

**DETERMINATION AND DIRECTIVE ON THE IMPLEMENTATION OF  
KNOWLEDGE AND DATA MANAGEMENT IN THE PUBLIC SERVICE**

**MONITORING AND EVALUATION (M&E) PLAN**

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## ABBREVIATIONS

<b>DG</b>	Director General
<b>DM</b>	Data Management
<b>ICT</b>	Information and Communication Technology
<b>MPSA</b>	Minister of Public Service and Administration
<b>NKMSF</b>	National Knowledge Management Strategy Framework
<b>KM</b>	Knowledge Management
<b>KMMA</b>	Knowledge Management Maturity Assessment
<b>M&amp;E</b>	Monitoring and Evaluation
<b>PS</b>	Public Service
<b>CKO</b>	Chief Knowledge Officer

## 1. BACKGROUND

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.

In the 2023-2024 financial year, the Minister for the Public Service and Administration (MPSA) approved the Determination and Directive on the implementation of Knowledge and Data Management in the Public Service to give effect to the mainstreaming of knowledge management and data management in the Public Service. The Director General (DG) of the DPSA issued circular 08 of 2024 to Heads of all National Departments, Provincial Departments and Government Components for departments to adhere to the Determination and Directive.

Departments are increasingly required to determine, define, develop, and set service delivery targets to meet the needs of their citizens. It is therefore essential for employees to understand the context within which problems arise and identify interventions that can be made to resolve these problems.

Knowledge Management (KM) and Data Management (DM) are two distinct but interrelated concepts that can significantly improve service delivery in an organization. Knowledge Management and Data Management are key to facilitating service delivery innovation within an organization by providing teams with the information and insights they need to identify new opportunities and develop creative solutions to problems. The KM Indicators are informed by the *Determination and Directive on the implementation of Knowledge and Data Management in the Public Service* with specific focus on Knowledge Management.

Knowledge Management generates critical knowledge resources within a department over time for organizational efficiency and effectiveness. It facilitates decision-making, enhancement of core business processes and improved efficiency of service delivery within the public service, thereby adding public value. Knowledge Management 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

## 2. PURPOSE

The monitoring and evaluation (M&E) plan outline the strategic intent of the Determination and Directive into measurable criteria against which implementation process and performance of Knowledge Management will be monitored.

### 3. OBJECTIVES

The M&E plan aims to establish an effective and coordinated Government wide M&E framework for how monitoring of KM implementation will be done. The objectives of the M&E plan are to provide a framework for the evaluation to measure the institutionalisation of KM in the Public Service. This is done to ensure that there is:

- Measurable institutional mechanism that will assist in implementation of effective KM Systems and Practices in the Public Service.
- Evidence-based governance of KM implementation in the Public Service (Strategy, policies, Committee, etc);
- Consistency and standardisation which allows for a clear framework for accountability through tracking of progress in implementing the determination and directive
- Defined list of core indicators with clear roles and responsibilities attached to the activities and indicators of interest that will enable the tracking of KM adoption in the Public Service.
- Develop and maintain a KM evaluation framework to guide what data will be collected, how and when, how data will be analyzed, and how and when results will be reported.
- Monitor data quality periodically and address challenges associated with data quality (i.e., valid, reliable, complete, and timely data).
- Identification of challenges encountered during the implementation phase and provide remedial action.
- Determination of lessons learned as a baseline for improvement.
- Determination of the effectiveness of the determination and directive and identify areas of improvement.
- Evaluation of the progress on the adoption of National Knowledge the Knowledge Management Framework (NKMSF) in the Public Service.
- Develop and maintain a Knowledge Management M&E Plan including identified data needs; standardized indicators; data collection tools and procedures; and roles and responsibilities, to implement a functional Knowledge Management M&E system.
- Disseminate and utilize data from the M&E plan to guide policy formulation and program planning for improved service delivery through key KM processes.

## 4. STRATEGIC FOCUS

### 4.1. Situational Analysis

During the 2018/2019 financial year, the Department of Public Service and Administration (DPSA) embarked on a Knowledge Management Maturity Assessment (KMMA) to determine the current state of Knowledge Management (KM) within the various Public Service organizations. This assessment

was informed by the NKMSF for the Public Service. The assessment was meant to evaluate how advanced the respective Public Service organizations are in terms of understanding and implementing knowledge management practices. The assessment approach to determine the state of KM within the

various public service organizations measured seven dimensions namely, Leadership & Governance; Business Alignment; People & Culture; Technology; Knowledge Processes; Learning & Innovation; as well as Monitoring & Evaluation.

