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**GUIDELINE ON HOW TO
ESTABLISH KNOWLEDGE
SHARING AND DISSEMINATION
PLATFORMS
MARCH 2025**



GUIDELINE ON HOW TO ESTABLISH KNOWLEDGE SHARING AND DISSEMINATION PLATFORMS

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DEFINITION OF TERMS

TERMS	DEFINITION
After Action Review	Is a short, focused meeting that allows capturing of useful operational knowledge which is of immediate short-term benefit, and which can be ploughed back into the next day's operations.
Community of Practice	Is a group of people who regularly interact with one another to share and learn based on their common interests.
Coaching	Refers to the process of guiding individuals or teams in effectively acquiring, sharing, applying, and leveraging knowledge within an organisation. The primary goal is to help people develop the skills and mindset required to manage knowledge effectively, fostering a culture of continuous learning and innovation.
Guideline	A written document that provides recommendations, interpretations, administrative instructions, best practice guidance, or frameworks within which to operate.
Indicator	A factor or variable (either quantitative or qualitative) that provide a means to assess achievement, demonstrate the effects of a strategy or assess performance. Indicators are a way of measuring change expected from an intervention.
Impact Indicator	Is a measurable metric used to assess the effects or outcomes of a particular action, event, project, or intervention to evaluate whether the intended goals or objectives have been achieved. They help quantify and track the significance of change over time, for example: <ul style="list-style-type: none"> • Social impact • Environmental impact • Economic impact
Knowledge	<p>Knowledge is a body of various types of evidence to improve understanding and skills that are constructed by people through both formal and informal 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> <ul style="list-style-type: none"> - Explicit Knowledge - Articulated Knowledge - Operational Knowledge - Know-how - Know-who - Know-what - Tacit Knowledge <p>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</p>
Knowledge Café	Is a conversational method in which a small group of people come together to share knowledge and experiences surrounding a specific topic. The host goes around the circle and asks each person to share one actionable insight that they are taking away from the Café.



TERMS	DEFINITION
Knowledge Dissemination Platform	Refers to a tool or medium used to share knowledge with a target audience. The goal of knowledge dissemination is to transfer knowledge to help implement new practices.
Knowledge Harvesting	Refers to 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.
Knowledge Sharing	Is a subset of knowledge management encompassing the exchange of knowledge (skills, experiences, or expertise) within and across organizations.
Knowledge Sharing Platform	Is a space that enables employees to interact with each other and exchange knowledge. It can be a physical or online space where subject matter experts can contribute towards the development of the intellectual assets of the organisation.
Knowledge Management	For the purpose of the National Knowledge Management Strategy Framework (NKMSF): Knowledge Management (KM) is a key organisational function, with processes and activities that involve collecting, collation, sharing, packaging, dissemination and use of knowledge (understanding and skills) in decision-making and enhancing organisational learning for improved service delivery within Departments.
Knowledge Retention	Knowledge retention involves capturing knowledge in the organization so that it can be used later.
Learning Reviews	A process of analysing data and information to learn and improve. They can also be used to highlight good practices.
Mentoring	Mentoring is one of the most effective ways of passing down tacit know-how from an expert to an aspiring expert. It is done under the guidance of an expert. Unlike classroom learning, the apprentice or mentee is given practical tasks, under the supervision and guidance of his mentor.
Monitoring	A continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and the achievement of objectives and progress in the use of allocated funds (Organisation for Economic Corporation and Development (OECD))
Monitoring Plan	The plan that deals with what will be tracked, the frequency of tracking and the reporting mechanisms.
Outcome Indicator	Is a measure used to assess the results of change of a program, intervention, or activity over time.
Output Indicator	Is a measure used to assess the extent to which the project delivers the intended outputs and identify intermediate results.
Peer Assist	Peer assists are face-to-face or virtual gatherings that bring colleagues together to share knowledge, best practices, or lessons learned on a particular topic (USAID).
Quality Indicator	Is a measure to assess the performance or quality of a service, process, or product. It provides objective data that can be used to evaluate whether a particular system, process, or outcome meets established standards or criteria.



