



cooperative governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

KNOWLEDGE MANAGEMENT@COGTA

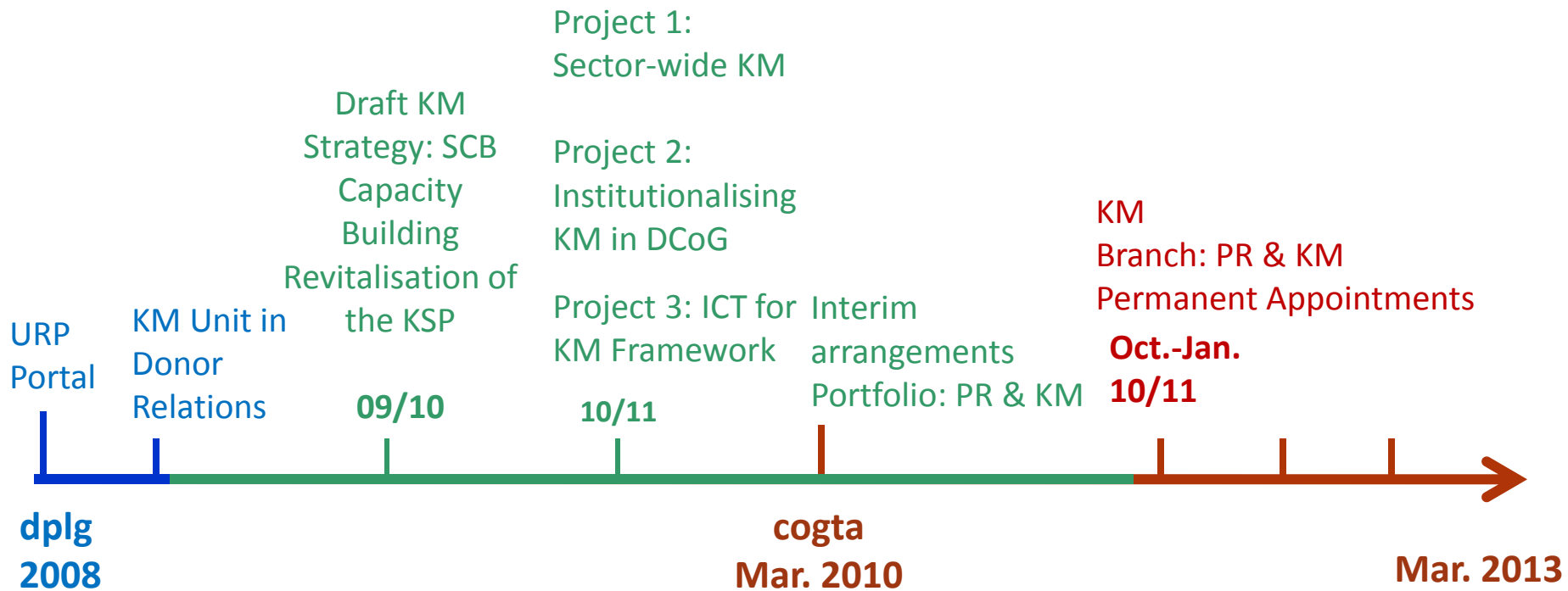
PRESENTATION BY Ms Thina Ntsandeni

Date: 14 March 2013

OVERVIEW OF PRESENTATION

1. Our KM journey
2. Introducing the CoGTA KM strategy
- 3 – 9. Key elements of the CoGTA KM strategy &
Strategy Implementation
10. Lessons Learnt
11. Challenges and barriers to KM success

1. DCoGs Knowledge Management Background



2. Introducing the CoGTA KM strategy

CoGTA's KM strategy

Knowledge Base Creation and Development

Research, case study documentation; transforming library into K-centre, knowledge harvesting; capturing indigenous knowledge

Knowledge & Info Sharing and Learning within CoGTA and Sector

data, information and knowledge audit, knowledge sharing culture, D & RM system, digitization of records

Data and Information management system

Develop indicators and tools for data collection (M&E section)

Knowledge Management and Networks for partners and stakeholders

the role of the LGRC to the sector (limited access)

Creating Knowledge based society

empowerment of municipalities to be generators of knowledge

Technology, Infrastructure for KIM systems

Technology as enabler

Institutionalising KIM in CoGTA and the Sector

LG KM framework

3. Thrust 1: Knowledge Base Creation and Development

- **Research and case study documentation**
 - Develop research plan
 - Documentation of case studies
- **Transform Library into a knowledge centre**
 - Focus on knowledge not information
 - Connecting people to people – ‘Know who’
 - Databases – expert directories, best practices
 - Electronic databases – SABINET, Jutastat, PMG etc
- **Preserving the institutional memory** for expert knowledge base creation
 - Knowledge continuity programme – tacit knowledge harvesting
 - Capturing of lessons learned, storing and sharing these
- **Capturing indigenous knowledge**
 - Training to Traditional leaders on capturing of indigenous knowledge

