National
KNOWLEDGE MANAGEMENT
Strategy Framework

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For information on the Knowledge Management Strategy Framework please contact the Chief Directorate:
Knowledge Management

Department of Public Service and Administration
Private Bag X916, Pretoria, 0001 (Tel: +27 012 1000)

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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>NKFM</td>
<td>National Knowledge Management Framework</td>
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<tr>
<td>PSA</td>
<td>Public Service Act</td>
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<td>RDP</td>
<td>Reconstruction and the Development Programme</td>
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<td>ERMS</td>
<td>Electronic Records Management System</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>AI</td>
<td>Artificial Intelligence</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>HR</td>
<td>Human Resource</td>
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<td>CPSI</td>
<td>Centre for Public Service Innovation</td>
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<td>CoP</td>
<td>Communities of Practice</td>
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<td>MISS</td>
<td>Minimum Information Security Standard</td>
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<td>SAKE</td>
<td>Semantic-Enabled Agile Knowledge</td>
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<td>NDP</td>
<td>National Development Plan</td>
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<td>GWM&amp;E</td>
<td>Government-Wide Monitoring and Evaluation System</td>
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<td>NSG</td>
<td>National School of Government</td>
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<td>KM</td>
<td>Knowledge Management</td>
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<td>KMME</td>
<td>Knowledge Management Monitoring and Evaluation</td>
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<td>EDMS</td>
<td>Electronic Document Management System</td>
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<td>AARs</td>
<td>After Action Reviews</td>
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<td>DPSA</td>
<td>Department of Public Service and Administration</td>
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<td>MTEF</td>
<td>Medium-Term Expenditure Framework</td>
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<td>APQC</td>
<td>American Productivity and Quality Centre</td>
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<td>KMMI</td>
<td>Knowledge Management Maturity Index</td>
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<td>KMMA</td>
<td>Knowledge Management Maturity Assessment</td>
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<td>BSC</td>
<td>Balanced Score Card</td>
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<tr>
<td>OSBC</td>
<td>Open Standard Benchmarking Collaborative</td>
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<td>SBIGs</td>
<td>Subject Based Information Gateways</td>
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Glossary of Key Concepts

The purpose of this chapter one is to clarify and give meaning of KM terms and definitions used in the framework and at the level of KM implementation in general. This chapter is meant to promote uniformity and common understanding in relation to the KM terminology within the public service. This chapter provides common KM terminology to be utilized within the public service. While this chapter covers some of the knowledge management terminology it is not meant to cover everything, but only those that have been identified for the public service.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td>Best Practice</td>
<td>Best Practices are practices and processes that have been proven to be working well and produce good results.</td>
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<tr>
<td>Benchmarking</td>
<td>Benchmarking is a method of assessing activities or projects by matching them against wide practices in the field, industry and other governments worldwide.</td>
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<tr>
<td>Business Process</td>
<td>Business Processes are an established set of procedures and activities that enable government departments to achieve a specific goal.</td>
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<tr>
<td>Culture</td>
<td>Culture is a way of doing things. It includes values, norms, standards, processes and behaviours in a department or the entire public service.</td>
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<tr>
<td>Communities of Practice</td>
<td>Communities of Practice (CoP) are groups of people who organize themselves informally to develop competence and good practice in a specific domain.</td>
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<tr>
<td>Content Management</td>
<td>This is a process of capturing, managing, indexing, dissemination and packaging of diverse information and knowledge in different formats, across various enabling applications and modes of presentations. This includes organizing static and dynamic web pages, online documents, data and knowledge bases.</td>
</tr>
<tr>
<td>Data</td>
<td>Data is a set of elements gathered and stored for future use. These elements may include: figures, pictures, images, statistics etc.</td>
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<tr>
<td>Data Mining</td>
<td>Data mining is a technique for analysing data in a data repository. It retrieves data which can reveal trends and patterns.</td>
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<tr>
<td>Document</td>
<td>A document is a record that has information or knowledge that can be used. There are two types of documents: an official record which is governed by law and a record which can be found and used without legal implications.</td>
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<tr>
<td>Document Management</td>
<td>Document management is a technique for managing documents; this includes creation, editing, production, storage, indexing and disposal of documents.</td>
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<tr>
<td>Electronic Records</td>
<td>Electronic Records Management System is a system that supports the medium to long term information needs of an office. It provides functionality over and above that of an electronic document management.</td>
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<tr>
<td>Management</td>
<td>Expertise directory, sometimes referred to as 'yellow pages of expertise', is a database of personnel, their skills, specific experience, competencies and expertise which are used for consultation within departments and public service.</td>
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<tr>
<td>Explicit knowledge</td>
<td>Explicit knowledge is knowledge that has been articulated, codified, and stored in certain media. It can be readily transmitted to others.</td>
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<tr>
<td>Information Audit</td>
<td>An information audit is a technique that is used for systematically identifying, evaluating and managing information, resources and services in a department or public service.</td>
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<tr>
<td>Information Management</td>
<td>It is an activity that includes collecting, collation, capturing, storing, retrieval and dissemination of information from external and internal resources.</td>
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<tr>
<td>Innovation</td>
<td>Innovation means the process of transforming an idea, generally generated through research and development, into a new or improved product, process or approach which relates to the real needs of society and which involves scientific, technological, organisational or commercial activities (NACI Act 55 of 1997).</td>
</tr>
<tr>
<td>Institutional Memory</td>
<td>Practices and Intellectual Capital embodied in the department is part of the institutional memory (government / public service memory). It entails both documented and undocumented information about the organisation and its activities.</td>
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<tr>
<td>Intellectual Capital</td>
<td>Intellectual capital refers to the potential value of intangible organisational components in a department that improve the value and application of that potential to the public service delivery. Intellectual capital is normally classified as follows:</td>
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<tr>
<td></td>
<td>- Human capital, the value that the employees of a business provide through the application of skills, know-how and expertise.</td>
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<td></td>
<td>- Structural capital, the supportive non-physical infrastructure, processes and databases of the organisation that enable human capital to function.</td>
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<td></td>
<td>- Relational capital, consisting of such elements as customer relationships, supplier relationships, trademarks and trade names.</td>
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| Knowledge | ➢ "Knowledge is information that changes something or somebody — either by becoming grounds for action, or by making an individual (or an institution) capable of different or more effective action" — Peter F. Drucker  
➢ Knowledge is a body of understanding and skills that is constructed by people through both formal learning and practical experience which enhances their decision making capacity. There is no single and agreed definition of knowledge as knowledge has different facets: |
<p>|                 | - Articulated Knowledge |
|                 | - Explicit Knowledge |
|                 | - Know-how |</p>
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<th>Term</th>
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<tr>
<td>- Know-who</td>
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<td>- Operational Knowledge</td>
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<tr>
<td>- Tacit Knowledge</td>
<td></td>
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<tr>
<td>- Knowledge Base</td>
<td>This is a body of knowledge available to the department and the public service.</td>
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<td>Knowledge Champions</td>
<td>A Knowledge Champion is a facilitator of knowledge transfer through advocacy for knowledge sharing; support of KM initiatives at a high level and by linking colleagues to knowledge resources outside of their immediate context.</td>
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<tr>
<td>Knowledge Harvesting</td>
<td>It is the process of capturing and transferring the know-how in an expert’s head into information assets that can be used to improve corporate performance and develop an institutional memory.</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>For the purpose of the NKMF KM is a process and activities that involves collecting, collation, sharing, packaging, dissemination and use of knowledge in decision making and enhancing the processes as well as efficiency of service delivery within departments and public service.</td>
</tr>
<tr>
<td>Knowledge Management Strategy</td>
<td>KM strategy outlines plans, processes and actions which government desires to achieve regarding knowledge and Knowledge Management objectives. Knowledge management links the government department’s strategy with knowledge management activities. The strategy outlines how KM can support the achievement of the objectives set by government.</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>Refers to the dissemination of Knowledge from one party to the next party by various channels and taking place in different ways such as: Education, learning, sharing, storytelling, writing and publishing.</td>
</tr>
<tr>
<td>Knowledge Worker</td>
<td>Knowledge workers are individuals whose work primarily focuses on the creation of knowledge at work. Government, by its very nature, is a knowledge based organisation that uses knowledge for service delivery planning, decision making, policy making and regulatory framework development. The knowledge worker in its distinctive definition refers to workers whose abilities include finding, synthesizing, communicating, sharing, applying and packaging knowledge.</td>
</tr>
<tr>
<td>Learning Public Service</td>
<td>It is a public service that encourages learning amongst all civil servants. This learning is shared whereby processes, practices and systems within government are modified to reflect new learning and insights. It is a public service in which teamwork is promoted.</td>
</tr>
<tr>
<td>Learning Organisation</td>
<td>Learning organisation is an organisation that tries to develop its human resources to their full potential and uses learning as a means of improving its business</td>
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<tr>
<td>Term</td>
<td>Definition</td>
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<td>performance. Public servants need to improve their core competency through knowledge management, work as members of a team, and commit to a shared responsibility and aspiration to achieve the ultimate result of total customer satisfaction.</td>
<td>Public Service Learning: Public service learning includes changes in behaviour among government employees, structures, processes, policies through application of knowledge gathered during active learning. It is an outcome of public service learning processes.</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Public sector includes all institutions and organisations which operate within the three levels of government and are engaged in the implementation of government policy and administrations. These institutions these accountable and responsible to political authority.</td>
</tr>
<tr>
<td>Public Service</td>
<td>Means all national departments; national government components listed in Part A of Schedule 3 to the Public Service Act; provincial departments which means the Office of a Premier listed in Schedule 1 to the Public Service Act; and provincial departments listed in Schedule 2 to the Public Service Act; and provincial government components listed in Part B of Schedule 3 to the Public Service Act, and their employees.</td>
</tr>
<tr>
<td>Public administration</td>
<td>means the Public Service, municipalities and their employees.</td>
</tr>
<tr>
<td>Record</td>
<td>Recorded information regardless of form or medium.</td>
</tr>
<tr>
<td>Tacit Knowledge</td>
<td>Tacit knowledge (as opposed to formal, codified or explicit knowledge) is the kind of knowledge that is difficult to transfer to another person by means of writing it down or verbalizing it.</td>
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8.3.1 The following indicators shall apply in the evaluation of KM outputs.