TERMS	DEFINITION
Quantity Indicator	Is a measure or metric used to quantify the amount, volume, or magnitude of something. It is often used in various fields to track, compare, and assess the size or extent of a particular variable or attribute.
Qualitative Data	Refers to non-numerical information that is used to describe qualities or characteristics. It is often categorical and helps to provide insights into patterns, behaviours, opinions, or experiences.
Quantitative Data	Refers to data that can be measured and expressed in numerical terms. It represents quantities and is typically used to quantify things, such as amounts, counts, or measurements.
Story Telling	Storytelling is a very old technique that is embedded into our culture and is one of the most effective ways to reach and move people with messages. Stories can be used to shape the vision, to pass on knowledge and wisdom, and to shape identity and organizational culture.

ACRONYMS

ACRONYMS	DEFINITION
CKO	Chief Knowledge Officer
COP	Community of Practice
DPSA	Department of Public Service and Administration
DNA	Deoxyribonucleic Acid
KM	Knowledge Management
KMC	Knowledge Management Committee
TOR	Terms of Reference
NKMSF	National Knowledge Management Strategy Framework
MPSA	Minister of Public Service and Administration



1. INTRODUCTION

The Minister of Public Service and Administration (MPSA) is responsible for establishing uniform norms and standards to improve the effectiveness and efficiency of the public service and its service delivery to the public in line with Section 3(1)(f) and (i) of the Public Service Act, 1994 as amended and its regulations.

The Department of Public Service and Administration (DPSA) approved and published the National Knowledge Management Strategy Framework (NKMSF) in 2019, as a means to place Knowledge Management (KM) at the centre of the government agenda. One of the objectives of NKMSF is to promote knowledge sharing and learning in the public service. It is therefore vital to provide opportunities for sharing experiences, practices, and methodologies to facilitate organisational learning.

The National Knowledge Management Strategy Framework (NKMSF, 2019) defines KM as a key organizational function, with processes and activities that involve creation, collecting, collation, sharing, packaging, dissemination, and use of knowledge (understanding and skills) in decision-making and to enhance organizational learning for improved service delivery within Departments. KM relies on accurate and effective management of data, information, and records from which to draw baseline and monitoring data which must be combined with human experience to provide contextual intelligence.

In 2024 the DPSA issued the Determination and Directive on the implementation of Knowledge and Data Management in Public Service. The Determination and Directive aims to provide direction on institutionalising and standardising the implementation of KM to attain at minimum a level 2 (Initiation Phase) of maturity in the Public Service.

The guideline is issued in terms of the Determination and Directive on the implementation of knowledge and data management in the public service issued in 2024. This is designed to assist government departments and enable knowledge managers to establish their own knowledge sharing platforms. The guideline provides a definition, followed by benefits and barriers of knowledge sharing, planning and launching for the knowledge sharing platform and critical success factors to be considered.



1.1. DEFINITION OF KNOWLEDGE SHARING AND DISSEMINATION PLATFORM

Soulejman (2016) defines Knowledge Sharing as a subset of knowledge management encompassing the exchange of knowledge (skills, experiences, or expertise) within and across organizations. It is a space that enables employees to interact with each other and exchange knowledge, where a positive organisational culture is forged that will allow for collective organisational knowledge and wisdom to be accessible to all. The knowledge sharing platforms can be a physical or an online space where subject matter experts can contribute towards the development of the intellectual assets of the organisation. Examples of knowledge sharing platforms are but not limited to: Community of Practice, After Action Reviews, Learning Reviews, Peer Assist, Knowledge Cafe, Storytelling Learning, Mentoring, Coaching, etc. The tools that can be explored for online sharing are but not limited to Microsoft Teams, Google Drive, SharePoint, Wikis and Intranets including Social Learning Platforms such as LinkedIn Learning, Webinars etc.

The decision on which knowledge sharing platform to implement is not a one size fits all, it should be informed by an environmental scanning and organisational context, this is a critical decision that requires careful consideration of several factors.

Knowledge sharing can break silos thus promoting collaborations, helping subject matter experts contribute to guides, policies, and documents to develop an organisations' internal knowledge base. Although it can be one-directional, knowledge sharing in most cases is a two-way or multilateral exchange in which the parties learn from each other. Knowledge sharing is more than communication, because much knowledge in organizations is hard to articulate.



2. OBJECTIVES OF KNOWLEDGE SHARING PLATFORMS

The knowledge sharing platforms seek to:

- Promote knowledge exchange and organisational learning - Organisational knowledge resides with people as a result knowledge sharing becomes vital in influencing the organizational learning and in the stimulation of innovation (Rao, Yang, Yang, 2018).
- Facilitate collaboration: The (Deoxyribonucleic Acid) DNA of knowledge sharing in collaboration enhances cross functional team work thus improving efficiency and effectiveness.
- Reduce skills gap: Knowledge sharing allows experts to share their insights and expertise.
- Facilitate knowledge retention and harvesting - The knowledge sharing space provides an opportunity for insights to be brought forth thus allowing for retention and harvesting of knowledge accumulated overtime to filter throughout the organisation.