The assessment results indicated that the Public Service is at **Level 1** (Reaction Phase) of KM maturity. The Determination and Directive on Data and Knowledge Management implementation was developed, and it focuses on providing direction on institutionalizing and standardizing the implementation of KM to ensure that the Public Service attains a **Level 2** (Initiation Phase) of maturity.

## 5. PERFORMANCE

### 5.1. Measuring Knowledge Management Implementation

Implementation process monitoring on the set key performance indicators will be undertaken after a period of twelve (12) months from date of issue of the Determination and Directive on the implementation of knowledge and data management in the public service. This will ensure that the adoption of the KM framework is facilitated in departments, leading to higher levels of KM maturity.

## 6. SUMMARY OF MONITORING INDICATORS AND EVIDENCE

The DPSA will use monitoring indicators to measure departments' progress in implementing the determination and directive. The tables below provide a high-level overview of the monitoring indicators used to measure compliance with the determination and directive.

### 6.1. Summary of Monitoring Indicators



DETERMINATION AND DIRECTIVE KPA 1: INSTITUTIONAL MECHANISM AND GOVERNANCE OF KM		
NO	INDICATOR TITLE	MONITORING INDICATOR
1.	Indicator Title 1	EXCO Function
2.	Indicator Title 2	Knowledge Management Committee Establishment
3.	Indicator Title 3	KM Committee Chairperson Appointment
4.	Indicator Title 4	Chief Knowledge Officer Appointment
5.	Indicator Title 5	Knowledge Management practitioners' responsibilities integrated into PMDS as part of annual performance cycle deadlines
6.	Indicator Title 6	Conducted Knowledge Management Maturity Assessment
7.	Indicator Title 7	HOD approved Knowledge Management Implementation Plan (three-year plan)
8.	Indicator Title 8	Approved Knowledge Management Strategy
9.	Indicator Title 9	Approved Knowledge Management Policy
10.	Indicator Title 10	Approved Change Management Plan
KPA 2: TECHNOLOGY		
11.	Indicator Title 11	Developed and implemented System/ Database to support capture, storage, categorisation, searching and dissemination of knowledge
KPA 3: KNOWLEDGE PROCESSES		
12.	Indicator Title 12	Implemented Knowledge Creation and harvesting
13.	Indicator Title 13	Established Knowledge Sharing and Dissemination Platforms

Figure 1 :Summary of KM Monitoring Indicators

## 6.2. Summary of Evidence

<b>SUMMARY OF EVIDENCE</b>			
<b>KPA 1: INSTITUTIONAL MECHANISM AND GOVERNANCE OF KM</b>			
<b>EXCO FUNCTION</b>		<b>KNOWLEDGE MANAGEMENT COMMITTEE</b>	
1.	EXCO agenda and relevant minutes or HOD approved report on when policies were recommended and approved	1.	Approved Knowledge Management Committee Terms of Reference
2.	Quarterly KM Committee report	2.	Appointment letter for KM Committee Chairperson; Committee Members appointment letters; Knowledge Management Committee minutes and agenda
<b>CHIEF KNOWLEDGE OFFICER</b>		<b>KNOWLEDGE MANAGEMENT PRACTITIONERS' RESPONSIBILITIES</b>	
1. HOD signed-off appointment letter of the Chief Knowledge Officer		1.	Signed-off performance agreement
		2.	HOD approved KM Implementation Plan (three-year plan)
		3.	Approved KM Annual Operational Plan
<b>KNOWLEDGE MANAGEMENT MATURITY ASSESSMENT</b>		<b>KNOWLEDGE MANAGEMENT IMPLEMENTATION PLAN</b>	
1.	DPSA validated Knowledge Management Maturity Assessment	1. HOD approved KM Implementation Plan (three-year plan)	
2.	DPSA acknowledgement letter		
<b>KNOWLEDGE MANAGEMENT STRATEGY</b>		<b>KNOWLEDGE MANAGEMENT POLICY</b>	
1.	Approved Knowledge Management Strategy	1.	Approved Knowledge Management Policy
<b>CHANGE MANAGEMENT PLAN</b>			
1.	Approved Change Management Plan		
<b>KPA 2: TECHNOLOGY</b>			
<b>KM TECHNOLOGY</b>			
1.	Link of the implemented Knowledge Management Database/System		



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KPA 3: KNOWLEDGE PROCESSES		
KNOWLEDGE CREATION AND HARVESTING	KNOWLEDGE SHARING AND DISSEMINATION PLATFORMS	
1. Knowledge Harvesting Reports	1.	Approved Terms of Reference
	2.	Scheduled Meeting Invitations & Output of Knowledge Sharing and Dissemination Sessions (reports).