8.3.2 The following indicators shall apply in the evaluation of KM activities.

8.3.3 The following indicators shall apply in the evaluation of KM adoption.

8.4. The KM M&E shall use following data/information and knowledge.

8.5. Process for Data Collection.
**Vision:**

Managing knowledge to ensure a highly professional, productive and responsive public service aimed at improving the lives of all citizens

**Mission:**

1. Establish a National Knowledge Management Framework to ensure that the state machinery uses knowledge to deliver services more effectively and efficiently.

2. Develop a consistent approach to the understanding and importance of Knowledge Management

3. Establish National, Provincial and District Knowledge Management fora to ensure alignment of KM practices.

4. To institutionalise KM practices in order to ensure that all public servants use knowledge to increase innovation and productivity.

5. Contribute towards improved public administration at National, Provincial and Municipal levels through dialogue and sharing of best practices.
1. INTRODUCTION

1.1. What is knowledge?

Knowledge is empowerment. Consequently, the management of knowledge is an essential and necessary task for any organization. Information becomes strategic when harvested and used to support the South African government to achieve its National Development Plan targets. Knowledge Management (KM) is a powerful tool to ensure an effective, efficient, professional, highly productive and capable public service. Management of knowledge is critical for government to deal strategically with the challenges presented by the knowledge economy. To this end, KM is critical for improving the competitiveness of the public sector and the effective functioning of government itself. For this reason it is important to note that KM is about the South African government investing in its employees, information management processes, and technology.

The objective of this National Knowledge Management Strategic Framework (NKMSF) is to create consistency within the public service to store, share and use information tactfully through Information and Communication Technology (ICT). ICT serves as the generic platform to store and make knowledge fairly simple to locate, access and use across government departments, provinces and municipalities. Although various definitions for Knowledge Management (KM) exist it is in its purist form the adoption of systematic approaches to find, understand and use knowledge to achieve organizational objectives. KM therefore is getting the ‘right information to the right people at the right time’. Therefore this KM Framework is about giving the South African Government a competitive advantage through using its most valuable resource: the knowledge embedded within its workforce and its institutions.

Government departments are major generators of data and information. KM is about strategically managing the collection, storage and usage of that data and information to the benefit of both government and the people it serves. This NKMSF will act as a guide for the development of KM strategies/frameworks for each department and municipality across the three spheres of government.

The overall purpose of this document is to ensure that the SA government meets it objectives as outlined in the NDP Vision 2030 to use its “knowledge” to compete internationally. According to the NDP all South Africans must be empowered to acquire and use knowledge intelligently and effectively.

