

## **KNOWLEDGE AUDIT AS A TOOL IN THE ORGANIZATIONAL CAPACITY ASSESSMENT IN CONFLICT TRANSFORMATION**

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### **ABSTRACT**

*Knowledge audit is a baseline for any knowledge management program. The study was conducted as an organizational study for Facilitating Local Initiatives for Conflict Transformation (FLICT), where three partner organizations were selected. The study was designed to develop a process to undertake knowledge audits of partner organizations which could suggest methods of strengthening processes and structures to develop a sound knowledge base for the organizations. The research used to identify the level of awareness, competence, and available information on conflict transformation and information sources on peace building. Organizational profiles and conceptual structural model were developed based on the data collected. To achieve specific objectives a hypothetical structural model of knowledge audit for capacity development was developed after a literature survey. The hypothetical model and literature were used to develop a discussion schedule and check list. Based on the discussion schedule and checklist, discussions were conducted with the management level and implementation level officials of the organization. Primary data were analyzed qualitatively. Analyzed data were grouped as profiles for the organizations. The study examined the type of peace building programs, media usage, and organizational self analysis methods and profiled, uses of resources and information communication technology of the organization were assessed. Based on analysis and findings conclusions and recommendations were made. The organizations had satisfactory level of awareness on information structures and cultures on conflict transformation. Organizations were using printed, electronic media for peace building activities. Chat rooms, internet could be used for peace building activity. KNOWLEDGE AUDIT, KNOWLEDGE MANAGEMENT, PEACE BUILDING, INFORMATION, NGO*

## **1.0 INTRODUCTION**

### **1.1 Background of the study**

This century is most updated speed of knowledge creation was observed, due to globalization countries become more connected, innovation, new product development, changes in public life, International Business, New technologies and competitiveness in business and industries give birth to the concept of Knowledge Management (KM)

KM has emerged as response to find solution for complexity of above mention disciplines. “KM has focused on human and culture- related issues. In order to grasp the KM benefits, companies & organizations need a serious change, including not just new technology deployment, but also their integration into knowledge and business processes and their proper usage by motivated employees” ( E. Gourova; A. Antonova, 2009)

### **1.2 Research Problem**

Different Knowledge Based Organizations in Sri Lanka specially NGOs

Existing Knowledge Bass of the Partner Organizations of FLICT, Sri Lanka (Facilitating Local Initiatives for Conflict Transformation)

### **1.3 Background of the Organization**

Facilitating Local Initiatives for Conflict Transformation (FLICT) aims to strengthen the capacity of Sri Lankan

civil society to contribute towards conflict transformation, particularly at the local level.

The overall goal is to strengthen - on a countrywide approach – initiatives for conflict transformation in Sri Lanka, by supporting civil society to play a more effective and influential role in contributing towards a lasting and positive peace. FLICT expects to achieve this by supporting local initiatives in the implementation of projects and by providing services to reflect on their work and develop their organisational capacities further.

The FLICT Project concentrates its efforts on three different focus areas:

Transforming cultural identities towards an inclusive society

Inter-ethnic and inter-religious linkages for conflict transformation

Civic participation in democratic and plural forms of governance

Selected Partner Organizations of FLICT

Pilot Test- Foundation for Community Transformation (FCT)

Study Conducted Organization

National Peace Council of Sri Lanka (NPC)

The POWER Foundation

The VILUTHU( Center for human resources development)

### **1.4 Use of the study**

The study was done to assess the FLICT partner organizations knowledge level on conflict transformation. This study could be used for the purpose of examining knowledge level of the NGOs. They could invest in education and training of the organization's human capital

The following uses were identified from several knowledge-based organizations for capacity building

Develop knowledge repositories for preserving, sharing, and distributing knowledge

Provide incentives to encourage employees and management to contribute to the organization's knowledge repositories and use this knowledge

Consider evaluating annually each member of the firm on the quality and quantity of knowledge contributed to the firm's knowledge bases as well as the organizational knowledge used by that firm member

Develop methodologies for managing and structuring the knowledge in the knowledge repositories

Provide an infrastructure of individuals whose main job is to manage the creation, development, and maintenance of knowledge repositories

The organizations could improve their knowledge centers

Adapt to the changing competitive environment by forming project teams based on the employee knowledge profiles ( Liebowitz, 1999)

## 2.0 REVIEW OF LITERATURE

### 2.1 Different Definitions of Knowledge Management (KM)

“KM is a topic of great interest in the management and organizational science and it is argued that KM should be appropriately supported by enterprise information infrastructures (

( Davenport & Prusak 2000)

“In many organizations, the knowledge used to solve problems, to direct actions and make decisions, together with any lessons learnt, are lost in the ‘noise of a turbulent business environment” ( Vasconcelos et al, 2003)

Based on research findings following essential factors were stressed for KM success

Knowledge-oriented corporate culture

Continuous learning and knowledge sharing

Technical/ Organizational infrastructure

Senior management commitment and leadership

Knowledge champions, such as chief knowledge officer (CKO)

Link to economics or industry value (K.Mertins; P. Heisig ; J. Vobeck 2003)

### Knowledge Audit (KA)

“In order to solve the targeted problem, what knowledge do we have, what knowledge is missing, who needs this

knowledge, and how will we use the knowledge”

(Liebowitz, 1999)

“The knowledge audit identifies the core information and knowledge needs and uses in an organization, their gaps, duplications and flows, how they contribute to business goals, and which areas need improvement” (Dalkir 2005) (Hylton 2002)

Knowledge in Organizations like NGO

Soft Knowledge/ Tacit Knowledge

Hard Knowledge/ Explicit Knowledge

(Hildreth & Kimble, 2004)

#### **Soft Knowledge/ Tacit Knowledge**

Person possesses and it is described as knowledge embedded in individuals experience

It is hard to formalized & Communicate

“We can know more than we can tell” – (Polanyi 1996)

#### **Hard Knowledge/ Explicit Knowledge**

This type of knowledge can be transferable in a formal and systematic way by language

It is interchangeable

It is independent of the individual’s mind

### **3.0 METHODOLOGY**

#### **3.1 General Objective**

To develop a process to undertake knowledge audits of partner

organizations and suggest methods of strengthening process and structures to develop a sound knowledge bass for the organization

#### **3.2 Specific Objectives**

To identify knowledge level of awareness on Conflict Transformation (CT)/Peace Building (PB)

To identify the level of competencies on CT/PB

To identify the available information on CT/PB

To identify how they get information on CT/ PB from knowledge sources

#### **3.3 Research Questions**

To achieve the specific objectives, research questions were set, depending on functional model of knowledge audit

The research questions were,

What are the information/Knowledge sources that available to get knowledge on peace building?