Figure 2: Summary of Evidence



## 7. KNOWLEDGE MANAGEMENT TECHNICAL INDICATOR DESCRIPTORS

INDICATOR TITLE 1	EXCO Oversight Function Implemented	INDICATOR TITLE 2	Knowledge Management Committee Established
Definition	<p>EXCO to play an oversight role in the implementation of knowledge management in the department through:</p> <ul style="list-style-type: none"> <li>• Recommending the approval of related knowledge management strategy and policy to the HOD.</li> <li>• Providing support to the functioning of the Knowledge Management Committee (KMC);</li> <li>• Monitoring and evaluating the performance of the KMC; and</li> <li>• Reviewing and ratifying quarterly KMC reports.</li> </ul>	Definition	<p>Established knowledge management committee to provide oversight and support the Knowledge Management System of the Department. The KMC should comprise of representatives from the following functions:</p> <ul style="list-style-type: none"> <li>• Data and Information Management,</li> <li>• Records Management,</li> <li>• Human Resources,</li> <li>• Information and Communication Technology,</li> <li>• Strategy and Planning,</li> <li>• Programme Monitoring,</li> <li>• Policy and Research; and</li> </ul> <p>One (1) representative per programme in the Department.</p>
Source of Data	Executive Committee (EXCO) agenda and relevant minutes or HOD approved report on when policies were recommended and approved Quarterly KMC reports	Source of Data	Approved KM Committee Terms of Reference (TOR) Signed Committee members appointment letters Knowledge Management Committee Minutes and Agenda
Method of Calculation or Assessment	Simple count of EXCO decisions taken in support of KM implementation	Method of Calculation or Assessment	Committee members appointment letters Knowledge Management Committee Minutes and Agenda
Means of Verification	Verify the implementation of Executive Committee (EXCO) decisions	Means of Verification	Verify Terms of Reference (TOR) Verify Committee members appointment letters Verify Knowledge Management Committee Minutes and Agenda
Assumptions	EXCO will support the mainstreaming of knowledge management	Assumptions	All departments have members from relevant functional areas identified
Calculation Type	Non-Cumulative	Calculation Type	Non-Cumulative
Reporting Cycle	Annually	Reporting Cycle	Annually



Desired Performance	Improved governance of knowledge management	Desired Performance	Knowledge Management Committee Established
Indicator Responsibility	All departments	Indicator Responsibility	Established knowledge management committee to provide oversight and support the Knowledge Management System of the Department. The KMC should comprise of representatives from the following functions: <ul style="list-style-type: none"> <li>• Data and Information Management,</li> <li>• Records Management,</li> <li>• Human Resources,</li> <li>• Information and Communication Technology,</li> <li>• Strategy and Planning,</li> <li>• Programme Monitoring,</li> <li>• Policy and Research; and</li> </ul> One (1) representative per programme in the Department.
<b>INDICATOR TITLE 3</b>			
Definition	Appointed KM Committee Chairperson The Knowledge Management Committee Chair shall be appointed in writing by the HOD. The chairperson must be a suitable designated senior manager who is an EXCO member. The chairperson shall ensure that the KCM is responsible for: <ul style="list-style-type: none"> <li>• Overseeing the development, implementation, and maintenance of an effective Knowledge Management Strategy,</li> <li>• Overseeing the development, implementation, and maintenance of an effective Knowledge Management Policy,</li> </ul>	<b>INDICATOR TITLE 4</b>	Chief Knowledge Officer (CKO) appointed
Definition	The Knowledge Management Committee Chair shall be appointed in writing by the HOD. The chairperson must be a suitable designated senior manager who is an EXCO member. The chairperson shall ensure that the KCM is responsible for: <ul style="list-style-type: none"> <li>• Overseeing the development, implementation, and maintenance of an effective Knowledge Management Strategy,</li> <li>• Overseeing the development, implementation, and maintenance of an effective Knowledge Management Policy,</li> </ul>	Definition	The Chief Knowledge Officer role shall be assigned in writing by the HOD to a suitable senior manager responsible for the department's knowledge management function. The role of the CKO shall discharge the following functions: <ul style="list-style-type: none"> <li>• Ensuring the development and implementation of the KM Strategy in alignment with organisational strategy,</li> <li>• Ensuring the development and implementation of the Departmental Knowledge Management Policy,</li> <li>• Ensuring the development and implementation of a Change Management program for KM,</li> <li>• Ensuring the development of a three-year KM Implementation Plan,</li> </ul>