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1 Simpson (2008), Lodhi and Mikulecky (2010), Park and Jaegal (2011) and Maina (2015)
2 Davenport and Prusak, 1998
To this end, the NDP defines knowledge as "systemically integrated information that allows a citizen, a worker, a manager, or a finance minister to act purposefully and intelligently in a complex and demanding world" and as "the only form of investment that allows for increasing returns in building the stocks and flows of knowledge that a country (or company) needs...". It advocates that proper "planning for transformation happens within an uncertain context and requires foresight, resilience and versatility, as well as updated information and continually revised knowledge."

The NDP further identifies the establishment of communities of practice to develop and exchange knowledge as one of the ways in which we can enhance public sector knowledge. To this end the public service must develop the skills and knowledge to "meet the present and future needs of the economy and society."

To meet the objective of eradicating poverty by 2030 the public and private sectors must drive the institutionalisation of "lifelong learning, continuous professional development and knowledge production alongside innovation are central to building the capabilities of individuals and society as a whole." Ultimately it calls for the adoption of "a framework to coordinate the production of knowledge and guide the investment of public funds" to ensure we build a better life for all South Africans.

Annually the Auditor General identifies huge amounts of public money spent on consultants. This NKMF is aimed at reducing dependency on consultants while capacitating public servants to do the strategic work which they are employed to do.

1.2. What is the significance of Knowledge Management to the Public Sector?

Governments are increasingly required to determine, define, develop and set service delivery targets to meet the needs of their citizens. It is therefore essential for public servants to understand the context within which problems arise. Managing information provides them with ability to develop, modify and adjust service delivery mechanism to deal with these problems. KM is a process and activities that involves collecting, collation, sharing, packaging, dissemination and use of information in decision making and enhancing the processes as well as efficiency of service delivery within departments and public service.

KM is about organizations seeking to acquire or create potentially useful knowledge and to make it available to those who can use it at a time and place that is appropriate for them to achieve maximum effect in order to improve organizational performance. Therefore, it is generally believed that an organization can increase and improve its output through institutionalising effective knowledge management processes.

(The NDP) calls for the adoption of "a framework to coordinate the production of knowledge and guide the investment of public funds" to ensure
To this end, many converging forces, the world over, have caused a shift from the industrial to the knowledge age, from tangible resources to the intangible world of information, knowledge and innovation. Three of these forces are globalization, the impact of ICTs and the pace of technological innovations. Innovation means the process of transforming an idea, generally generated through research and development, into a new or improved product, process or approach which relates to the real needs of society and which involves scientific, technological, organisational or commercial activities. Beyond transforming the world economy and our societies, they are also transforming the role of government and of public service institutions.

Governments worldwide are facing challenges as legislative, executive, and judicial bodies continue to evolve into an electronic work environment pushed by paperwork and cost reduction mandates, requirements to handle increased workloads with fewer personnel, and the rapid addition of electronic communication channels for use by citizens. Governments are often at the forefront of needing to adopt new approaches to electronic information management. To this end, knowledge management tools are increasingly recognized by governments as strategic resources within the public sector.

This has led to more consciousness and a greater need for governments and their institutions to focus on managing their knowledge and on leveraging their knowledge for learning, to be able to offer quality services. There is pressure for KM to cease to be a concept for boardrooms, thus calling for a conscious move beyond conceptualization and defining, to real practical implementation. In a nutshell, government is operating within the knowledge age and must embrace the practice of knowledge management and its principles.

The advantages of managing and making knowledge widely available are that departments can exploit it to:

- avoid repeating the same work (re-inventing the wheel),
- avoid repetition of errors/bad practices
- improve processes/ways of working
- Reduce dependency on consultants

There are different models that can be used to support effective Knowledge Management in an organisation.

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8 King (2009)

NACI Act 55 of 1997
1.3. What is the role of Public Sector?

The Minister of Public Service and Administration is responsible for establishing uniform norms and standards which support an improved efficiency and effective public service delivery in line with the Public Service Act, 1994 section3. The implementation of KM in the Public Service has progressed without an agreement on a framework of standards, systems and commonly accepted definitions and terms. This has contributed to challenges on clarity of the KM concept and this affects among others modalities of implementation in the public service. Taking cues from the White Paper on the Transformation of the Public Service (1995) it is inevitable to note that the public service is facing enormous pressure to improve its systems, procedures, attitudes and behaviour and thus the need to adopt a fresh approach which embraces the concept of a knowledge-based public service. This will curb the loss of government memory, which leads to the use of consultants and no return on investment in as far as skills transfer is concerned. KM is about collecting information (and experiences from current and past public servants) and storing information which can be easily accessed and used by public servants to resolve current and future problems.

KM implementation in the public service has grown in an ad hoc fashion and has resulted in multiple approaches leading to weak integration of KM in the main-stream institutional functioning processes. Well-managed information and knowledge flows can contribute to improving the ultimate efficiency of the South African government. Essentially, Knowledge Management is considered important in the best use of intellectual capital, process flows management, performance management, product development, decision-making, knowledge transfer and knowledge diffusion.

It is intended that this KM Framework will be used by all Departments, Provincial and Local governments to inform, develop and form the base of their own individual KM Strategies. DPSA will monitor the institutionalisation of KM throughout the public sector. This will be achieved through the development of a single entry portal with each department and provincial government submitting quarterly reports.

1.4. The National Knowledge Management Strategic Framework (NKMSF) and the SA Public Administration

The effective and efficient management of information underpins strategic decision-making in government. Given the importance of knowledge to the public sector, there is clearly a need for greater access to the latent knowledge of individuals, taking a strategic view on what knowledge is vital and using state of the art methods and technologies to ensure that knowledge is effectively captured, shared and re-used. Therefore the purpose of the National KMSF is to provide conceptual clarity and leadership that allows public service institutions to implement KM successfully. It aims to provide and define a
standardized way for government across the three spheres to identify, source, store access and manage knowledge. Therefore it provides the reference on how KM shall be implemented uniformly within the public service of SA.