What are the methods are possible to get that information effectively and efficiently?

What are the available information/ knowledge regarding peace building?

What is the knowledge level of awareness of Peace Building?

What is the competency level of conducting training on Peace Building?

#### **3.4 The Study**

The Study was conducted as a Qualitative Research/ Content Analysis

“ There may be several ways of conducting KA” (Skyrme, 2002; Hylton, 2002 ;Liebowitz *et al.*, 2000;Burnet *et al.*, 2004; Jones,2005;Jackson, 2005;Cheung *et al.*, 2005)

Concerned two major tasks

Knowledge Mapping

Knowledge Flow

### 3.5 Data Collection and Analysis

Discussion schedule & Chick list were developed

Discussions were done as an Interviews for in- depth analysis of problem, Discussions were recorded

Observation of documentations, Project Reports, observing work in progress, Organizational Charts, File Structure, ICT facilities

Social –Network Analysis (SNA) - People, Groups, Organizations, Computers, Information/ Knowledge Processing Strategies.

Focus Groups

Management Level

Project Implementation Levels, Project unites

### 3.6 Sampling Techniques

The organization selection was done through standard selection criteria (Judgmental or Purposive sampling),

the criteria were; organizations should have medium scale.

The selection criteria of the organization selection

Minimum numbers of employees is 15

Should have five years of active business on peace building

Minimum fund reserved for project from FLICT is nearly seven millions LKS

Organization should work for peace building by fulltime

The study on the knowledge audit as a tool in organizational capacity assessment in conflict transformation was done by review of secondary information and primary information. The study was done in three partner organizations of FLICT, as a organizational study.

To undertake the knowledge audits of the partner organization, a conceptual framework was prepared by considering literature available. The framework is built from a set of concepts linked to a planned or existing system of methods, behaviors, functions, relationships, and objects.( <http://en.wikipedia.org>)

Then hypothetical model was prepared, the model has been simplified description of complex entity. The model represented the research key areas and other secondary data models were concerned to prepare interview schedule and check list. The primary data was analyzed in qualitatively.

*Table 1 The Specific objectives and the method of approach*

Specific Objectives	Adopted Method
1.To identified the organization sources do they get information regarding Conflict Transformation (CT)/ Peace Building (PB)	Review of literature regarding CT/PB knowledge on NGOs and  Interview with management level and implementation level officials in partner organization and available documents in the organizations
2.To identified knowledge level of awareness on CT	By using schedule interview with management and implementation level officials at partner organization , Literature survey & document survey
3. To identified the level of competencies on CT/PB	Available documents of the organization regarding their work and interview with organization officials.
4. To identified the available information on Conflict Transformation/ Peace Building	Existing available documents, information on conducting projects/programs, past records of the organizations and Interview with organizational officials
5.To identified how they get Information on CT/ PB	By using functional model of knowledge audit, management and implementation level interview

*Table 2 The Indicators of the knowledge levels*

Indicators used for assess Tacit Knowledge	Indicators used for assess Explicit Knowledge
1) Numbers of knowledge unites of the Organization	1) How they codified knowledge
2) Working Location/s	2) Information on document volume

3) What they Achieved	3) Types of the document
4) Special Skills	4) Use fullness of the document
5) Future Potentials	5) Trademarks and licenses Of the organization
	6) Numbers of Patents

(Debowski, 2006)

### **Information Sources of Conflict Transformation/ Peace Building**

In Sri Lanka there are considerable eight major sectors are involving peace building activities, according to eight-day workshop organized by CHA in March 2004, the participants who came from 22 districts of Sri Lanka. Information or knowledge on conflict transformation/Peace building could be share through following major key areas in Sri Lanka

Peace advocacy

Good governance

Conflict analysis

The Promotion and Protection of Human Rights

The Tolerance of diversity and Reconciliation

Using Media for Peace

Mediation and Negotiation (CHA 2005)

### **Available Knowledge**

Existing Knowledge could be categorized as “Explicit knowledge and tacit knowledge. Explicit knowledge could be available on:

Structured - Data elements that are organized in a particular way for future retrieval; e.g., documents, databases, spreadsheets

Unstructured - Information not referenced for retrieval; e.g., emails, images, audio or video selections

As well as Tacit knowledge is the Knowledge that people carry in their heads. It is difficult to access and most people are not even aware of what they possess or how it is of value to others. It provides context for ideas, experiences, people, and places and is not easily captured.

### **Knowledge Transfer**

The process of sharing knowledge between one person and another

If knowledge has not been absorbed, it has not been transferred

### **3.7 The Hypothetical functional model for knowledge audit**

Here it is shown that in fact hypothetical knowledge can be captured using the standard counterfactual operator and knowledge operator, provided that some assumptions are made regarding the interaction between the two. It is argued, however, that these