	<ul style="list-style-type: none"> <li>Overseeing the effective implementation and maintenance of the Knowledge and Data Management practices within the Department,</li> <li>Monitoring that the Change Management program is instituted to facilitate effective Knowledge and Data implementation and maintenance,</li> <li>Monitoring and mitigating Knowledge and Data management risks,</li> <li>Reviewing and recommending the Knowledge Management and Data Management departmental policies for EXCO to endorse,</li> <li>Provision of quarterly reports and recommendations to EXCO on the implementation of KM and DM.</li> </ul>		<ul style="list-style-type: none"> <li>Ensuring the development of a Knowledge Management Annual Operational Plan (AOP) reflecting the intent to implement the strategic plan over the financial year; and</li> <li>Provision of quarterly executive summary reports to the KMC on the implementation of KM.</li> </ul>
Source of Data	Signed off appointment letter and KM Committee Terms of Reference (TOR)	Source of Data	HOD signed-off appointment letter of the Chief Knowledge Officer
Method of Calculation or Assessment	Simple count of appointment letter and KM Committee Terms of Reference (TOR)	Method of Calculation or Assessment	Simple count of HOD signed appointment letter
Means of Verification	Verify appointment letter and Terms of Reference (TOR)	Means of Verification	Verify HOD signed-off appointment letter of the Chief Knowledge Officer
Assumptions	There is a suitable designated EXCO that can be assigned responsibility to chair the committee	Assumptions	There is a suitably knowledgeable senior manager that can be assigned responsibility for the KM function
Calculation Type	Non-Cumulative	Calculation Type	Non-Cumulative
Reporting Cycle	Annually	Reporting Cycle	Annually
Desired Performance	Improved governance	Desired Performance	Effective implementation of knowledge management
Indicator Responsibility	All departments	Indicator Responsibility	All Departments



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INDICATOR TITLE 5		INDICATOR TITLE 6	
<p><b>INDICATOR TITLE 5</b></p> <p>Definition</p>	<p>Knowledge Management practitioners' responsibilities integrated into the PMDS</p> <p>Knowledge management practitioners shall be responsible for implementation of knowledge management in the department, responsibilities shall include:</p> <ul style="list-style-type: none"> <li>• Conducting knowledge management maturity assessment using the DPSA tool</li> <li>• Development and implementation of the KM Strategy in alignment with organisational strategy,</li> <li>• Development and implementation of the Departmental Knowledge Management Policy</li> <li>• Development and implementation of a Change Management program for KM,</li> <li>• Development of a three-year KM Implementation Plan in line with the DPSA implementation plan tool,</li> <li>• Development of a Knowledge Management Annual Operational Plan (AOP) reflecting the intent to implement the strategic plan over the financial year; and</li> </ul> <p>Provision of quarterly reports to the CKO on the implementation of KM.</p>	<p>Definition</p>	<p>Knowledge Management Maturity Assessment Conducted</p> <p>A knowledge management maturity assessment (KMMA) assessing knowledge management practices of a department. It should assess and measure seven (07) dimensions namely:</p> <ul style="list-style-type: none"> <li>• KM Leadership and Governance</li> <li>• Business Alignment</li> <li>• People and Culture</li> <li>• Technology</li> <li>• Knowledge Processes</li> <li>• Learning and Innovation</li> <li>• Monitoring and Evaluation</li> </ul> <p>It should indicate the level of maturity of knowledge management practices as defined in maturity assessment tool. It should also identify strengths and opportunities for improvement.</p>
<p>Source of data</p>	<p>Signed-off performance agreement. Approved KM Implementation Plan Approved KM Operational Plan</p>	<p>Source of data</p>	<p>DPSA validated Knowledge Management Maturity Assessment DPSA acknowledgement letter</p>
<p>Method of Calculation or Assessment</p>	<p>Simple count of knowledge management implementation plan; Annual operational plan and performance agreement.</p>	<p>Method of Calculation or Assessment</p>	<p>Simple count of validated Knowledge Management Maturity Assessment</p>



