropriate knowledge model for the eThekwini municipality will be based.

- MILE must be cognisant of existing knowledge programmes in the municipality and seek to develop innovative ways to support, coordinate and enhance these, while fostering good practice. It is important to document innovations and good practice.
- eThekwini must find ways to bridge the apprentice gap by pooling and reviving exchange programmes: "In the olden days, the Municipality used to have training programmes – electricity, ICT, water and sanitation etc." Perhaps MILE must consider bringing back retired professionals (locally and internationally) to undertake the training modules.
- The existence and future of SETAs is uncertain and hence it is imperative for the Municipality to consider the development of skills. Important to focus on mid-career training.
- MILE must consider 'the global south' and not just Africa in its exchange initiatives and must foster south-to-south cooperation that extends beyond Africa.
- MILE needs to be developed as a centre of excellence, pooling resources from Province; IMFO (institute of Municipal Financial Officers); United Cities and Local Governments of Africa; Institute of Municipal Managers etc.
- MILE must consider what programmes KWANALOGA (Kwa Zulu Natal Local Government Association), PALAMA, ILGM (there is a SALGA resolution recognizing ILGM as a training body for Municipalities), the Department of Public Administration (DPSA) offers.
- MILE must consider reintroducing working manuals and standard operating manuals – operational manuals preserve institutional memory.
- eThekwini must develop a structure of KM within the organization.

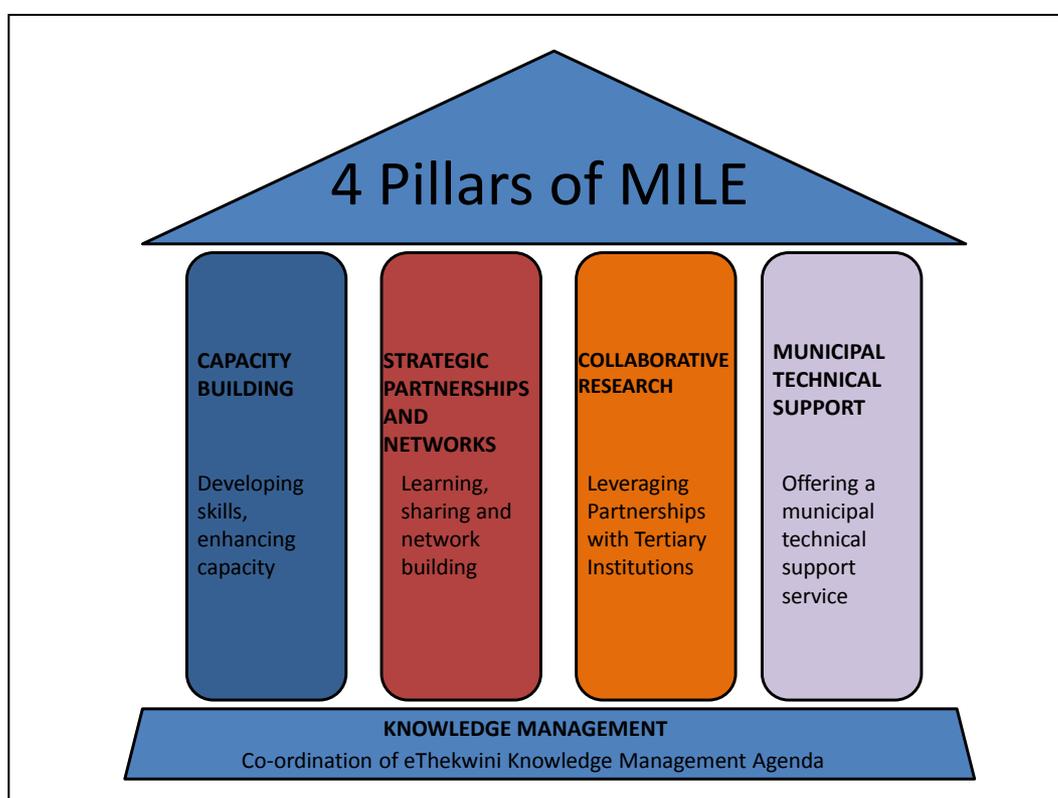
- There are important organisational projects that must be documented like the Soya Bean Project.
- MILE capacity building programmes must be tied to scarce skills in the municipality (deal with the shortage of skills) – e.g. shortage of bus drivers; public administrators; engineers.
- MILE must be run by ‘Practitioners for Practitioners’.
- MILE must integrate its programmes with other Municipalities and offer practical experience.
- MILE must consider what the prospect of ‘a single public service’ might mean for its programmes.
- MILE must set up a task team for MILE whereby the members are to be characterized by portfolio (i.e. Heads and Deputy Heads) and not by department.
- The MILE pillar relating to ‘consulting services’ is very important and will serve municipalities well.
- There is a need to link with local academic institutions and to inject practical experience and contribute towards course content in programmes offered by Universities: “theory can be offered by the University and practice by the Municipality”. MILE needs to develop a bridging module with a public sector focus for new graduates as well
- Need to develop MILE step by step (i.e. as a virtual learning centre and use current available facilities).