3. VALUE PROPOSITION OR BENEFITS OF KNOWLEDGE SHARING

It is vital to understand the organisational culture and what drives people's behaviours before implementing a knowledge management (KM) programme. Knowledge sharing has a wide range of benefits, both for individuals and organisations. Here are some of the key advantages:

- (a) **Improved Problem-Solving and Innovation** - when people share their knowledge, they combine their different experiences and expertise, which can lead to more creative solutions and innovative ideas.
- (b) **Learning and Development** - enhances personal growth and professional development, especially in an organisation where mentorship and peer-to-peer learning are promoted.
- (c) **Increased Collaboration and Teamwork** - fosters a sense of community and alignment within teams, leading to improved interpersonal relationships and stronger collective performance.
- (d) **Preservation of Institutional Knowledge** - helps mitigate the loss of institutional memory and ensures that critical knowledge is documented and reused by others to improve performance and to create new knowledge.
- (e) **Reduced Duplication of Effort** - minimises wastage of human resources by providing a basis of prior organisational knowledge from which new projects can be initiated. Prevents individuals or teams from working on similar projects or solving the same problems repeatedly.



4. BARRIERS TO KNOWLEDGE SHARING

There are barriers that hinder the flow of knowledge in an organisation. In the workplace people bring own values, beliefs, and habits and in addition, organisational policies and norms unintentionally create an environment that is not conducive to knowledge sharing. Knowledge Management cannot achieve its objectives without considering barriers to sharing and working to overcome them. Therefore, it is critical to understand these barriers and organisational culture before trying to transform, considering the core values of the organisation; the deep-rooted ideas about how things are done as well as the variety of perspectives contributed by people from different generations, backgrounds, with different jobs and so on. Some of the most common barriers to knowledge sharing listed below, are identified by Hubert and Lopez (2013):

- a) **Awareness** -. According to Hubert and Lopez (2013), awareness refers to the widespread communication of KM approaches and activities across the organization. If the message is not communicated sufficiently or in the right manner, employees may not understand the tools and approaches available to them, when they ought to use them, or why. This will result in slow adoption of knowledge-sharing behaviours since people don't know where to go or how to connect. As part of building or improving awareness of KM, it is important to deploy a targeted Communication plan for Knowledge Management.
- b) **Culture** - Culture encompasses behaviours, working norms, unwritten or spoken rules about "how things work," or processes that shape situational context. In large organizations, cultural nuances may change depending on functional, business-unit, geographic, or geo-political boundaries. Examples of cultural barriers include:
 - a corporate culture that does not value knowledge sharing;
 - a range of sub-cultures (e.g., teams) within the organization that are not bound together by the same values or business rules/principles; and
 - the requirement to share knowledge in a language that is not one's primary language.
- c) **Distance** - Distance is the separation between individuals, teams, functions, and so forth within an organization. These separations may be geographic (e.g., teams in different countries or regions), or they may be structural (e.g., people who are just a few hundred yards away from one another but are focused on different projects or processes). Therefore, promoting seamless collaboration across physical, structural, and conceptual boundaries is essential.