Means of Verification	Verify knowledge management implementation plan (three-year plan); Annual operational plan and performance agreement.	Means of Verification	Verify Knowledge Management Maturity Assessment
Assumptions	All departments have officials that are responsible for knowledge management	Assumptions	Knowledge Management Maturity Assessment will be done with departmental programmes /branch representatives
Calculation Type	Non-Cumulative	Calculation Type	Non-Cumulative
Reporting Cycle	Annually	Reporting Cycle	Annually
Desired Performance	Effective planning and implementation of knowledge management activities	Desired Performance	Effective implementation of knowledge management
Indicator Responsibility	All departments	Indicator Responsibility	All Departments
<b>INDICATOR TITLE 7</b>		<b>Approved Knowledge Management Strategy</b>	
Definition	A three-year implementation plan approved by the HOD indicating dimensions of focus, current state and desired state. The plan should detail actions, targets and impact on service delivery.	INDICATOR TITLE 8	Approved Knowledge Management Strategy
Source of Data	Approved three-year implementation plan	Definition	A five-year knowledge management strategy approved by the HOD detailing how the Department will manage and centralise information and knowledge. The strategy should be aligned with the Department's goals and objectives and identify gaps, resources and steps for implementing the knowledge management system. At a minimum, the KM Strategy must include: <ul style="list-style-type: none"> <li>• Vision and mission statement for KM;</li> <li>• Key objectives (or outcomes) of the KM Strategy;</li> <li>• Situational analysis based on KMMA;</li> <li>• Strategic areas of focus for KM activities;</li> <li>• KM roadmap detailing short-term and long-term goals; and</li> </ul> Implementation plan with action items.
Source of Data	Approved three-year implementation plan	Source of Data	Approved Knowledge Management Strategy document



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Method of Calculation or Assessment	Simple count of approved three-year implementation plan	Method of Calculation or Assessment	Simple count of approved Knowledge Management Strategy
Means of Verification	Verify three-year approved implementation plan	Means of Verification	Verify Approved Knowledge Management Strategy
Assumptions	Sufficient human and financial resources available to implement KM Plan as approved	Assumptions	Environmental scanning process through the Maturity Assessment was conducted
Calculation Type	Non-Cumulative	Calculation Type	Non-Cumulative
Reporting Cycle	Annually	Reporting Cycle	Annually
Desired Performance	Effective implementation of knowledge management	Desired Performance	Institutionalization of knowledge management
Indicator Responsibility	All Departments	Indicator Responsibility	All Departments
<b>INDICATOR TITLE 9</b>		<b>INDICATOR TITLE 10</b>	
Definition	<p>Approved Knowledge Management Policy</p> <ul style="list-style-type: none"> <li>A Knowledge management policy approved by the HOD to implement the determination and directive within the department. The policy should include the following: <ul style="list-style-type: none"> <li>The policy statement that defines the intention,</li> <li>The policy objectives for the implementation of KM,</li> <li>The guiding principles embedding KM Practices,</li> <li>The legislative and regulatory framework that provides context,</li> <li>The identification of policies that support the implementation,</li> <li>The KM processes and practices that define a set of activities and its application,</li> <li>Governance structures with clear roles and responsibilities,</li> </ul> </li> </ul>		<p>Approved Change Management Plan</p> <p>The HOD must ensure the development of a change management plan to ensure effective Knowledge and Data implementation. At a minimum the change management plan should include:</p> <p>Training and capacity building of departmental officials on Knowledge and Data Management. At a minimum, the training should include: <b>KNOWLEDGE MANAGEMENT</b>:</p> <ul style="list-style-type: none"> <li>Cover principles and processes as prescribed in the NKMSF;</li> <li>Cover principles as outlined in ISO: 30401:2019 and ISO: ISO 9001: 2015;</li> <li>Capacitate departmental employees with basic knowledge management skills; and</li> <li>Capacitate senior managers with strategic knowledge management skills to support and implement practices for improved service delivery.</li> </ul>



	<ul style="list-style-type: none"> <li>Change Management to ensure adoption of the approved KM approach in terms of culture and behavior; and</li> <li>Measures to monitor and evaluate KM performance.</li> <li>Measures to monitor and evaluate KM performance</li> </ul>		
Source of Data	Approved Knowledge Management policy document	Source of Data	Approved change management plan
Method of Calculation or Assessment	Simple count of knowledge management policy document	Method of Calculation or Assessment	Simple count of approved change management plan
Means of Verification	Verify approved knowledge management policy document	Means of Verification	Verify approved change management plan
Assumptions	There is an approved KM strategy that has been informed by the conducted environmental scanning	Assumptions	Change management process included in the approved KM Strategy
Calculation Type	Non-Cumulative	Calculation Type	Non-Cumulative
Reporting Cycle	Annually	Reporting Cycle	Annually
Desired Performance	Institutionalization of knowledge management	Desired Performance	Adoption and institutionalisation of knowledge management
Indicator Responsibility	All Departments	Indicator Responsibility	All Departments
<b>INDICATOR TITLE 11</b>			
Developed and Implemented Knowledge Database/ System			
Definition	The HOD must establish a Knowledge Management database/system that will cater for knowledge management processes. The department should scan existing technology platforms and determine if they are aligned to KM requirements. The database should adhere to both records management and information security prescripts. The knowledge database functionalities must include:	Definition	<p>A process for knowledge creation and harvesting of the know-how of experts should be established and conducted for a wider usage within the organisation. At a minimum, knowledge creation and harvesting should include:</p> <ul style="list-style-type: none"> <li>Identification of key business processes</li> <li>Outlining specific knowledge and expertise for harvesting;</li> </ul>