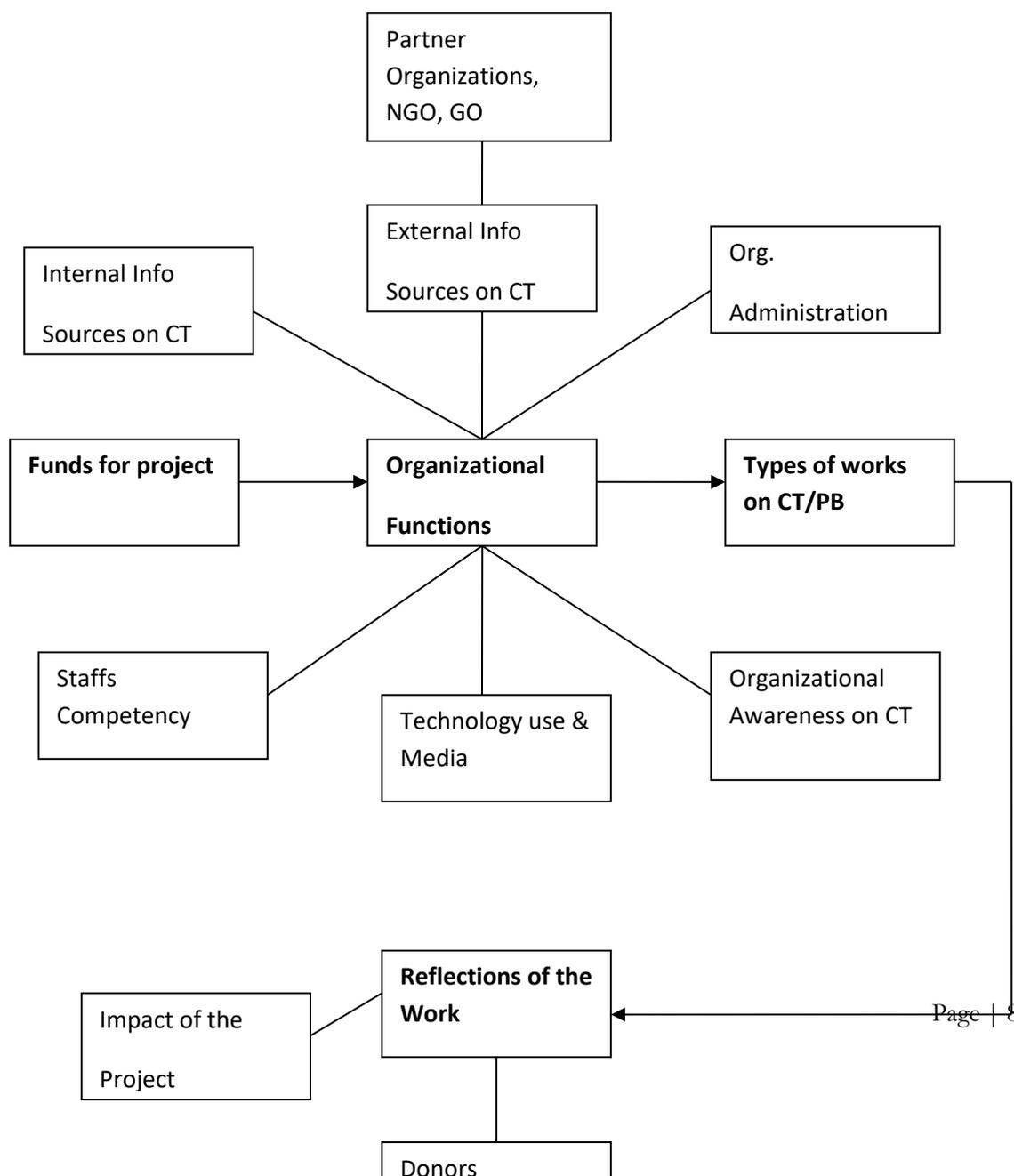
assumptions are unreasonable in general, as are the axioms that follow from them. Some implications for game theory are discussed. (<http://www.cs.cornell.edu>)

*whether variables are interrelated through a set of linear relationships by examining the variances and covariances of the variables.* (<http://www.statsoft.com>)

### The Basic Idea behind functional Modeling

This idea generalizes, in various ways, to several variables inter-related by a group of linear equations. The rules become more complex, the calculations more difficult, but the basic message remains the same -- *you can test*

The hypothetical model has been developed through literature survey. This model is a knowledge flow/ processes of the nongovernmental organization for project implementations. Based on literature Review Following Hypothetical Modal was developed



*Figure 1: The Hypothetical functional model for knowledge audit*

### 3.8 Pilot Test

Knowledge Audit is a new concept to the knowledge management studies; the study was conducted in one FLICT partner organizations. Partner organizations are non-profit making organizations, working like NGO for peace building. Respondents from partner organizations did not have reliable answers on the scheduled questions, the discussions were recorded.

Two organizations were selected for pilot test but informally test was conducted in the FLICT and formally pilot test was conducted in the Foundation for Community Transformation (FCT). Pilot test was very important to re-organize the interview schedule, management of time frame and it gives the knowledge on the data analysis and profile creating.

## 4. 0 RESULTS AND DISCUSSION

### FLICT Partner Organizations Profiles

The organizational profile is a starting point for self-assessment of the organization, organizational profile is a snapshot of the organization, the key influences on how they operate, and the key challenges they face. The first section, organizational description, addresses partner organization’s business environment and relationships with community, suppliers, and other partners. The second section, Organizational Challenges, calls for a description of your organization’s competitive environment, key strategic challenges.

Research conducted three partner organization have their own organizational vision, mission and legally registered as Non Governmental Organizations (NGO). There getting funds from different funding organizations which are based on different countries.

Three organization’s profiles are formulated and presented as a tables

### National Peace Council of Sri Lanka

*Table: 3 Organizational Profile of the NPC*

Name of the Organization: National Peace Council of Sri Lanka				
Province: Western				
Numbers of Employees	Designation levels of the organization	Main tasks	Educational Levels	Years of Work Experience

35	<p>General membership</p> <p>Governing council</p> <p>Management committee</p> <p>Executive director</p> <p>Chief operations executives</p>	<p>From consultants/Well Wishers</p> <p>Apex body</p> <p>Decision making</p> <p>Decision making/Corporate</p> <p>Governance.</p> <p>Project implementation</p>	<p>Few Post graduates,</p> <p>Few Graduates and professionally qualified journalists</p> <p>More Tertiary level of educations</p>	Since 1996

Sources: Primary Data

#### Focus Areas of the Organization

Mobilization of community support for a political solution, through the establishment of network and coalition building

Response and intervention to situations affecting the peace process

Gender Issues

Peace Educations

Social Research and Analysis

Using Media for peace

## The Power Foundation

*Table: 4 Organizational Profile of the POWER Foundation*

Name of the Organization: The Power Foundation				
Province: Uva				
Numbers of Employees	Designation levels of the organization	Main tasks	Educational Levels	Years of Work Experience
40	<p>Chairmen</p> <p>2.Deputy Chairman</p> <p>3.Management Team</p> <p>4.Project Officers</p>	<p>Coordination,</p> <p>Decision Making</p> <p>Decision Making, Corporate management</p> <p>Financial Audit</p> <p>Project implementations</p> <p>Project conductors</p>	<p>No Post graduates, Few Graduates, and More Tertiary level of educations</p>	<p>Since 1986</p>

	5.Field Officers			
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Sources: Primary Data