- d) **Experience** - a person develops experience over time in a specific role, usually through observation and direct participation in work activities. Experience-related barriers to knowledge sharing can occur when an employee has very little experience or a great deal. For example, someone might not participate in knowledge sharing because of a perceived lack of experience.
- e) **Knowledge Hoarding** - This barrier refers to people who are hesitant or unwilling to share/contribute knowledge for the good of the larger audience. This is when people in an organisation choose to keep the critical knowledge of the organisation they possess, to themselves instead of sharing it with the team or the organisation for future use. In many cases, knowledge hoarders believe that knowledge is power and that, by sharing what they know, they may decrease their value to the organization and potentially put their jobs in jeopardy.
- f) **Misaligned measures** - Measures play a significant role in shaping an organisation's values and internal culture. To that end, barriers to knowledge sharing may occur when performance measures for individuals' teams, or groups conflict with desired knowledge-sharing behaviours. For example, if the measurement system puts functions or business units in direct competition with one another, providing incentives to beat other parts of the business on metrics, that may create a structural barrier to sharing and collaboration across those groups. Similarly, if the organization has no measures or incentives to promote knowledge-sharing behaviours, then it will be more difficult to motivate employees to participate.
- g) **Relationships** - organisational structures sometimes hinder the sharing of knowledge especially where the servant - master relationship exists. Whether face-to-face or virtual, weak or tenuous relationships can impede sharing, access to knowledge, reuse, and connectivity. Often, relationship barriers are linked to other challenges around organisational culture or trust. In addition, relationships may suffer in organizations that do not provide opportunities to communicate and network (through in-person conferences and events, webinars and roundtables, online discussion tools, an expertise location system, etc.).
- h) **Lack of Sponsorship** - Sponsorship refers to endorsement and support from senior leaders, either at the enterprise or local level. Barriers related to sponsorship might include:
- Failure to secure a visible or engaged sponsor to champion the knowledge-sharing program;
 - Leaders/managers who do not communicate the value of knowledgesharing activities or who do not actively participate themselves (i.e., not "walking the talk"); and



- Few/inadequate resources allocated to knowledge sharing because of lack of alignment with core business objectives or outcomes.
- i) **Time** - Time refers to the minutes/hours (or, more generally, the effort) it takes to participate in knowledge sharing. For example, how fast and easy it is to contribute content, respond to a question in a discussion forum, or search for best practices? Examples of time as a barrier include:
- employees who think they are too busy to share knowledge;
 - employees who see knowledge sharing as “outside the scope” of their jobs (may relate to the misaligned measures barrier);
 - KM tools/approaches with long learning curves or that require significant time investments to participate and
 - KM approaches that involve inefficient or non-value-added activities, such as asking experts to answer the same questions repeatedly.
- (j) **Trust** - Trust is the confidence people have in the content and expertise available to them, as well as their reliance on others to provide information and support to help them address problems and opportunities. When someone trusts their colleagues, he/she is confident in their ability, character, and the truth of the information they present. Trust is strongly linked to the strength of employee relationships, though a robust vetting process for content and experts may help in some situations. A common trust-related barrier is that content is perceived to be unreliable because the sources of the knowledge are unknown.

5. PLANNING FOR AND IMPLEMENTING THE KNOWLEDGE SHARING PLATFORMS

It is of importance that the Knowledge Manager understands the environment in which the organisation exists. Knowledge Managers should define the specific knowledge management processes that will be implemented within the organisation. Knowledge sharing platforms should have a Terms of Reference (TOR) primary governing document which specifies how the platform(s) will function to provide direction, and these should be applicable to all members. The TOR should define how they are going to be utilised in line with the following:



- (a) **Purpose of the sharing platform(s)** – Without clear purpose, people will have other, better-defined priorities for their time and energy. People need to clarify what they are passionate about, where they need assistance, and where they have things to share.
- (b) **Objectives of the platform(s)** – Objective of knowledge sharing should be stated clearly in line with the vision and mission of the organisation.
- (c) **Context** - Determine what you aim to achieve with the platform. For instance, is the focus on sharing best practices, facilitating collaboration, enhancing employee skills, facilitating smooth transitions (e.g., retirement, role changes), or improving overall knowledge sharing across teams? etc. Identify key areas by looking at where knowledge gaps exist. Consider whether it is about specific skills, technical expertise, process knowledge, or cultural understanding? Also define whether the platform is for a specific team, department, or the whole organization because it is vital that a knowledge sharing platform should meet the needs of the audience that is being targeted.
- (d) **Composition**-The platform should comprise of cross-cutting teams across all levels and units.
- (e) **Target Audience** – Define target audience in terms of who is most likely to benefit from the product or service.
- (f) **Roles and responsibilities** –
 - i) **Facilitator** - The Facilitator focuses on communications between and among members in the sharing Platform:
 - Clarifies communications
 - Draws out the insights
 - Ensures that dissenting points of views are heard and understood
 - Keeps discussions on topic
 - Reconciles opposing points of view
 - ii) **Leader** - The Practice Leader is the acknowledged leader of the knowledge sharing platform, his or her leadership is based on competence, not rank or position:
 - Identifies emerging trends and patterns in knowledge sharing activities and knowledge base
 - Identifies trends and patterns in other areas that impact the practice
 - Promotes adherence to “good practice”