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	<ul style="list-style-type: none"> <li>• Capturing of explicit information and knowledge from various sources;</li> <li>• Classification and indexing of information and knowledge;</li> <li>• Mapping of knowledge (taxonomy);</li> <li>• Storage of knowledge;</li> <li>• Search and retrieval capabilities;</li> <li>• Enable collaboration and sharing of knowledge;</li> <li>• Enable the dissemination of knowledge;</li> <li>• Serve as an expertise locator system;</li> <li>• Accessible via multiple platforms;</li> <li>• Retention periods of information and knowledge in line with prescripts;</li> <li>• Disposal of information and knowledge in line with prescripts; and</li> <li>• Classification of information and knowledge in line with prescripts.</li> </ul>		<ul style="list-style-type: none"> <li>• Assessment and classification of identified knowledge;</li> <li>• Identification of knowledge gaps;</li> <li>• Identification of target audience(s) for the harvested knowledge;</li> <li>• Identification of knowledge locations;</li> <li>• Identification and mapping of experts with critical knowledge;</li> <li>• Defining methods of harvesting (COP, learning networks etc.);</li> <li>• Developing questionnaire and expertise inventory;</li> <li>• Scheduling of knowledge creation and harvesting sessions;</li> <li>• Harvesting and recording of knowledge;</li> <li>• Documentation of captured knowledge; and</li> <li>• Publishing secondary knowledge products in different formats (manuals; reports; podcasts etc).</li> </ul>
Source of Data	Developed Knowledge Management Database/System Implemented Knowledge Management Database/System	Source of Data	Knowledge Harvesting Reports
Method of Calculation or Assessment	Inspection of developed and implemented Knowledge Database/ System	Method of Calculation or Assessment	Simple count of knowledge harvesting reports
Means of Verification	Verify the link of the developed and implemented Knowledge Database/System	Means of Verification	Verify knowledge harvesting reports
Assumptions	Validation of the existing technological platforms on its capability to meet KM requirements done	Assumptions	There is an existing database of experts as well as personnel retiring within 5 years (expert locator mechanism)

Calculation Type	Non-Cumulative	Calculation Type	Non-Cumulative
Reporting Cycle	Annually	Reporting Cycle	Annually
Desired Performance	Knowledge management activities supported by available technology	Desired Performance	Enabled knowledge sharing and dissemination
Indicator Responsibility	All Departments	Indicator Responsibility	All Departments
<b>INDICATOR TITLE 13</b>			
Knowledge Sharing and Dissemination Platforms Established			
Definition	<p>Established knowledge sharing and dissemination platforms with approved terms of reference that detail the following:</p> <ul style="list-style-type: none"> <li>• Purpose of the sharing platform(s);</li> <li>• Objectives of the platform(s);</li> <li>• Composition: cross-cutting teams across all level and units;</li> <li>• Roles and responsibilities;</li> <li>• Meeting protocols;</li> <li>• Expected output;</li> </ul>		
Source of Data	Knowledge sharing and dissemination platforms approved terms of reference, scheduled meeting invitations & Output of knowledge sharing and dissemination sessions.		
Method of Calculation or Assessment	Simple count of approved terms of reference, schedule meeting invitations & Output of knowledge sharing and dissemination sessions (reports).		
Means of Verification	Verify approved terms of reference, schedule meeting invitations & Output of knowledge sharing and dissemination sessions (reports).		
Assumptions	The environment is conducive to knowledge exchange and recognises the need for knowledge sharing sessions among employees		
Calculation Type	Non-Cumulative		
Reporting Cycle	Annually		
Desired Performance	Enabled knowledge sharing and dissemination		
Indicator Responsibility	All Departments		

## 8. ASSESSMENT CRITERIA

### 8.1. Purpose of the Assessment Criteria

The assessment criterion will be used to measure whether the comply with the requirements set in the determination and directive. departments c

- 8.1.1.1. **LEVEL 1: (non-compliant)** refers to a department that has not implemented the requirements of the determination and directive.
- 8.1.1.2. **LEVEL 2 (Partially Compliant)** refers to a department that has not fully implemented but has implemented some requirements of the determination and directive.
- 8.1.1.3. **LEVEL 3: (Fully Compliant)** refers to a department that has fully implemented the requirements of the determination and directive.