Applicability

a) The Framework recognises that Institutions are not homogenous hence it is not possible to produce a blueprint that can be generically replicated across all Institutions.

b) The Framework is thus “principles” rather than “prescriptive” based and adopts the approach of elucidating the principles, standards, models and practices proven to support and sustain effective Knowledge Management.

c) Institutions are expected to develop their systems of Knowledge Management by adopting the said principles and standards, and adapting the models and operational practices to match their specific Institutional requirements.
Enabling Legislative Framework


c) The Batho Pele White Paper (1997) argues for the institutionalization of systems and processes which are people centric.

d) The Public Service Act (1994), (as amended) together with its Regulations makes provision for the MPSA to provide norms and standards for service delivery within the public service.

e) National Archives and Records Service of South Africa, Act No 43 of 1996 promotes for the preservation of public and non-public records for state usage.

f) Promotion of Access to Information Act No 2 of 2000 give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.

g) Promotion of Administrative Justice Act no 2 of 2000 also give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action.

h) White Paper on Human Resource Development in the public service call for the optimum usage of organizational skills committed at delivering high quality services to the people of South Africa.

i) The introduction of the National Development Plan (NDP) Vision 2030 requires the Department of Public Service and Administration to implement and coordinate interventions aimed at achieving an efficient, effective and development oriented public service. Knowledge Management is one of the essential elements of achieving a capable and developmental state.

j) POPI Act - Protection of Personal Information Act, No 4 of 2013 promote the protection of personal information processed by public and private bodies. It sets conditions for how you can lawfully handle and process personal information.
2. OBJECTIVES

The NKMF seeks to place KM at the core of the government agenda by linking it directly to departmental performance plans and the NDP: 2030. Ultimately KM plays a key role in building better government administration and governance processes. The NKM Framework seeks to:

i. Exploit Tacit Knowledge by managing public service knowledge thus minimising private sector exploitation. Tacit knowledge is referred to as “human knowledge assets” as it resides in the minds of people, either as individuals, teams, networks, communities, or organizations.

ii. Treat Knowledge Management as a Cohesive Integrator for integrated planning and decision-making. To develop an understanding of interdependencies and synergies within an organisation by employing the systems and processes of knowledge development and sharing to ensure integrated planning and management.

iii. Promote Knowledge sharing and Learning in the public service.
It is critical to provide opportunities for sharing of experiences, practices, methodologies to ensure and facilitate organizational learning.

iv. Promote Excellence and Innovation in the Public Service
Knowledge Management strives to ensure the ability to continually improve performance through new ideas, knowledge and insights, thus practicing continuous improvement of best practices to drive incremental innovation that will result in public service excellence.

v. Promote Integrity, Trust and Reliability
The Framework aims to support Institutions to improve and sustain their performance by enhancing their systems of Knowledge Management through incorporating the Batho Pele Principles. The culture of knowledge relies on integrity, trust and reliability (openness and transparency).
Tacit-explicit knowledge continuum - Scientific Figure on Research Gate
3. KNOWLEDGE MANAGEMENT IN CONTEXT

The Parthenon model above illustrates the value proposition of Knowledge Management in the public service:

a) Governance supports the pillars of a learning public service and is strengthened by the knowledge management process.

b) Knowledge Management principles influence the organisational leadership and strategic planning.

c) Knowledge initiatives and tools stimulate the pillars at individual, divisional and organisational level towards achieving improved service delivery and a learning public service.

d) Knowledge Management outputs of structural and human capital continuously inform governance and leadership.

e) Institutional recognition and reward has to be incorporated with organisations to enhance innovation. (Creating a conducive environment, recognising employees need time for sharing session, creating institutional arrangement that recognises and promote knowledge sharing)
3.1. Strategic Management Function

Governance
The governance of KM practices must be in line with good governance as enshrined in section 195 of the Constitution which stipulates the values and principles governing public administration and Bill of Rights such as the right to access to information. This is linked to the principle of transparency in Batho Pele principles. The management of intellectual capacity in government as the primary function of Knowledge Management is governed differently in both provincial and national departments. However, it becomes essential that KM as a strategic function in the departments is allocated or positioned tactically to assist in achieving organizational objectives. In Provincial governments KM driven from the Office of the Premier has proven to be more effective. In National departments positioning of the KM function differs from department to department, however the framework proposes that the manager responsible for KM be based within strategy and M&E units within corporate services to ensure is part of strategic support functions (see roles and responsibilities below).

Planning

Whilst strategic planning is about setting objectives and identifying how to achieve them, knowledge management is about ensuring that the knowledge gaps (what needs to be known to achieve those objectives) are identified and addressed. It is in this context that KM is regarded as one of key drivers for achieving corporate objectives, by growing the organisation’s assets, its intellectual capital.

Ideally, government mandates and priorities are informed by, amongst others, the public service’s corporate memory, that is, the knowledge in all the documents that came out of discussions and engagements that took place at the birth of the democracy. It is thus of extreme and critical importance, in terms of the framework, to prioritise the coordination of the corporate memory and the growing/expansion of the knowledge pool of the public service and its institutions for future reference. At a planning stage, the priorities and mandates that are aimed at enhancing government’s impact, particularly in public service delivery, inform its knowledge needs.

Implementation

At the implementation stage, line departments and components within those departments generate operational work plans and performance agreements through their strategic planning sessions. It is at this stage that broadly defined learning and knowledge needs are further teased out into specific ones, in line with specific line functions. Access to all types of knowledge becomes critical at the implementation stage, closer to service delivery where most challenges are experienced. This knowledge is contained in case studies, articles, project reports and a variety of sources that contain best practices, lessons for replication, etc. Furthermore, it becomes crucial for
colleagues who are confronting similar implementation challenges to get together to share tacit knowledge contained in their frustrations and failures, new methodologies and to explore solutions collaboratively. This further provides opportunities for the creation of new knowledge.

3.2. Relationships: Data; Information, Knowledge and Wisdom

![Data to Wisdom Pyramid]

*Relationships: data information knowledge*

**Data**: Defined as raw facts. Data is not yet processed and is yet to reveal meaning; it is stored within databases.

**Information**: Defined as raw data that has been processed. Information has context and provide meaning to data; it is used for decision making and is generated by information systems.

**Knowledge**: Defined as organized information that is applicable to problem solving. It is the clear understanding of information, having insight into the context of how something works. Knowledge guides the usage of practical experience and skills one has when completing a task.

**Wisdom**: Knowing how to apply and use knowledge strategically and tactfully
3.3. Types of Knowledge: Tacit and Explicit

Knowledge can be classified into two types: explicit and tacit knowledge.

**Explicit**
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

**Tacit**
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 captures. In order to share or transfer tacit knowledge, it has to be made explicit in some form that can be easily communicated to others, generally through codification or social interaction, etc.