Focus Areas of the Organization

Social Mobilization

Gender & Development

#### 4.1.3 The Viluthu Organization

*Table: 5 Organizational Profile of the Viluthu*

Name of the Organization: The Viluthu (Center for Human Resource Development)				
Province: Western				
Numbers of Employees	Designation levels of the organization	Main tasks	Educational Levels	Years of Work Experience
15	Chairperson  2. Logistic Officer  3. Program Consultants  4. Editor	Decision Making, Corporate Governance.  Logistic Arrangements  Project implementation  Publications  Financial Audits	No Post graduates and graduates, More tertiary level education	Since 1997

	5.Accounts Unit			
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Sources: Primary Data

Focus Areas of the Organization

Nurturing a culture of participatory democracy

Capacity building in education

Gender & Development

Peace for Media

Emergency Response

#### **4.2 DIFFERENT TYPES OF PEACE BUILDING WORKS**

##### **The Gender Unites**

Parbodhini-The women’s empowerment program undertaken by the National Peace Council, paved the way for the organization to gain access to work in the North and East of Sri Lanka through its partners in Jaffna, Ampara and Batticaloa.The empowerment process of both activists and partner organizations has facilitated better synergies between the other programs of NPC.

The target beneficiaries of this project includes approximately 500 trained activists and 10 district based partner networks comprising civil society

organizations, trade unions, teacher’s unions, Grama Niladhari’s(Village Headmen), Samurdhi animators(those who involved in the government’s poverty alleviation program) and the religious, in addition to local government officials, the plantation workers and police personal who also are direct beneficiaries of the projects capacity building activities.

The ten administrative districts in which prabodhini operate are Anuradhapura, Ampara, Batticaloa, Jaffna, Kandy, Kurunegala, Matara, Moneragala, Nuwara Eliya and Vavuniya.

This unit’s major focus on;

The empowerment of Women

The equal participation of women (Peace building, decision making activities)

Capacity building programs by conducting trainings

Completed work by this unit

Training on Non-violent Communication Skills, Conflict Resolution and Capacity building programs

Publicity Campaigns to create awareness on women's participation for politics

Discussion on Radio, this program organized for tsunami affected areas to provide information on women rights and psychological advices

Media campaign, this activity was conducted in news papers, and televisions

Prabodhini Publications, A series of Training manual

Research Studies on gender issues

### **Gender and Development unit of VILUTHU**

This unit focuses on mobilization of women and forming networks for promoting their public participation. Peace advocacy and campaign was two prongs of this strategy. The three administrative districts in which gender unit operates are Batticaloa, Jaffna, Vavuniya. These unite covers battle zones of Sri Lanka.

Work done for the last Five years

“Inaintha Karangal”(Meaning joined hands), A network of Tamil and Muslim women. 8,000 members were participated, in order to strengthen activism amongst this network

A monthly newsletter “Thalavi”(meaning leader in the feminine) was published. The

other aspect of the this program was to build capacity of the government and NGO in implementing relief, rehabilitation and development projects that integrate gender issues in the planning stage onwards.

Campaign and Advocacy program, 50:50, From Pots& Pans to Politics' this was a campaign launched by VILUTHU to lobby and encourage the Tamil political parties in the North-East to nominate women for the local government as well as the parliamentary elections.

Trainings, two training manuals were published one on gender advocacy and conflict transformation for the benefit of gender trainer trainers attached to NGOs. Over 25 NGOs had benefited in the districts of Vavuniya, Trincomalee, Batticaloa and Ampara

Workshops, A series of workshops were conducted namely “Oodaru”, Oodaru consisted of women working in both print and electronic media. Series of workshops were conducted for women's on the themes of 'code of ethics for gender equality in media organizations'.

### **Gender and Development unit of POWER Foundation**

POWER foundation is located in Uva district and focus on estate workers empowerment on

Awareness on health and AIDS

Environmental issues

Information and Media usage.

POWER conducting youth camps on health promotion activities on estate workers. ”Mulakam” is a radio program, which was developed for youths and this program broad casting on Uva Community Radio.

Gender unit focusing women trapped in line rooms of estates and to grant them their rights.

Work done for the last Five years

“Mulakkam” Radio Program for youth

Training program on skill development

### **Peace Advocacy**

Studied three partner organizations were conducting peace advocacy, as a peace-building tool. Three partner organizations are using Advocacy is the act of supporting or arguing in favor of a cause, policy or idea. It is about influencing public opinion, social attitudes and working towers bringing changes in the government, institution and community

The National Peace Council of Sri Lanka (NPC) is conducting awareness creation programs such as

Training and workshops

Publications

Campaigns

### **Training**

Training programs were designed for trainers. The subjects covered include peace, Democracy, Human Rights, Conflict Management, Good Governance, Capacity Building, Organizing and Conducting Workshops and Producing Modules for Training

### **Workshops**

Workshops for media and politicians of ruling party and opposition party members were done. Workshops make face-to-face interaction and great understanding about concepts. They organize workshops on administration levels, grass root and

community based organizational levels. The major objectives are interaction and feedback from participants.

### **Publications**

NPC has published newsletters called Samayamaya on three languages, Prabodhini gender unit published a series of articles in national newspapers. Domestic violence and women’s political participation were the major issues.

The VILUTHU uses advocacy program to build capacities of affected communities to develop competences to influence, those who makes policy decisions. They’re conducting workshop and training programs for Divisional Secretariat office staffs, schoolteachers, teachers and students of the collage of Educations.

This organization works in battle zones, to empower Tamil speaking community. They organize campaigns on gender based violence. The campaigns were organized by Tamils and Muslims community women. They using posters, banners and other formal activities

### **Peace Advocacy works in The POWER Foundation**

Conducts advocacy program on

Human Right Practices

Peace and Conflict Prevention

Income Generations

Health and AIDS

Agricultural trainings

Using Media

### **Human Right Practices**

Targeted group is estate workers of Uva province. Awareness creation for the workers rights, Women & children rights, Voting rights, Human rights Violation and Security issues. But they don't have a formal method to implement these practices

### **Peace and Conflict Prevention**

Training and workshops were done. Integration camps, cultural exchanges programs between Sinhalese and Tamil community was conducted. Sports festivals, multi religious programs were done. Ensuring Youth participation is the major objective of this training.

They believe on income generating projects, live hood protection, and health promotions would boost cultural harmony through business among different social groups.