## 9. DATA COLLECTION

DPSA will provide a reporting template indicating the status of compliance to be signed off by HOD prior to uploading of evidence on the DPSA compliance portal. Departments will be required to upload their compliance information on the online DPSA compliance portal as per the evidence outlined below:

Ref No	Indicator Definition	What to Collect (POE)	Level	Data Source	Data Reporting Frequency (to DPSA)	Responsibility
<b>Indicator 1</b>	EXCO Function	Approved Executive Committee) Agenda and relevant Minutes or HOD approved report on when policies were recommended and approved  KMC quarterly reports	Output	Executive Committee (EXCO) Agenda and relevant Minutes or HOD approved report on when policies were recommended and approved  KMC quarterly reports	Annually	KM Practitioner
<b>Indicator 2</b>	Knowledge Management Committee established	Approved KM Committee Terms of Reference (TOR)	Output	Approved KM Committee Terms of Reference	Annually	KM Practitioner



Ref No	Indicator Definition	What to Collect (POE)	Level	Data Source	Data Reporting Frequency (to DPSA)	Responsibility
				(TOR); Committee Members appointment letters; Knowledge Management Committee minutes and agenda		
<b>Indicator 3</b>	KM Committee Chairperson Appointed	HOD signed-off appointment letter and approved KM Committee Terms of Reference (TOR)	Output	HOD signed-off appointment letter and Approved KM Committee Terms of Reference (TOR)	Annually	KM Practitioner
<b>Indicator 4</b>	Chief Knowledge Officer (CKO) Appointed	Verify HOD signed appointment letter of the Chief Knowledge Officer	Output	HOD Signed appointment letter of the Chief Knowledge Officer	Annually	KM Practitioner
<b>Indicator 5</b>	Knowledge Management practitioner responsibilities integrated into PMDS	HOD approved knowledge management implementation plan (three-year); Signed-off annual operational plan and performance agreement.	Output	Knowledge management implementation plan; Annual operational plan and Performance agreement.	Annually	KM Practitioner
<b>Indicator 6</b>	Knowledge Management Maturity Assessment Conducted	Knowledge Management Maturity Assessment Outcome DPSA acknowledgment letter	Output	Knowledge Management Maturity Assessment Outcome DPSA acknowledgment letter	Annually	KM Practitioner
<b>Indicator 7</b>	Approved Knowledge Management Implementation Plan (three-year)	HOD approved Knowledge Management Implementation Plan (three-year plan)	Output	HOD approved Knowledge Management Implementation Plan (three-year plan)	Annually	KM Practitioner



Ref No	Indicator Definition	What to Collect (POE)	Level	Data Source	Data Reporting Frequency (to DPSA)	Responsibility
Indicator 8	Approved Knowledge Management Strategy	HOD approved Knowledge Management Strategy	Output	HOD approved Knowledge Management Strategy	Annually	KM Practitioner
Indicator 9	Approved Knowledge Management Policy	HOD approved Knowledge Management Policy Document	Output	HOD approved Knowledge Management Policy Document	Annually	KM Practitioner
Indicator 10	Approved Change Management Plan	Approved Change Management Plan	Output	Approved Change Management Plan	Annually	KM Practitioner
Indicator 11	Developed and Implemented Knowledge Database/System	Link for implemented Knowledge Database/System	Output	Verification of the link for the developed and implemented Knowledge Database/System	Annually	KM Practitioner
Indicator 12	Implemented Knowledge Creation and harvesting	Knowledge Harvesting reports	Output	Knowledge Harvesting reports	Annually	KM Practitioner
Indicator 13	Established knowledge sharing and dissemination platforms	Approved knowledge sharing and dissemination platforms Terms of Reference (TOR)  Meeting attendance register & Knowledge sharing and dissemination session report.	Output	Approved knowledge sharing and dissemination platforms Terms of Reference (TOR)  Meeting attendance register & Knowledge sharing and dissemination session report.	Annually	KM Practitioner

## 10. KNOWLEDGE MANAGEMENT IMPLEMENTATION PROCESS MONITORING

The DPSA will conduct an annual KM implementation process monitoring to determine implementation levels of the Determination and Directive through the compliance monitoring process indicated in the figure below:

