



DETERMINATION AND DIRECTIVE ON THE IMPLEMENTATION OF DATA GOVERNANCE IN THE PUBLIC SERVICE

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ANNEXURE A – PUBLIC SERVICE DATA GOVERNANCE FRAMEWORK8

1. INTRODUCTION

- 1.1. Section 3 (1) (f) of the Public Service Act of 1994, as amended, provides for the Minister of Public Service and Administration (MPSA) to be responsible for establishing norms and standards relating to information management in public service.
- 1.2. Section 3 (2) of the Public Service Act of 1994, as amended, provides for the MPSA to issue Determination and Directive to give effect to the above-mentioned norms and standards.
- 1.3. Proper management of information by departments supports insight-based decisions, and good handling of service delivery information which are steps towards an effective and efficient public service.
- 1.4. However, the focus of this determination and directive on data governance is due to it (**data**) being the foundation upon which information, knowledge and wisdom/ intelligence are based.
- 1.5. The distinctiveness of data management when compared to knowledge management combined with the technical nature of associated practices creates the need for the MPSA to issue separate determination and directive on data governance.
- 1.6. Below is the DIRK diagram depicting the relationship between data, information, knowledge and intelligence.



Figure 1: DIRK DIAGRAM: Source

- 1.7. As can be seen from the above diagram, data constitute information when put together to give meaning, and information becomes knowledge when applied and informed by the context.
- 1.8. Despite the close relationship, the focus areas remain different and distinct from each other.

- 1.9. For instance, ISO 30401 is an international standard for knowledge management while ISO 38505, ISO 8000 and ISO 27001 are international standards for data governance, data quality and data security respectively and these are some of the knowledge areas of data management. These standards change over time in line with best practices.
- 1.10. Data Management refers to the “the development, execution, and supervision of plans, policies, programs, and practices that deliver, control, protect, and enhance the value of data and information assets throughout their lifecycles” (DAMA, 2017:17).
- 1.11. Based on the DAMA standard, data governance refers to the exercise of authority and control (**planning, monitoring and enforcement**) over the management of data assets (DAMA, 2017:67).
- 1.12. Data governance is a knowledge area or area of focus within data management.
- 1.13. Below is the diagrammatical representation (**the DAMA wheel**) of the various knowledge areas of data management.

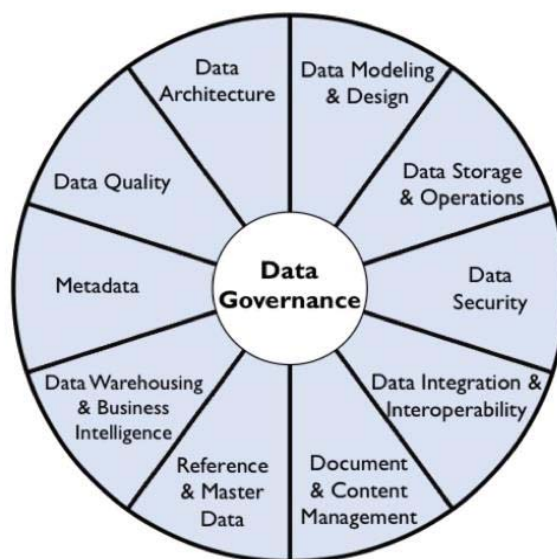


Figure 2: DAMA DMBOK2 Data Management Framework (Source: DAMA)

- 1.14. With data being “the crude oil” of the digital economy, departments must therefore manage this resource effectively.

2. PURPOSE

The purpose of this Determination and Directive is:

- 2.1 To give clear guidance to departments on the roles, responsibilities, structures, policies, practices, standards and processes that need adoption for effective management of data in the public service

- 2.2 To institutionalize data governance in the public service as the key management practice of the data management programme.
- 2.3 To facilitate the implementation of the Public Service Data Governance framework **(Annexure A)**.
- 2.4 To repeal the Determination and Directive on the implementation of Knowledge and Data Management in the Public Service issued on the 14th of February 2024.

3. AUTHORISATION

- 3.1. This Determination and Directive is issued by the MPSA in terms of section 3 (2) the of Public Service Act, 1994 and repeals the Determination and Directive on the implementation of Knowledge and Data Management in the Public Service issued on the 14th of February 2024.
- 3.2. This Determination and Directive will also facilitate the implementation of the provisions of the Minimum Information Security Standard, the Minimum Interoperability Standard, the Promotion of Access to Information Act OF 2000 (No. 2), the Electronic Communications and Transactions Act of 2002 (No. 25) as well as the Protection of Personal Information Act of 2013 (No 4) amongst other pieces of legislation.