### **Peace Education**

NPC has a peace education unit that provides education to different social groups. This unit published a series of three workbooks on conflict Sensitive Reporting and Peace Journalism. 3000 copies published in Sinhalese, Tamil, and English had been distributed amongst media personnel. Peace educations for students in the age group of around 15-18 (School –age youth) were organized to provide education.

The education is extended to political and religious leaders, could effectly bridge the chasms that exit between ethnicity, religion, cast and language.

NPC is planning to collaboration with the National Institute of Education to implement a program to secondary school stage students.

Workshops on peace education were successfully implemented by NPC. A workshop on Conflict Sensitive Reporting was held in Southern and Western provinces. 'Pre-Election youth dialogue on Peace' was held in October 2005 for youths to discuss the election, power sharing, and the need for peace.

### **Media Literacy Program**

This was adapted to build capacity among learning institution. The objective of the program is

Developing links with learning institutions

Developing training materials in three languages for school children

Conducting workshops to train students and teachers as well as to fine true the training material used

Develop media literacy videos for schools

Air a documentary on media

The VILUTHU using media on peace education for capacity building. "Aha Vili" a monthly journal for teachers and educationists. Trainers and lecturers in the College of Education and the Teachers Training Institutes was value the contribution of this journal. The journal is crossing 28<sup>th</sup> month with over 2000 sales

“ Karuththiyalum Varalaarum” (How to view history) and “ Kalaasaaramum Pen velippadam” (How gender manifests itself in society) were published, 6000 copies in total were distributed to teachers

VILUTHU has begun to stimulate study circle discussions on this issue. A small publication was brought out on this subject as a starting point to this discussion.

### Media use and the Partner Organizations

Table 6 Media use and the Partner Organizations

Types Of Media	NPC	VILUTHU	POWER
<b>Print Media</b>			
a) Newspapers	√	√	√
b) Magazines	√	√	
c) Banners	√	√	√
d) Posters	√		
e) Books	√		
f) Bulletins	√	√	
g) Fact Sheets			
h) Pamphlets			
i) Short Stories			
<b>Electronic Media</b>			
a) TV			
b) Radio	√		√
c) Internet	√	√	√
d) E-mail	√	√	√
f) Film		√	

Alternative Media			
a) Drama		√	√
b) Speeches	√	√	
c) Puppet Shows			
d) Music			√
e) Demonstrations	√		
f) Fora	√		√
g) Dance			
h) Poetry			
I) Exhibitions	√		

### Printed Media

Printed media is a one of the popular tool among FLICT's three partner organizations. Because purchasing advertisement spaces from TV and Popular commercial radios were very expensive in Sri Lanka. Printed documents are available in all three languages, and simple format, the purpose of using the printed media is advocating large number of peoples. But they're not satisfied with government censors of the articles, sometimes whole the publications were banned by the Sri Lankan government. Annual Reports of the year of the partner organizations were the general document. Banners were the most common printed media among the partner organizations.

All the partner organizations are willing to use public news papers to published their activities, they believe marketing could bring in motivation to grass root level people as well as community based organizations, that impress their work on peace building. Partner organizations have an attractive logo as a printed media, which created par to organizational identity.

### Electronic Media

Using television as an electronic media was a failure in partner organizations. Because purchasing advertisement space was very expensive. But they are using radio programs for peace building. NPC's on-going peace programs over Sri Lanka Broadcasting Corporation's (SLBC) Sinhala and Tamil National Services continue to maintain a strong listener base,

‘Subharathi’ is a Sinhala language program as well as ‘Vidiyum Velai’ is a Tamil language program, the programs have featured public-spirited individuals who are academics, professionals, the religious and politicians are participating and sharing knowledge to pursuit of achieving peace in Sri Lanka.

POWER foundation conducting a radio program on Uva Community Radio, the program is available in only Tamil language but willing to start in Sinhala very soon. The program is called ‘Mulakkm’, it is a youth empowerment program to discuss on Youth skills, Human rights issues, POWER news, Drama, Political situations of the country and Entertainment. The purposes of the program, to create large number of peoples get advocacy and awareness on peace and political issues.

#### **Alternative Media**

FLICT’s Partner organization using different kinds of alternative Media for peace building, among the partner organizations, public speech on peace building and dramas on peace were very popular. Dramas are conducted as street theater programs and stage drama.

Street Drama’s dramatically performed outside the proscenium arch or, in other words, in streets, fields, or open spaces. It is performed with few and simple props. There were no seating arrangements, and the audiences watch the performance sitting on the ground or standing. Street dramas were shorter than stage dramas, and usually last about half an hour to one hour. The objective of street drama was not to

provide entertainment but to arouse social consciousness and protest against injustice. Enacting it without any elaborate stage effects highlights existing social problems. In some cases, solutions are also suggested

#### **4.4 Self Analysis of the Partner Organization.**

Partner organizations were not clear about the concept of self analysis, but they are conducting employee evaluation program or employee motivational program. Both programs were conducted in a informal way such on

Informal meeting with staffs of the organization and discuss about pros and cons of the staffs and their work

They have a evaluation sheet to fill by the employee, to know pros and cons

Compare the tasks of the employee with actually work done

Those were the major programs of the alternative of self analysis.

Self Analysis of the organization or In terms of Organizational diagnosis gives better understanding about organizational activity and capacity building of an organization.

FLICT partner organizations did not have formal method/Procedure to conduct self analysis of the organization. NPC’s self analysis activity could be demonstrating competence of self analysis, in most elements associated with area. But POWER’s self analysis program, can demonstrate competence in some

elements associated with area. But they did not concenter SWOT analysis,

As well as in the VILUDU, Unable to offer any evidence of competence in the area of self analysis. Because they are not very much interested on information sharing with other organizations and dealing with organizational knowledge centers (KC) concepts.

According to the primary data of self analysis that was conducted by informal methods such as, management

level officials having a meeting with organizational implementation level staffs and they ask from employees regarding pros and cons of the project, employee satisfactions of the work, Organizational progress and development, etc.

SWOT analysis is a method of finding Strengths, Weakness, an Opportunities and Threats of the organization. This could be done in formal way with staffs of the organizations.