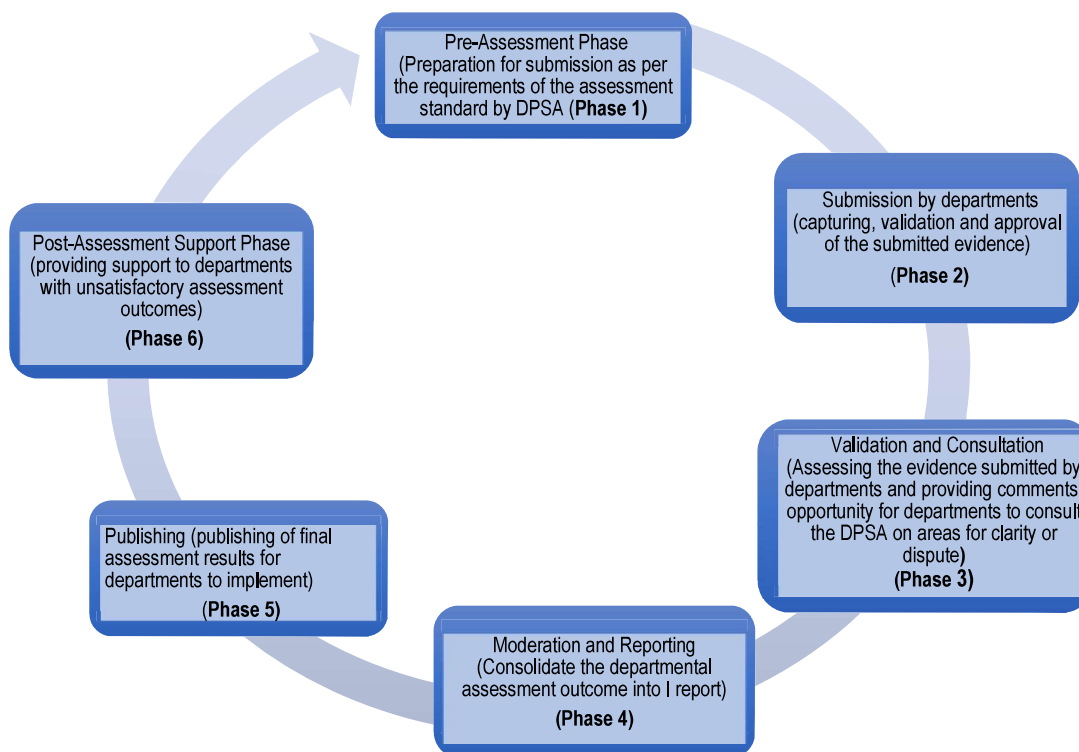


Figure 3: KM Implementation Monitoring Process

NO	ASSESSMENT PHASE/ACTIVITY	TIME FRAME	RESPONSIBLE
<b>1. PRE-ASSESSMENT PHASE</b>		01 May 2025 -31 July 2025	
<i>(Prepare departments on submission requirements)</i>			
1.1	Develop Implementation support toolkits and guidelines		
1.2	Conduct advocacy workshops with all departments	DPSA All Departments	
<b>2. SUBMISSION PHASE</b>			

<i>(Departments submit compliance information on the DPSA compliance portal)</i>	01 August 2025 – 30 October 2025	
2.1 Submit compliance information on the DPSA compliance portal		All Departments
2.2 Acknowledge receipt of compliance information submitted		DPSA
<b>3. VALIDATION AND CONSULTATION PHASE</b>	01 November 2025 – 31 January 2026	
3.1 Assessment, validation and approval of the submitted evidence		DPSA
3.2 Conduct consultation sessions with departments on assessment outcome		
3.3 Provide opportunity for departments to consult the DPSA		
3.4 Resolve disputes		DPSA
<b>4. MODERATION AND REPORT PHASE</b>	01 February 2026 -31 March 2026	
4.1 Moderate compliance reports		DPSA All Departments
4.2 Compile consolidated KM Compliance report		DPSA All Departments
4.3 Submit consolidated KM Compliance report for approval		DPSA
<b>5. PUBLISHING PHASE</b>	01 February 2026-31 March 2026	
<i>(Publish the approved KM compliance report)</i>		
5.1 Publish the approved consolidated KM compliance report		DPSA
5.2 Share the approved individual departmental compliance report		DPSA
<b>POST ASSESSMENT SUPPORT PHASE</b>	01 April 2026	
<i>(Providing support to departments with unsatisfactory assessment outcomes)</i>		DPSA All Departments

Signed by: KHOTSO MANTSOE BENJA  
Signed at: 2024-06-28 13:49:10 +02:00  
Reason: I approve this document




**MR KHOTSO MOKOATLE**  
**ACTING -DEPUTY DIRECTOR-GENERAL: E-GOVERNMENT SERVICES AND INFORMATION**  
**MANAGEMENT**

**DATE:** 28/06/24