4. SCOPE OF APPLICATION

- 4.1. This Determination and Directive is issued by the MPSA in terms of section 3 (2) of the Public Service Act, 1994 and repeals the Determination and Directive on the implementation of Knowledge and Data Management in the Public Service issued on the 14th of February 2024
- 4.2. This Determination and Directive applies to national departments, provincial departments, national government components as well as provincial government components as outlined in Section 195 of the Constitution.
- 4.3. This Determination and Directive applies to all data sets that are generated (including collection) by and on behalf of the above-mentioned institutions as they deliver services to or transact with the citizens as well as part of their internal operations.

5. IMPLEMENTATION OF THE DIRECTIVE

- 5.1 The Head of Department must establish a department wide cross-functional Data Governance Committee **(DGC)** (an EXCO sub-committee) in the Department.

- 5.2 The Head of Department shall establish and or designate the Data Governance Office **(DGO)** in the department.
- 5.3 The Head of Department must appoint the Chief Data Officer **(CDO)** in the department. The designation of the CDO for the role to be filled in the next twenty-four (24) months **(from the date of the Determination and Directive is issued)** is also an option.
- 5.4 The Head of Department shall designate the Data Owners in the department.
- 5.5 The Head of Department shall oversee the designation of the business data stewards, the data custodian **(the GITO)** as well as data user(s) within programme areas/ branches
- 5.6 The Head of Department shall ensure/ monitor the implementation of the Public Service Data Governance framework **(Annexure A)**.
- 5.7 Below is the Aiken pyramid indicating the approach to be followed when implementing the data management programme in the department.

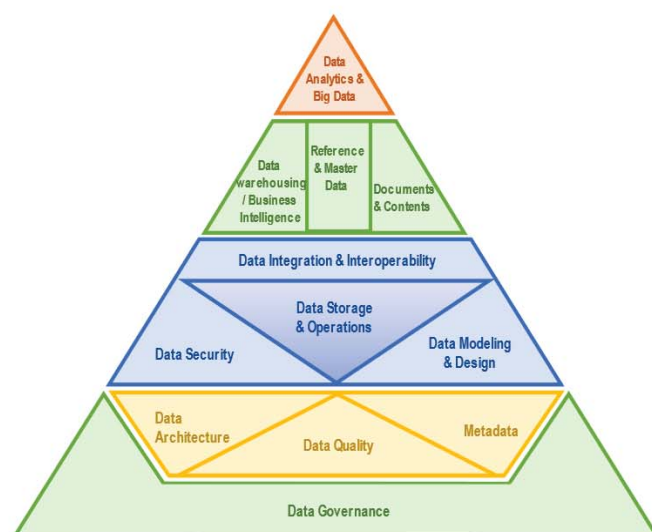


Figure 3: The Aiken Pyramid (DAMA DMBOK, 2017)

- 5.8 The Head of Department shall monitor the phased implementation approach of Data Management practices in the public service as depicted below:
- **Phase 1:** Data Governance, Data Architecture Management, Data Quality Management and Metadata Management
 - **Phase 2:** Data Security Management, Data Storage and Operations Management, Data Modelling and Design Management, Data Integration and Interoperability Management, Reference and Master data Management and Document and Content Management.
 - **Phase 3:** Data Warehousing and Business Intelligence.

- 5.9 The Head of Department must monitor that, at minimum, each of these phases is implemented as guided by the MPS from time to time.
- 5.10 Change management, programme management and continual improvement shall be the implementation approach used to implement the Data Management programme in the public service.
- 5.11 The implementation of data management practices within each phase shall not necessarily follow a waterfall approach.

6. NON-COMPLIANCE MANAGEMENT

- 6.1. Failure to comply with this Directive will be dealt with in line with the provisions of the Public Service Act, 1994, section 16A and 16B.

7. DATE OF IMPLEMENTATION

- 7.1. This Determination and Directive shall come into effect on the date of signature by the MPSA.

APPROVED BY THE MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION



INKOSI MZAMO BUTHELEZI, MP
MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION

DATE: 02/04/25

ANNEXURE A: PUBLIC SERVICE DATA GOVERNANCE FRAMEWORK ATTACHED