#### **4.5 Information Sources on CT/ PB**

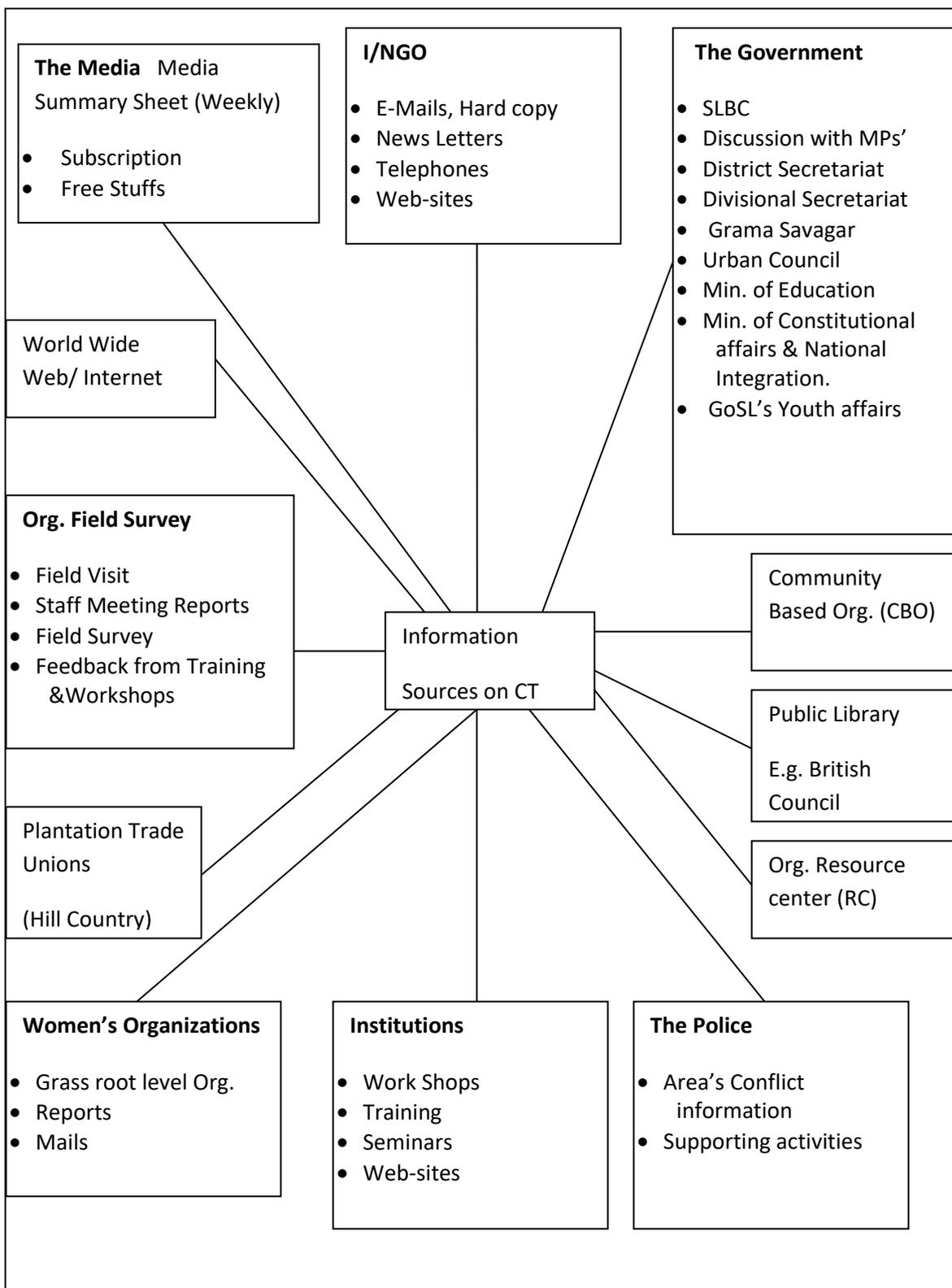


Figure 2: The Structural framework of the information sources on CT (Sources: Primary data)

#### 4.6 Community Based Organizations CBO

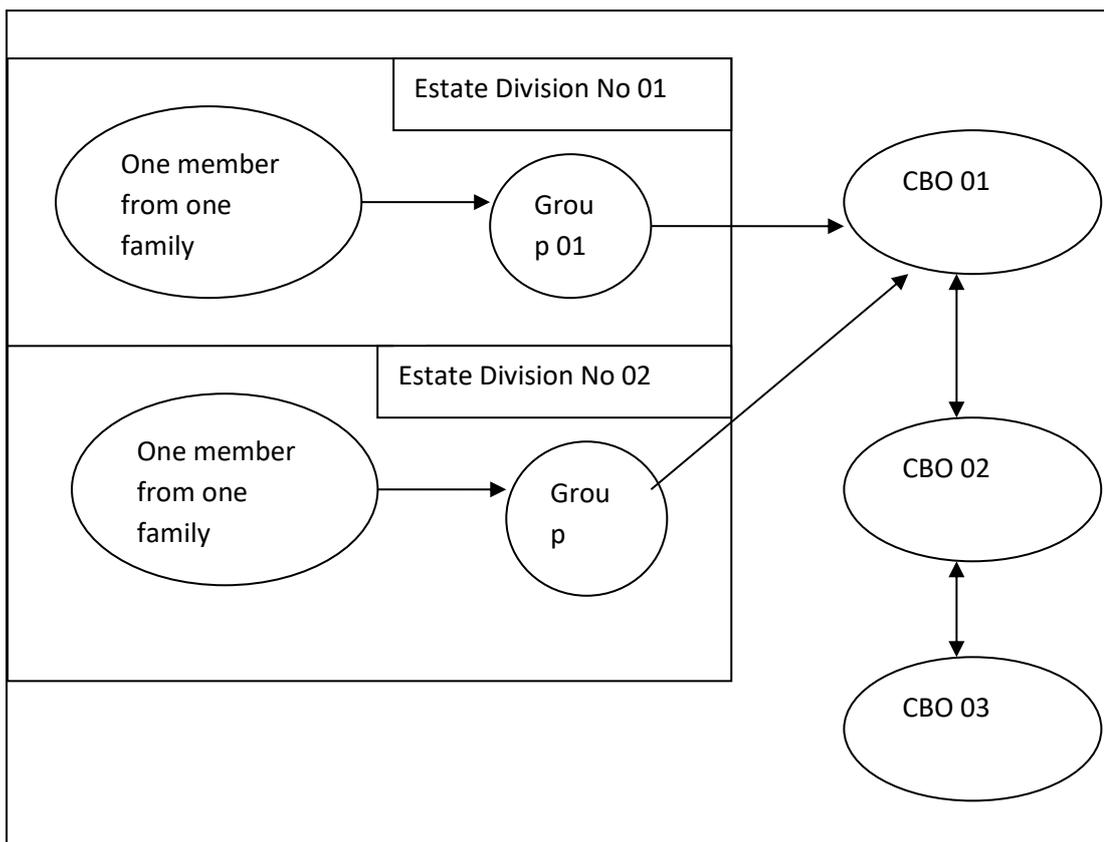


Figure 3: Integrated Community Based Organizations of Plantation Sector in Hill Country