<table>
<thead>
<tr>
<th>Documents</th>
<th>Explicit Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedures</td>
<td></td>
</tr>
<tr>
<td>Manuals</td>
<td></td>
</tr>
<tr>
<td>Policies</td>
<td></td>
</tr>
<tr>
<td>Systems</td>
<td></td>
</tr>
<tr>
<td>Skills</td>
<td></td>
</tr>
<tr>
<td>Experience</td>
<td></td>
</tr>
<tr>
<td>Mind of individual</td>
<td>Tacit Knowledge</td>
</tr>
</tbody>
</table>

When knowledge owners want to share or transfer their tacit knowledge to others, they do this by first making part of their tacit knowledge ‘explicit’ (via speech, book, e-mail, presentation, etc.), which can be easily communicated to others. Their explicit knowledge is just information to the recipients until they in turn choose to internalize it as their own tacit knowledge. In short, explicit knowledge will merely be information if it is not internalized by the recipients through the learning process. Therefore, the difference between the two: knowledge is internal to humans, whereas, information is external. Although explicit knowledge is believed to only be the tip of the iceberg of the entire body of knowledge, both explicit and tacit knowledge are important and complement each other. In fact, conversion of these two types of knowledge happens constantly, and through this conversion process, tacit
and explicit knowledge expand in quality and quantity. To better understand the interaction between tacit and explicit knowledge, it is essential to understand different modes of knowledge conversion or knowledge transfer.

a) **Know what**: Knowing the facts or the truth about the organisation. Knowing what your organisation does and the history of your organisation. Declarative facts.

b) **Know why**: Knowing the laws and principles of the organisation. Cause and effect within the organisation. If you do not do your job well you will be disciplined.

c) **Know how**: knowing how to do your job, the skills that you have also referred to as procedural knowledge knowing what steps to follow in order to complete the task assigned to you. Some of these skills cannot be shared, such as the way you understand how to do a task; most of these skills are difficult to articulate.

d) **Know who**: Knowing who has the knowledge in the organisation. If you are unable to complete the task who knows how to get the job done. Knowledge of who knows what and can you gains access to that person. But it also involves the formation of special social relationships to experts that make it possible to get access to and use their knowledge efficiently.

e) **Know when**: Knowing when to do things. One of the most important types of knowledge in the work environment. This includes the concept of predictive knowledge (capacity to look ahead and make necessary environment and adaptive knowledge; capacity to make strategic change when the environment changes).
<table>
<thead>
<tr>
<th>Type</th>
<th>Scope</th>
<th>Tacit/explicit</th>
<th>Degree of codification</th>
<th>Sources</th>
<th>Tools for harvesting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Know-What (or Know-That)</td>
<td>Established facts and truths</td>
<td>Explicit</td>
<td>Fully codified</td>
<td>Databases; Documents; Records in any format</td>
<td>Information Audit; Data Mining</td>
</tr>
<tr>
<td>Know-Why</td>
<td>Theoretical Understanding; Knowledge of doing something; Insight into the meaning of activities</td>
<td>Tacit</td>
<td>Not fully codified</td>
<td>Captured in conference papers and technical articles but also in personal experience</td>
<td>Communities of Practice; Knowledge Café of Fish bowl</td>
</tr>
<tr>
<td>Know-How</td>
<td>Practical knowledge on how to accomplish something (Skills)</td>
<td>Tacit</td>
<td>Not easily captured or fully codified</td>
<td>Privately maintained: Accumulated skills and experience partially captured in unpatented inventions, formulae, designs, drawing procedures and methods</td>
<td>Peer-to peer-transfer; Video capture; After-Action-Review</td>
</tr>
<tr>
<td>Know-Who</td>
<td>Social relationships and networks</td>
<td>Explicit</td>
<td>Not fully codified</td>
<td>Organograms; internal telephone directories and records of internal telephone calls and e-mails</td>
<td>Expect locator; Social Networks and Surveys</td>
</tr>
</tbody>
</table>
4. PILLARS OF KNOWLEDGE MANAGEMENT

The foundation and pillars of KM

<table>
<thead>
<tr>
<th>Culture</th>
<th>Both Political and Administrative leadership are key in creating a positive culture that will support information flow subsequently resulting in a successful implementation of KM.</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>mentoring coaching, succession and recruitment are important aspects of KM</td>
</tr>
<tr>
<td>Content</td>
<td>can be sourced from documents and individuals – it is the effective management of content that drives KM processes</td>
</tr>
<tr>
<td>Processes</td>
<td>File-planning, registry and record management processes must talk to each other</td>
</tr>
<tr>
<td>Technology</td>
<td>IT systems must be seen as the backbone of any KM strategy. As an example; SharePoint/Alfresco etc. can be used to store, link, monitor and evaluate and to manage knowledge. IT system must be seen as the enabler of KM strategy.</td>
</tr>
</tbody>
</table>
4.1. Culture

The management of knowledge is about creating an organizational environment that leads to the creation and sharing of knowledge within the organisation. The knowledge-intense of government jobs today is observable in the responsibilities that officials are called upon to perform, including provision of sound policy advice to government for good governance; providing high quality services to citizens; attracting and retaining talent, and forming sustainable partnerships for modernised service delivery.

Changing Culture is one of the most difficult aspects in Knowledge Management because it deals with issues and practices embedded in organizational business practices. Changing government culture becomes even more difficult as government is influenced by a wide variety of stakeholders. Leadership as a process of influencing individuals and guiding others towards desired goals is imperative for management of knowledge in the Public Service. The leadership in the Public Service has a critical role in ensuring a positive culture that promotes shared beliefs and values within the organisation to support information flow as a key component of KM.

4.2. People as pillars of Knowledge Management

Knowledge management is people centred, and People are the backbone of KM. It is critical that public servants have critical KM competencies to utilize knowledge in carrying out their work. It is only when the right KM skills, competencies and expertise exists that government will be able to create, package, infuse and manage knowledge towards achieving government objectives and goals. Of critical importance is developing capacity that will to a large extent serve the public service skills, competence and expertise requirement.

Knowledge retention must form part of any organisational KM Strategy, as a proactive response to the loss of public sector expertise. Knowledge retention is closely linked to the human resource management and as such should be addressed in both the KM strategy and HRM strategy based on mutually agreed roles, responsibilities and activities. Knowledge retention must address areas of innovation, learning and skills transfer and mentoring and coaching for business continuity within government HR framework. The KM retentions strategy needs to focus on creating a culture of trust, recognising expertise. The recognition of Knowledge Management champions should form part of Performance Agreements to encourage the culture of knowledge sharing.
4.3. Content

Data and Information architectures belong to the art and science of designing and building data and information structures, policies, standards, procedures and governance. These structures provide a unifying and coherent ways of designing, followed by capturing, storing, managing, safeguarding, retrieving and sharing information (sometimes called archetypes very common in medical information fields and others). In other words data information architecture is like a building plan that defines where water, piping, electricity, doors and windows should be (check terminology for definition).