- Articulates “good practice” for new members
 - Provides or arranges coaching for new members
 - Provides leadership in resolving problems with and in the platform
 - Evaluates Community of Practice (CoP) performance versus expectations
 - Ensures different member composition; shutdown
- iii) Champion / Expert - The Champion is the chief organizer of events. The Champion may also be the administrative source for communications support:
- Ensures and articulates a valid purpose behind the Platform
 - Stimulates interest for the sharing platform
 - Organizes knowledge sharing gatherings
 - Stimulates enthusiasm and energy
 - Promotes the cause and contributions of knowledge sharing platform
 - Arranges for communications support
 - Obtains official support when appropriate
 - Communicates the contributions of the knowledge sharing platform to the formal organization, if appropriate
- iv) Members – These are people who participate in in the knowledge sharing platform:
- Share knowledge and experiences
 - Participate in discussions and other sessions
 - Raise issues and concerns regarding common needs and requirements
 - Devise workarounds and other solutions to shortcomings in formally documented methods and procedures
 - Alert other members to changes in conditions and requirements
 - Be on the lookout for ways to enhance knowledge sharing effectiveness (i.e. recruiting high-value members; changes to interaction processes, etc.)
- v) Meeting protocols – Identify and indicate the frequency of sessions to be held and outline the programme for the year
- vi) Expected output - indicate what the output of the session will be i.e report, recording etc



6. LAUNCHING THE KNOWLEDGE SHARING PLATFORM

Piloting- In the early days of executing the knowledge sharing programme, much of the energy should be devoted to demonstrating the value it provides. Swiftly implementing the pilots identified earlier is the ideal means of doing that. These pilots can form the foundation for the remaining steps, providing the basis for some initial learning offerings, for measuring outcomes, and for scaling up. Depending on the strategic focus of the organization and its partnerships, the pilot can be internal, domestic, or international.

Full roll out- Knowledge sharing should not stop with a successful pilot. Scale up internally to get more departments excited and involved and scale up externally to adapt and replicate tested solutions by other organisations.

7. MONITORING OF THE KNOWLEDGE SHARING PLATFORM

Monitoring of a knowledge sharing programme involves tracking and assessing the effectiveness and impact of the programme. The aim is to ensure that knowledge sharing activities are achieving their intended outcomes and to identify areas for improvement. It is important that the planned initiatives be monitored to track progress made during implementation. Monitoring is an ongoing process of assessing the effectiveness of the program or the project (World bank, 2021). It focuses on the routine tracking of data or information on specified performance measurements (indicators) about progress made on the implementation of the programme and such information is used to make informed decisions and improve the performance. Monitoring focuses on project input, activity and output. Seek guidance from Monitoring and Evaluation Units to develop a Monitoring and Evaluation Framework consisting of Theory of Change and Logframe (Logical Framework). Below is an outline of the approach on how to monitor a knowledge sharing programme:

- i) **Define objectives and outcomes**
 - a) **Set clear objectives** for the knowledge sharing programme. What are you trying to achieve? (e.g., improved collaboration, enhanced problem solving, better decision making).
 - b) **Establish measurable outcomes** such as increased knowledge retention, improved performance etc.



ii) **Identify and define indicators**

Identified indicators should align with the objectives of the programme. Indicators are variables (either quantitative or qualitative) that provide a means to assess achievement or assess performance. Indicators are also a way of measuring the change expected from an intervention. Examples of qualitative and quantitative indicators could include:

- a) **Quantity indicators:** Number of knowledge sharing sessions, documents shared, or participants.
- b) **Quality indicators:** Level of engagement (e.g., active participation), feedback on the quality of shared knowledge, or application of shared knowledge.

Below are some of the indicators that can be utilised in the short-term to measure knowledge sharing:

- c) **Output indicators:** Measure the products, goods and services that result from a programme or intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. Output indicators can be quantitative or qualitative.
- d) **Outcome indicators:** Measure the long-term effects of a process, such as changes in behaviour, attitudes, or conditions within the organisation.
- e) **Impact indicators:** Improved performance metrics (e.g., project success rate, productivity improvements), increased collaboration, or new solutions developed.

iii) **Develop a monitoring plan**

- a) Identify and define monitoring tools and system for data collection (e.g., surveys, interviews, focus groups, tracking systems, usage analytics).
- b) Set a frequency for monitoring activities (e.g., monthly, quarterly, annually).
- c) Assign roles and responsibilities for monitoring tasks (who will collect data, analyse it, and report on findings).