Sources: Primary Data

Hill country plantation sectors have community-based organizations for information sharing and corporate work. CBOs were established for the purpose of employees estate trade unions and create bargaining power for estate workers wages, but CBO's are functioning as an information sources for conflict resolution in plantation sectors and peace building. One family member from all the families of the estate are establishing an estate divisional group, as well as all estate divisions are establishing groups, divisional groups of an estate get to gather and establishing a CBO. It has

formally elected leader and bank saving unit, CBOs' have interrelations Between CBOs, sharing of knowledge and information is done.

#### 4.7 Use of the Knowledge Center/ Library

Organization's internal library/ Knowledge centers act as a focal point for the collection, collection, storage and dissemination of information in electronic and paper form. It also provides library and reference service on subjects related to peace building. Knowledge center facilitates the promotion of publications of the organization

Studied all three organizations have a small library. The staffs of the organization identified the importance of the library. The staffs recognized the fact that resource center is great information storage for the organization and they do not need to go outside reference to make project proposals and project evaluation reports.

NPC manages an organizational knowledge center which contains more than 500 books and documents. They were collecting books from various journalist and publications by subscription and free stuffs. Since 1997 they start to develop their own study manuals and peace building booklets. Now their publishing large number of peace building books, distributing more than 20,000 copies to local NGOs and communities. Publications are available in three languages. NPC do not have a proper lending mechanism for internal staffs. Outsiders can access the library with their permission. Books arrangements and databases of the books were not formally handed. NPC has its own small printing unit as well

The VILUTHU just had a small library, with cense less than 100 books and documents, no proper storage and lending mechanism of books are found. Outsiders were not allowed to access the library. English and Tamil language

books are only available. The organization is publishing books and portable magazines, Published books and their products are available to access at lobby. Internal staffs have arrangement to access British Council library.

The POWER Foundation had a small book collection on their library. They are getting books in donations through on project funds. They have a small unit on a recording studio to develop radio program CDs. They have a collection of already broadcasted program CDs, which contain great history. The library is used for the purpose of proposal writing and publications. Internal staffs can access library but no formal way to distribute the books. Organization's employees are willing to start organization's newsletters with the funding of FLICT. Mr. Upasena Nanayakkara is a one of the director in POWER foundation, he mention that he can update his knowledge through their library.

#### 4.8 Information Storage in the Organization

Information storage was measured by using information survey on organizational documents and resource centers. All three partner organization has resource centers

*Table: 7 Information Storage in the Organizations*

Organization	Own Resource Center/Library	Rough Number of	By Using CD-ROM	Resource/Books Collection

		Books on CT/PB		
NPC	√	100-150	√	Free, Subscription
VILIDU	√	30-40		(Just Started)
POWER	√	50-60		Project Fund, Free

Partner organizations of the FLICT, receive magazines, newsletters, fact sheets, toolkits and study manuals from other organizations by donation and spending money, some organizations are getting money from project budget. Consortium of Humanitarian Agency (CHA), Facilitating Local Initiative for Conflict Transformation (FLICT) and United Nations Development Program (UNDP) are the popular I/NGOs', which provides free stuffs of printed information for peace building activities.

Three organizations do get newsletters and magazines from other organization by free of charge and also subscribed. The Consortium of Humanitarian Agency (CHA) is the most popular organization that provides their printed materials for free among three organizations. The partner organizations getting those printed materials from seminars and workshops arranged by other organizations and institutions.

#### **4.9 Focus Area Changes in the Organization**

Partner organizations are working on different focus areas to implement their PB work. Focus area emphasized, as a team of individuals working within the Program, these focus areas could also be referred to as office project units.

Study Conducted in partner organizations had own focus areas to implement their peace building works, Here result is emphasized on the focus area changes within the last five years.

The result shows one organization had significant change in their focus area; others did not have significant changes. NPC was established in 1995, at the time their focus area was political education for politicians from government ministers and opposition party political elites. The organization provided funds to visit foreign countries to study on good governance and peace building of that country.

After 1996, Sri Lankan government and LTTE made a cease-fire agreement (2002), with the foreign countries facilitation of foreign countries INGOs involvement on Sri Lanka's peace were changed NPC's first focus area in Early

1997. They established peace advocacy program, which contains six focus areas

Mobilization of community support for a political solution, through the establishment of networks and coalition building

Response and intervention to situations affecting the peace process

Gender

Peace Education

Research & Analysis

Media

The POWER foundation did not change their focus area, but they undertake new focus area very recently. The focus area is income generating and health promotions in estate sector.

#### **4.10 Web based technology**

Web based technology explains the organization's Internet usage, own website, chat rooms and use of the modern information technology. Studied organizations have their own website; those are available only English language. NPC is updating their website frequently to compare others.

NPC's staffs can access Internet and use e-mail address, Internet is the major knowledge source, which provides quick response for their questions. Web based knowledge sharing is highly considerable by the organizations. Because media could not provide all the message or information to grass root level, the reason was government's censor.

POWER organization's all staff does not have to access the Internet; it is available only for management level staffs. The reason is implementation level staffs and field officers do not have training on computer literacy. The organization willing to provide training soon, because they identified the importance of the web based information share.

The VILUTHU staffs were able to access Internet and e-mail facility the information from web had been used for their publication, advocacy and peace education events. Published magazines and booklets are available on their website.

Web based technology provides chat room for any kind of communication over the internet, but is primarily meant to refer to direct one-on-one chat or text-based group chat (formally also known as synchronous conferencing), using tools such as instant messaging applications for computer programs, Internet Relay Chat, talkers etc..