Information and data architecture in the public service is complex as it represents the departments with varying functions with different data sets. Data and Information Architects from both data and information management and Information and Communication Technology (ICT) begin a process of identifying data and information needs of the department.

Knowledge Management activity involves decision-making about the content of the knowledge base databases, and knowledge repositories and design of the structures. This process identifies knowledge, its origins, and users and how it can be classified and categorized. The competencies and expertise needed for this type of architectural judgment are the ones which organize content from disjointed documents, memos and reports into the realm of a public service knowledge base.

A need for strong investigative and analytical skills, knowledge of the public service in the context and a deep understanding of public service culture cannot be understated. Designing and implementing a knowledge architecture requires a complete and comprehensive inventory of the departments' knowledge first and the public service in the second instance. It takes special expertise to conduct the inventory or audit. Knowing the forms of knowledge assets and resources to seek, where they are likely to be found and how to find them requires high quality communication skills and a deep understanding of public service behaviour and structures. A thorough review of the organization chart and processes is helpful in this regard.

4.4. Processes

Most government organizations are hierarchical in nature with formal divisions (directorates) of responsibility, and standardized procedures and policies. Government bureaucracy is intentionally created to establish checks and balances not to impede progress. These checks and balances are meant to ensure accountability for actions, decisions and outcomes. In this regard, government structure has standardized both procedural and structural aspects. Structural aspect in government constantly changes with changing in government structural machinery (i.e. new government taking over the reins). The procedural aspects remain more or less the same and may change slowly if they have to change. Integration of KM in government business processes is quite crucial to inform both structural and procedural aspects.
Process analysis is one of the best ways of understanding government processes and can be used in the public service where KM is to be applied. This technique will assist in defining processes and their nature and the decisions to be made. Furthermore, it will assist with the integration of KM to improve processes, and can be applied to better understand public service elements and processes that will supported and enhanced by KM.

4.5. Technology

Information and Communication technologies and systems are generally referred to as enablers in the context of KM. However, KM cannot function fully without relevant ICT processes and systems, which is essential for knowledge storing, sharing and exchange between government departments.

Technologies that support KM include artificial intelligence (AI) technologies including those used for knowledge acquisition and case-based reasoning systems, electronic discussion groups, computer-based simulations, databases, decision support systems, enterprise resource planning systems, expert systems, management information systems, expertise locator systems, videoconferencing, and information repositories including best practices databases and lessons learned systems.
5. PROCESSES OF KNOWLEDGE MANAGEMENT

Knowledge processes refer to knowledge development and conversion processes. There are five stages in the knowledge processes identified in the framework.

![Processes of Knowledge Management](Image)

5.1. Identify

This is the initial crucial stage of the knowledge process, where critical knowledge needed to build the core competencies of the organization is identified. The knowledge gaps and the types of knowledge required in the various areas of the organization are defined.

5.2. Create

Creation is addressing the knowledge gaps through knowledge conversion and generation of new knowledge. There are many ways to create new knowledge. At the individual and team level by training, learning by doing, joint problem solving, or brainstorming activities. At the department or organizational level, new knowledge is created for products, services, internal processes, and procedures. Often, new solutions, great ideas are not recorded, either for learning or reuse. Hence, these remain solely as individual knowledge and lost by the organization.
5.3. Store

Knowledge storage involves collection and preservation of organizational knowledge. This preserved knowledge is organized so that it can be retrieved quickly and easily by the users. It is not easy to document individual experience and expertise (tacit knowledge), and therefore, it is important to identify (know) and retain those who have these expertise.

The explicit knowledge captured within the organisation will be stored according to the records management policy and classified according to Minimum Information Security Standard (MISS) policy. This is the organisational processes captured as a record, these records may occur in both hard copy and electronic format. It is critical that organisation ensure that the document management system makes provision for both these formats.

The departments should have an effective Electronic Document Management System in order to be able to store information, this system should be able to provides the ability to capture, describe and categorize, store and retrieve, share and reuse electronic documents regardless of specific format.

Electronic Records Management System has to support the medium to long term information needs of an organisation. It should provide functionality over and above that of an electronic document management system to preserve the security, authenticity and integrity of records to enable the permanent preservation of records.

While the National Archives act makes provision for the disposal of documents over time, it is important that the Records Manager and Knowledge Manager work together to identify the critical organisational learnings contained within older documents before they are archived or disposed. A decision should then be taken on how best to store this information i.e. hardcopy documents scanned using optical character recognition and then stored in electronic format for future use. Documents or Records created electronically are subject to the same process of records management life cycle; however the format of the original document must be converted to a format suitable for long term storage and access.

Tacit knowledge requires specialised forms of knowledge management systems used to create a social relationship between learner and expert users for the purpose of knowledge location, transfer and utilization. Tacit knowledge need to be identified and captured with the assistance of the person holding the knowledge. Each department should investigate methods to effectively harvest knowledge in a way most suitable to the knowledge being harvested. For technical information a series of diagrams with references to discussion papers maybe effective. However, for process or “how to” knowledge video recordings or demonstrations to

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5 Rogers (2012:9)
small groups may be more effective e.g. artisan training. Capturing of experiential knowledge often requires a personal interview about the events (after action reviews with individuals or groups) which may then be converted to explicit knowledge. Experiential knowledge can also be harvested during project based solutions where subject specialists within the organisation possess the skills and understanding to develop new solutions. This kind of knowledge will be captured with the assistance of an expert locator system. The ICT system as an enabler will be used as one form of storage system to store this knowledge.

5.4. Share

Sharing occurs when there is regular and sustained exchange of knowledge among the members of the organization. The objective is to foster continuous learning to achieve business goals. Mutual trust and benefit help foster a culture of sharing. Technology can be used to enhance sharing. Coaching and mentoring are other means of sharing.

The utilisation of Communities of Practices, Peer Assist, Twinning and others as a knowledge sharing platform can be used for documentation of tacit knowledge where the experts share with all the people within the organisation the work that they have been doing in relation to their work area over the years that has not been captured. The knowledge fairs can also be recorded for future with the usage of the digital video.