- iv) **Define methodology for data collection**
 - a) **Quantitative Data:** Track participation rates and other measurable aspects of the program.
 - b) **Qualitative Data:** Gather feedback from participants on their experiences, the value of knowledge shared, and how it has impacted their work.

- v) **Evaluation of Effectiveness**
 - a) **Assess the relevance and quality** of the knowledge shared: Is it meeting the needs of participants?
 - b) **Analyse the impact:** Did the programme contribute to desired outcomes such as improved performance or innovation?
 - c) **Evaluate the sustainability:** Is the knowledge sharing likely to continue without the programme's direct involvement?

- vi) **Feedback and Improvement**
 - a) Collect feedback from participants and stakeholders about what worked and what didn't.
 - b) Analyse the data to identify trends, gaps, or areas for improvement.
 - c) Revise the programme based on findings to enhance its effectiveness (e.g., improving the tools for knowledge sharing, altering the frequency of knowledge sharing sessions etc).

- vii) **Design a close-out reporting template**

A report with in-depth information, highlighting key aspects, challenges and learning from the programme should be compiled.

8. CRITICAL SUCCESS FACTORS WHEN PLANNING KNOWLEDGE SHARING PLATFORM

This section covers issues that may be encountered that might impact the successful implementation of the knowledge sharing platform.

- a) **Strategic relevance** - Not everything in the organization needs to be captured and shared. Strategic relevance relates to the extent to which information or experiences can help individuals or teams to operate more effectively and/or replicate solutions.



- b) **Domain** - There is a need to define what the community is going to be talking about and collaborating on (World bank, 2021) Not all disciplines or focus areas fit in every knowledge sharing platform,
- c) **Membership** - Determine the membership or the participants that would contribute meaningfully towards the knowledge sharing platform in line with its objectives. The membership is key in ensuring that the objectives of the platform are realised. There is a need to identify a core team and core group which are made up of your most active members. It is key to get the right members with especially the highest level of commitment into these groups (World bank, 2021).
- d) **Activities – Determine** relevant activities to the members and the domain, with the right rhythm and mix.
- e) **Governance** - Clear roles and responsibilities should be embedded throughout the organization for critical tasks related to knowledge capturing, sharing, and learning. It must be understood that knowledge sharing is everybody’s business.
- f) **Facilitation** - Facilitation is key in ensuring continuity and productivity in these sessions. It is important to have a person who has strong enquiry and facilitation skills, this should be someone willing to learn.
- g) **Culture** - Establishing a culture of knowledge sharing means that it must become the default behaviour across the organization. A clear understanding that knowledge sharing is a standard institutional practice should be reflected in the words and actions of leaders, as well as in the definition of roles and responsibilities.
- h) **Reward and recognition** - The organizational environment should be adapted to support participation. Time spent capturing and sharing knowledge needs to be recognized as “real work” and an integral part of everyone’s job that is valued by the organization. Employees need to be given time to seek out knowledge, reflect on it, and share what they know. For an example, annual knowledge sharing awards and formal recognition of outstanding knowledge sharing performance of staff could be considered. The award could be given to teams that demonstrate exceptional knowledge-sharing behaviour.
- i) **Information Technology** - Existing platforms, tools and repositories can be further leveraged for organization-wide knowledge sharing and serve as internal content management and information-sharing spaces. The main internal knowledge sharing platform function is to disseminate information within the organization and facilitate knowledge sharing among staff.



- j) **Time** - members should be given time and encouraged to participate. Knowledge sharing should be designed and implemented in a timely manner to ensure relevance and usefulness.
- k) **Longevity** - needed both for communication and to build up trust, rapport, and a true sense of community.
- l) **Measurement** - how do we know a community of practice is successful? Monitoring and evaluation are a critical aspect of knowledge sharing that will greatly contribute to its long-term success. It can provide the accountability for resources spent, the basis for practical improvement in knowledge sharing, and the validation of the accomplished learning. These contributions are vital if the growth of knowledge sharing and its increasing visibility in the agendas of national and international policy makers is to be sustained. Knowledge capturing and sharing should be continuously monitored and evaluated to improve quality of outcomes and operational relevance. Knowledge-Sharing Instruments and Activities to measure success may include Planning Questionnaire, Implementation Checklist, Evaluation Form, Follow-Up Questionnaire, After Action Review Report etc.



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ACTING DIRECTOR GENERAL: DPSA

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