Study concluded that all three organizations are using internet, but they are not familiar with chat rooms and advance online video conversation with other similar organizations.

#### **4.11 The Conceptual Functional Model of Organizational Knowledge on CT/PB**

This conceptual functional model (Figure 4.0) Emphasized functions/actions that related to each category of the knowledge flow, the knowledge flow starts from management level and it goes to grass root level. To strengthen

this process possible functions and way to approach in order to get information

or knowledge from those sectors were explained.

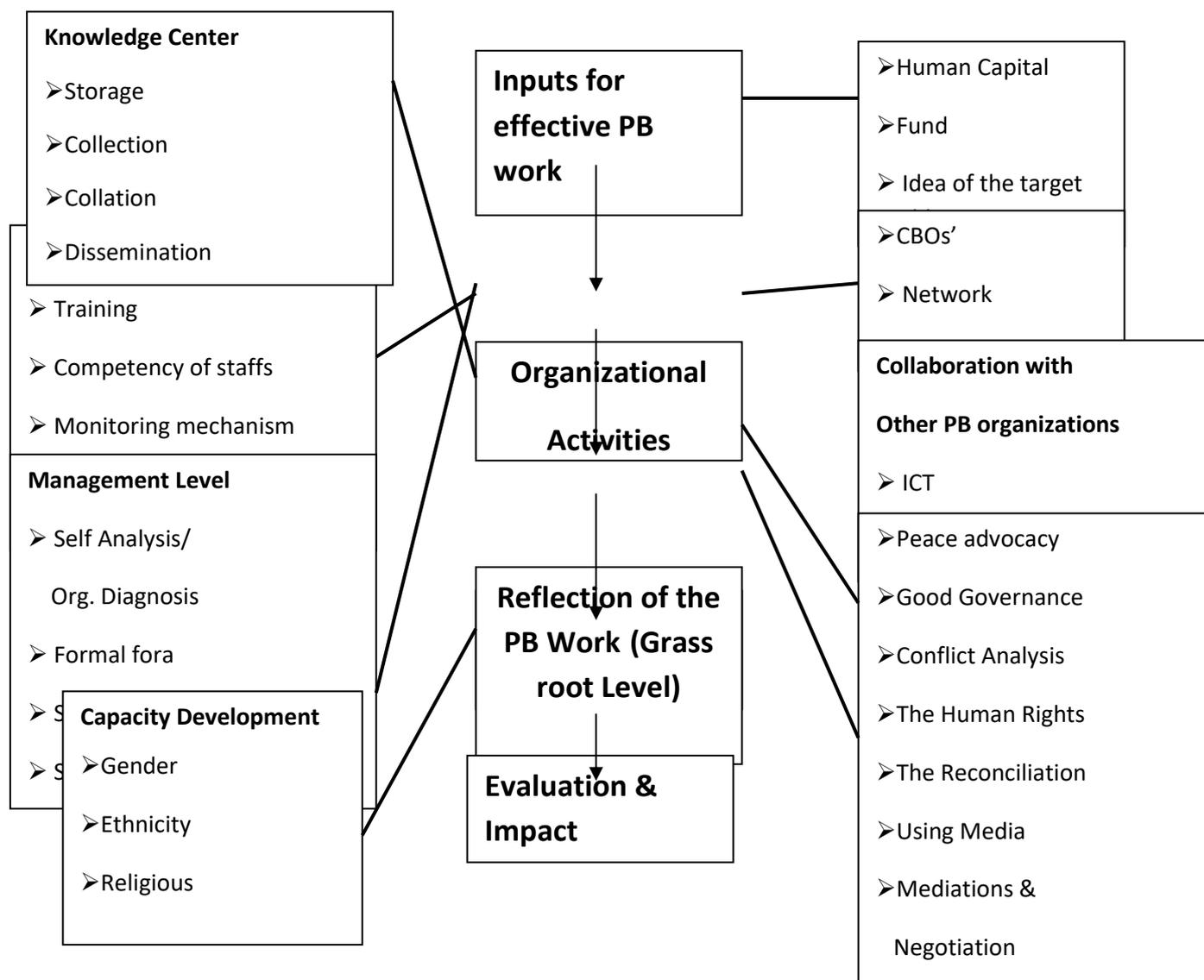


Figure 4: The Conceptual Functional Model of Organizational Knowledge on CT/PB

## 5.0 CONCLUSIONS AND RECOMMENDATIONS

All three partner organizations have a special gender unit which helps to empower the women to encourage women participation in politics, decision making and peace building activities in the country. Peace advocacy and peace education is the

major peace building tool in the organizations. Printed, electronic and alternative media are used for the purpose of addressing CT/PB works. The organizations are not aware on the formal way of doing self analysis for organizational capacity building

Major information provider or knowledge source is the government

sector institutes and I/NGO. Organizations have knowledge centers/Library but they don't have any formal way of lending mechanism and data base. The resource center is used for the purpose of project proposal writing. The main way of knowledge storage method is documentations and filing.

Based on the conclusions, observations of the organization and from the experience of the organizational study, to strengthen the process of the organizations' knowledge base the following recommendations were made

Organizations can find out possible awareness programs on CT/PB and use them in their organization as team building activities. Organization management level staffs can motivate implementation level staff to participate in training or coaching programs regarding PB/ CT. Improve communication and coordination with state agency and improve public relations for updating conflict situations in the country. Collaboration with I/NGO will make awareness on current conflict situations and update knowledge share on CT/PB

Organizations can arrange skill development workshops and training on CT/PB for the staffs with experts and consultants from other institutions and organizations. Support CBOs and networks of the organizations to empower women. Legal aid and consultancies services for better peace building endeavors

Knowledge sharing with other PB organizations will improve competence. Some I/NGO have developed knowledge centers with e-library and e-publications, PB organizations can become a partner of that network

Organizations can improve Knowledge centers with effective database and formal lending mechanism to the staffs. Electronic formatting of publications (e- Resources) can establish on web site. Districts Resource Centers can be introduced to the districts to cater to the needs of current and accurate information in the districts and CBOs for effective knowledge share.

If staff computer literacy is not adequate, organization needs to improve it by conducting training that improves the understanding of formal way of handling CT/ PB work

Information storage and distribution within the organization can be achieved by using intranet and notice boards. Organization profiled CD ROMs can make professional accountability

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