5.5. Apply

Application is the use and reuse of knowledge in the organization. It translates knowledge into action. A lot of knowledge remains underutilized. Knowledge adds value only when it is used to improve products and services.

6. IMPLEMENTATION

The implementation processes below are based on the SAKE (Semantic-enabled Agile Knowledge -based E-Government) as expanded by Smith & Foche.

1) Conduct KM Environmental Analysis
   a. Knowledge mapping is the process of identifying what knowledge is needed and where it resides. The result of a knowledge map is to not only identify the knowledge to be managed but how that knowledge would be managed.
   b. Knowledge Audit is the process used to uncover knowledge management (KM) practices and activities, build on what's working and identify areas for improvement.

2) Contextualise KM and establish KM framework for the organisation
3) Develop KM strategy and align to organisational Vision, Mission, Strategic objectives
4) Develop KM implementation plan and roadmap
5) Implement through pilot projects
6) Formulate KM policies and Assessment procedures
7) Roll-out across entire organisation
8) Monitor and evaluate KM performance

7. ROLES AND RESPONSIBILITIES
The SA twenty year review identified the following KM and Knowledge sharing methodologies:

- Include information exchanges,
- Training and capacity building,
- Frameworks and guidelines,
- Research,
- Electronic exchanges,
- Peer review,
- Best practices and benchmarks,
- Networking and technical support.

According to the Review KM partnerships operate both horizontally (department to department) and vertically (intergovernmental).

7.1. Executive Authority

Functions of Executive Authority with respect to Knowledge Management

(1) The Executive Authority should take an interest in Knowledge Management to the extent necessary to obtain comfort that properly established and functioning systems of Knowledge Management are in place to preserve the organisational memory.

(2) Responsibilities of the Executive Authority in Knowledge Management should include:

- Ensuring that the Institutional strategies are aligned to the government mandate;
- Obtaining assurance that key challenges on Knowledge Management in the Institution’s strategies are identified and assessed, and are being properly managed;
- Insisting on the achievement of objectives, effective performance management and value for money.
- Approve knowledge management strategy and implementation plan within the institution

7.2. Accounting Officer/ Authority: Head of Institution

Functions of Head of Institution with respect to Knowledge Management

High level responsibilities of the Accounting Officer / Authority should include:
- Setting an appropriate tone by supporting and being seen to be supporting the Institution’s aspirations for effective Knowledge management;
- Delegating responsibilities for Knowledge management to Management and internal formations such as the Knowledge Management Committee, Records Management Committee and Information and Communication Technology Committee;
- Holding Management accountable for designing, implementing, monitoring and integrating Knowledge management into their day-to-day activities;
- Ensure that sufficient budget for Knowledge Management within the institutions over the MTEF period.
- Providing leadership and guidance to enable Management and internal structures responsible for various aspects of Knowledge management to properly perform their functions;

7.3. The role of DPSA

- The DPSA is responsible for
  - The development of norms and standards which support an improved efficiency and effective public service delivery in line with the Public Service Act, 1994 and the Public Administration Management Act (2014)
  - Drafting of Knowledge Management Framework and ensures alignment
  - Coordination of National KM forum and where possible will attend to provincial KM Forum meetings

- The Office of the Premier is responsible for –
  - The OTP will be responsible coordinating KM and reporting on KM initiatives of the province to DPSA

- The DPME is responsible for-
  - Ensure alignment of KM M&E with GW M&E Policy Framework.

- The NSG is responsible for –
7.4. Chief Knowledge Officer:

This is not a new post but relevant responsibility assigned to the identified leader of the departmental knowledge Management team. CKO must be the relevant manager responsible for strategic management.

7.4.1. Roles and Responsibility

a) Understanding flexible needs of customers and employers and developing creative solutions
b) Development of the knowledge management strategy in alignment with the organisational strategy
c) Identification of the required build blocks for implementation of the knowledge management strategy
d) Promotion of the value of knowledge management in the organisation
e) Submission of quarterly report to DPSA

7.4.2. Skills required for KM Managers

i. Communications: Ability to get consensus and collaboration across many business units; ability to explain complex concepts in layman’s language; ability to generate enthusiasm; ability to communicate with all levels of management and staff. Able to establish straightforward, productive relationships; treating all individuals with fairness and respect, demonstrating sensitivity for cultural and gender differences; showing great drive and commitment to the organization and its mission; inspires others, maintaining high standards of personal integrity.

ii. Citizens / Client Orientation: Understands clients’ needs and concerns; responds promptly and effectively to client needs; Customizes services and products as appropriate.

iii. Drive for Results: Makes things happen; is proactive; balances “analysis” with “doing” sets high standards for self; Commits to organizational goals.

iv. Teamwork: Collaborates with others in own unit and across boundaries; acknowledges others’ contributions; works effectively with individuals of different culture and gender; willing to seek help as needed. Influencing and resolving differences across organizational boundaries: Gaining support and commitment from others even without formal authority; resolving differences by determining needs and forging solutions that benefit all parties; promoting collaboration and facilitating teamwork across organizational boundaries.
v. **Learning and knowledge sharing:** open to new ideas; shares own knowledge; applies knowledge in daily work; builds partnerships for learning and knowledge sharing.

vi. **Analytical Thinking and Decisive Judgment:** Analysing issues and problems systematically, gathering broad and balanced input, drawing sound conclusions and translating conclusions into timely decisions and actions

### 7.5. Senior Managers

Managers shall ensure a culture, climate and policies that are in harmony as the first steps in laying up a level playground for culture change in KM. A culture of collaborations within departments shall be built into programmes, policies at various levels. Teams promoting inter-departmental collaboration within departments will be established. A collaborative culture should be supported by a strong and enduring commitment. A collaborative culture requires investments in financial and human resources.

### 7.6. Departmental KM Committee

These are established in each department to oversee and provide strategic direction and advice on the effective implementation and management of all knowledge, records and information management functions (including library services)

#### 7.6.1. Functions departmental KM Committee

i. Capacitate the KM units to ensure that skilled staff and appropriate resources are allocated to implement and maintain KM in each department

ii. Ensure participation in and commitment to KM practices by all employees in each department

iii. Oversee the effective implementation and maintenance of KRIM in each department

iv. Provide strategic leadership on the identification and matching of the knowledge and skills requirements within each department

v. Promote KM amongst all staff in their departments

vi. Support KM champions in their departments

vii. Periodically review organisational processes in their departments with regard to talent management and 'knowledge harvesting' to ensure the retention of critical knowledge and counteract the loss of institutional memory and intellectual capital

viii. Ensure change management is instituted to facilitate effective KM implementation and maintenance in each department

### 7.7. KM Champions
Firstly these 'passionate' people who are capable of sophisticated thinking must be recognised as change agents and their role must be formalised as an important step to institutionalising the knowledge Management. KM Champions will identify and/or create appropriate links, relationships and partnerships with other interventions.