# Overview of the proposed MILE knowledge model.

## From Learning Pillars to Knowledge Pillars

eThekwini Municipality has realised the need for a peer based learning intervention to support the emerging and changing needs of South African and sub Saharan municipalities. This need is supported by considerable experience of hosting other municipalities locally and from abroad that have sought to learn from eThekwini officials on a range of municipal topics. The predominant focus of MILE is developing the capacity of local government professionals in Southern Africa, which will in time position eThekwini as a Centre of Learning in South Africa and the African continent.

MILE is currently structured along four learning 'pillars': Capacity Building, Strategic Partnerships and Networks, Collaborative Research and Municipal Technical Support. These programme 'pillars' are underpinned by an integrated knowledge management system.



Given the needs identified in interviews with eThekwini stakeholders, it is clear that while learning might be a key area of focus for MILE, capacity development alone will not meet the knowledge needs of the municipality. This strategy, acknowledges other knowledge areas for eThekwini while focussing on the role of MILE in a 'learning and sharing' space. The model below acknowledges the co-ordination and support role that MILE plays in relation to other knowledge driven initiatives in eThekwini.



**SUPPORT & ENHANCE**

**- Document to People Knowledge & People to People Knowledge**

This set of knowledge management activities are designed to seek better practice, innovation and appropriate lessons that would enrich the work of the eThekwini and target municipalities by providing alternate and improved models and practice of local government.

Information gathered during this stage will direct the creation of knowledge products (essentially documents or multimedia material where in the experiential of eThekwini practitioners can be documented) in the DOCUMENT & STORE process of the KM framework.

## **LEARN & SHARE KNOWLEDGE**

**- People to People Knowledge**

In the LEARN & SHARE stage MILE deploys and utilises information and knowledge resources emerging from eThekwini, to improve work practice amongst its target audiences. Activities at this stage of the knowledge management process could include: training interventions, peer to peer learning sessions and communities of practice and would encompass the current Master Programme and Executive Series.

It is anticipated that the interaction at this stage of implementation will yield further learning which will need to be documented by MILE.

## **DOCUMENT & STORE**

**- People to Document Knowledge**

At the DOCUMENT & STORE stage of the knowledge management process are activities associated with documenting, storing and sharing what has been learnt during the COLLABORATE & INNOVATE phase. The aim of this stage is to contribute to the pool of knowledge that can be accessed by a wider audience (like community stakeholders) for sake of benefiting municipal practice in South Africa and Africa.

## **COLLABORATE & INNOVATE**

**- People to People Knowledge**

Knowledge management enhances institutional performance through collaboration, critical self-awareness, learning and sharing. In the COLLABORATE & INNOVATE stage of the eThekwini KM process knowledge products, processes and tools are used to engage with MILE target audiences and stakeholders. This part of the knowledge management programme will promote innovation, as municipal practitioners collaborate in generating and evaluating new ideas, insights and experiences.

## Who plays in this space –

### Learning and Sharing in Local Municipalities

MILE has ambitions of supporting African municipalities with **capacity development** and **knowledge driven** programmes. To stake its claim in this arena it will have to be cognizant of who else plays in this space and what development path it will have to take to become a premier service provider to African municipalities. The table below reflects some of the players identified by MILE as being critical partners:

ORGANISATION	CORE BUSINESS	VISION	MISSION & OBJECTIVES
<b>GOVERNMENT PARTNER</b>			
KZN-PPSTA	Specialized training & organizational development service.	Centre of excellence for learning & development	Deliver high quality competency based learning & development programme & interventions that will lead to improved employee to organizational performance.
COGTA (national department)	Develop national policies & legislation with regards to Provinces & local government, & to monitor their implementation	Integrated system of government working together to achieve sustainable development & enhanced service delivery in a developmental state.	Provide professional & technical support to government.
PALAMA (Public Administration Leadership & Management Academy)	Professionalize build capacity & support career advancement in public service.	A public service that capable, committed, innovative & user oriented.	To provide directly & through suitable partnerships, management development & training.
LOGOLA	Local Government Leadership Academy	Development of a broad base of politically mature leadership that can sustain democracy & sustainable developmental local government.	Build strong local government leadership cadre with the capacity to manage & maintain competent municipal entities.

ORGANISATION	CORE BUSINESS	VISION	MISSION & OBJECTIVES
Local Government Skills Education Training Authority (LGSETA)	Local government sector education training authority.	Enhancing skills development strategies & development of local government into agencies integrating activities for social & economic upliftment of communities through service delivery.	To provide effective coordination of capacity building & skills development initiatives & create synergy between different elements of development project and leadership & other education interventions
SALGA South African Local Government Association	Wholesale transformation of local government	Association of municipalities at cutting edge of quality & sustainable services	To be consultative, informed, mandated, credible & accountable & provide value for money.
KWANALOGA	Association of KZN Municipalities		
<b>FUNDING PARTNER</b>			
World Bank World Bank (Institute)	Financial & technical assistance	Access to global expertise & knowledge creating inclusive sustainable globalization	Fight poverty by providing resources, sharing knowledge, building capacity & forging partnerships in public & private sectors; Deliver measurable results; improve every aspect of work & be a strong financial partner.
National Treasury	Managing national government finances	Supporting efficient & sustainable public financial management ensuring transparency, accountability & sound financial controls	Promotion of economic development, good governance, social progress & a rising standard of living; increase investment in improving education & skills development; improve regulation of markets & public entities; fight poverty & inequality; expand employment levels, income support & empowerment.