7.8. Public Sector- wide Knowledge Forum (DPSA)

![Diagram of Public Sector-wide Knowledge Forum]

The national KM Forum will be established by DPSA to ensure that departments carry out the following:

i. Improve the way departments manage information and knowledge as a valuable asset, ensuring it is protected, made accessible and used effectively to inform decision-making.

ii. Institutionalise a knowledge-sharing culture.

iii. Establish platforms and forums to guide and support the implementation of sector and departmental strategies and plans.

iv. Promote the usage of KM technological system to establish a consistent management system across government.
v. Ensure compliance with KM standards and quality of KM implementation and practice throughout the public service

vi. DPSA to establish a national portal to ensure and monitor implementation of KM.

The outputs of the national KM Forum shall support both the government’s Service Transformation Programme and Transformational Government by providing a strategic focus on all aspects of knowledge and information management. Members of the Provincial KM Forum will be determined by the provincial fora.

8. KNOWLEDGE MANAGEMENT MONITORING AND EVALUATION

There is a need to guide how Knowledge Management (KM) shall support the commonly called Government-Wide Monitoring and Evaluation System. In effect units dealing with Monitoring and Evaluation within departments throughout the public service must be regarded as ‘knowledge brokers’ (KB) while each public servant must be regarded as ‘knowledge-agents’.

Knowledge brokers ⁶ acts as intermediaries between producers and users in charge of accumulating, storing and users of knowledge. In addition KB identifies information needs and information gaps which might help departments/municipalities to meet their service delivery targets.

Knowledge agents (KA): Every public servant who has access to information on performance and service delivery. In effect they become local communicators when sharing knowledge with other public servants to improve service delivery, family and neighbours.

8.1. KM Measurement

KM measurement is critical in order to assess whether it is achieving the objectives and goals for which it was implemented. Knowledge Management is not important for return on investment only (in terms of supporting government business) but for addressing the issues of minimum data, Information and knowledge sets for the public service M&E programmes using the indicators provided. Furthermore, KM is to provide support in the process of collection of relevant data, information and knowledge to assess the impact of departmental outcomes. In this regard KM provides functional support which will allow the development of outcome measures of various departments. KM M&E approach will provide guidance on how KM M&E is to be conducted uniformly in the public service and in line with the Government –Wide M&E (GWM&E) framework

⁶ Olejniczak, Raimondo & Kupiec (2016)
monitored by DPME. This process is crucial in comparing and benchmarking departments. It aims to guide how minimum data, information and knowledge sets shall be structured to support M&E in the public service.

KM as a function must comply with the government-wide M&E by providing accurate and timely data, information and knowledge that support, planning, budgeting, policy-making informed decision and dialogues in government departments at all levels, national parliament, its subsidiaries, legislatures and municipality councils. Therefore, M&E in KM shall have dual functions as it shall assess the impact of KM in supporting all public service activities as well as government-wide M&E in the DPME.

8.2. Functions of KM M&E

1. The purpose of this approach is to allow organisations to complete the Performance measurement systems by adding lead indicators that measure the performance of Knowledge processes implemented in a Business process as a result of a KM initiative

2. The impact of knowledge management strategies and implementation impact shall be measured in line with GWM&E framework

3. KM measurement methods, shall be classified into measuring
   a. Knowledge Management outputs:
      i. Knowledge Assets
      ii. Service Delivery improvements
   b. KM activities according to knowledge management processes
      i. Identification of knowledge
      ii. Knowledge harvesting
      iii. Knowledge repository
   c. Knowledge repository KM adoption
      i. Governance
      ii. Planning
      iii. Strategic intent

The role of KM M&E shall:

(a) Provide support to the strategic processes of the departments
(b) Respond to the policy cycle of planning,
(c) Provide input into KM implementation process in the public service.
(d) Contribute towards achieving the National Outcome
8.3. KM M&E INDICATORS

8.3.1 The following indicators shall apply in the evaluation of KM outputs

<table>
<thead>
<tr>
<th>KPI</th>
<th>Frequency -Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Knowledge Assets approved for adoption</td>
<td>Annually</td>
</tr>
<tr>
<td>ii. Knowledge contributing to SDI plan</td>
<td>Annually</td>
</tr>
</tbody>
</table>

8.3.2 The following indicators shall apply in the evaluation of KM activities

<table>
<thead>
<tr>
<th>KPI</th>
<th>Frequency -Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>iii. Knowledge Audit</td>
<td>In line with organisations planning cycle</td>
</tr>
<tr>
<td>iv. Tools implemented for harvest</td>
<td>Knowledge sharing within and between projects within functions measured quarterly</td>
</tr>
<tr>
<td>v. Systems developed and records captured</td>
<td>quarterly</td>
</tr>
<tr>
<td>vi. Knowledge Sharing events</td>
<td>Learning and knowledge transfer 4 x a year</td>
</tr>
</tbody>
</table>

8.3.3 The following indicators shall apply in the evaluation of KM adoption

<table>
<thead>
<tr>
<th>KPI</th>
<th>Frequency -Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Policies and guidelines developed</td>
<td>Annually</td>
</tr>
<tr>
<td>ii. Knowledge based input to planning documents</td>
<td>Annually</td>
</tr>
<tr>
<td>iii. Knowledge utilised as strategic support tool</td>
<td>Annually</td>
</tr>
</tbody>
</table>
8.4. The KM M&E shall use following data/information and knowledge:

(a) Programme performance
(b) Service delivery outputs,
(d) Direct outcomes,
(e) Socio-economic and Demographic statistics which provide the source for baseline data and
(g) Performance measures of intermediate outcomes and impact.

8.5. Process for Data Collection:

This is the first step which shall determine what data, information and knowledge to be collected for effective M&E at National level. Each department shall:

(i) have the set of indicators as guided by SABS standards
(ii) conduct knowledge and information needs Analysis
(iii) Conduct information and knowledge Audit
(iv) Based on the gap on analysis :
  • collect
  • capture and
  • Analyse for KMM&E.

KM M&E shall develop KM M&E system that feeds into the GWM&E.

NB: For M&E this framework shall be used together with the GWM&E document.