ORGANISATION	CORE BUSINESS	VISION	MISSION & OBJECTIVES
ACBF African Capacity Building Fund	Independent capacity building institution	To be leading African institution in a partnership to build sustainable capacity for good governance & poverty reduction	To build sustainable human & institutional capacity in public sector & civil society, in training & research institutions & regional organizations
DBSA Vulindlela Academy	Development finance institution	Accelerate sustainable socio-economic development by funding physical, social & economic infrastructure & improve quality of life.	Improve quality of life; mobilize finance & expertise for development projects
IDT (Independent Development Trust)	Development; mobilizing resources; institutional delivery; capacity building; KM & social facilitation & community participation.	To be leading knowledge based development agency	Enable poor communities to access resources, recognizes & unlock potential & improve life
<b>ACADEMIC PARTNER</b>			
PDM/Wits	University – Institution of Higher Learning	Producing research, generating knowledge, producing leaders & critical thinkers & reaching out to communities	Promote freedom of enquiry; search for knowledge & truth; centre for education & research.
DUT	Higher education	Preferred university for developing leadership in technology & productive citizenship	Teaching & learning environment; promote excellence in technology transfer & applied research; external engagement that promotes innovation & entrepreneurship.
MUT	Vocation-based education & training	Leading university driven by a desire for excellence in performance in teaching, learning, research & community service	Advance learning & knowledge in fundamental & applied areas; Provide open environment for knowledge exchange views & innovative ideas.

ORGANISATION	CORE BUSINESS	VISION	MISSION & OBJECTIVES
<b>NETWORK PARTNER</b>			
SACN South African Cities Network	Network of South African Cities and Partners	Encourage information exchange, experience and best practice on urban development & City management	Promoting sustainable cities, economic growth & poverty reduction, urban renewal, good governance, integrated land management & service delivery & city development strategy.
International Organization Development (IOD) (Steve Topham)	Network of organization Development supporting change processes.	Initiate organizational change processes.	Organization development principles, sharing of knowledge, international projects & cultural interchange.
Development Capacity (Prof Dan Smit)	International expert & development consultants	Lead implementation of several major development initiatives	

# Strategy to Implement Knowledge Management

## Positioning statement

eThekwini is a learning organization that promotes sustainable innovative ideas to support a caring livable city.

As Africa's premier learning institute for local government practitioners, the Municipal Institute of Learning (MILE) supports African municipalities with **capacity development** and **knowledge driven** programmes to enhance the delivery of local government competencies. (Includes internal competencies)

## Objectives

1. To develop supportive knowledge management processes to bolster municipal practice
2. To use local knowledge as a basis for creating viable and active public discourse.
3. To develop internal knowledge driven processes that encourages knowledge sharing within the municipality.
4. To build a basis of institutional knowledge to ensure that eThekwini is not only understood in terms of WHAT it does (process knowledge) but also in terms of WHY certain things are done (contextual knowledge).

# Implementation Overview

## Implementation principles

- Knowledge exchange through conversation
- Competence networking
- Learning before risk mitigation
- Sharing learning while doing
- Learning from every delivery cycle
- Strategic collaboration
- Using technology appropriately
- Accessing all organisational behavior drivers to encourage collaboration and learning

## **Using MILE as an Implementation Vehicle for Knowledge Management in eThekwini – A path for development**

To date knowledge driven initiatives in eThekwini have developed organically around the emerging needs of the municipality. The emergence of MILE has been no different, except that its promoters have sort to understand and drive its model relative to the development of other public service type knowledge entities. To this end the following diagram plots a course for the development of MILE programmes relative to the growing learning and development needs of the eThekwini municipality:

### Phase 1 - Strategy and Implementation Plan

- Establish need for products (demand)
- Understand internal and external audiences

### Phase 2 - Product Development

- Align need with existing knowledge programmes
- Support additional content development if needed
- Package programmes
- Pilot programmes - test methods
- Market programmes

### Phase 3 - Implement Core Programmes

- Select and align audiences to MILE knowledge programmes
- Implement programmes according to demand
- Measure and evaluated roll out, content and demand.

### Phase 4 - Build institutional capacity

- Build internal MILE capacity to support wider roll out of programmes.
- Upskill MILE staff as knowledge management facilitators, employing dedicated knowledge management support to programmes

### Phase 5 - Consolidate and Collaborate

- Use MILE programmes as a means to pool other knowledge initiatives in eThekwini.