4. Thrusts 2 & 3: Knowledge and Information Sharing and learning /Data & Information Management Systems

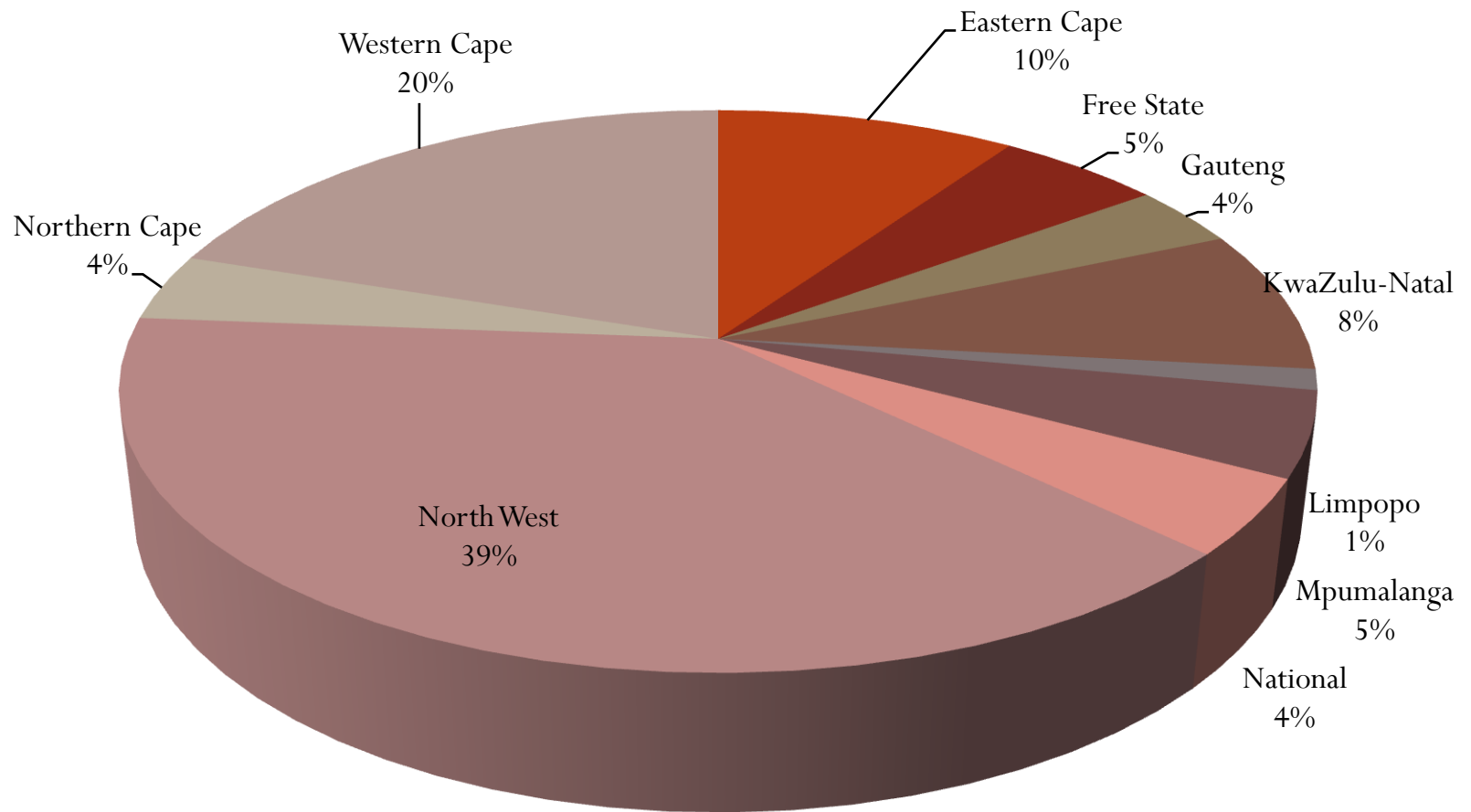
- **Data, information and knowledge audit**
 - Conduct a data, information and knowledge audit – what exists
 - Develop knowledge sharing guidelines including tools and techniques – Communities of Practice – LG toolkit developed
- **Entrench a culture of information and knowledge sharing**
 - Recognition and Reward policies
 - KIM days – Annual KIM recognition seminar to recognise those that share, identified & learned lessons, documented good practices & institutionalised them in the sector – to lead to Local Government KM conference
- **Documents and Records management** –internal CoGTA arrangements, digitisation of records
- **3: Data and Information Management Systems**
 - M&E - Data quality in the CoGTA is low
 - Develop indicators and tools for data collection

5. Thrust 4: KM and networks for partners and stakeholders

- Coordination role – create an enabling environment for stakeholders
– policy making role
- Acquiring the LGRC network – discussions with DBSA at final stages
- Promote the use of the LGRC
- Develop KM tools for municipalities (toolkit – LMs and DMs)
- Capture & package knowledge shared by traditional communities
- Identify other synergies that exists and maximise on these
- Educate and educate municipalities (information sharing amongst municipalities)
- Develop a KM local government Framework

LGRC stats 2010/2011

Hits / Province August 2010- Oct 2011 - Excluding content providers



6. Thrust 5: Creating Knowledge Base Society

- Support communities to play an important role in the knowledge economy
- Empower municipalities to be generators of knowledge
 - Organise KIM training for municipalities
 - Facilitate appointment of KIM champions
 - Provide tools to collect data and capture information
- Creation of knowledge hubs – municipal forums and meetings as knowledge sharing platforms
- KIM champions in municipalities to be catalysts for knowledge base creation

7. Thrust 6: Technology, Infrastructure for KIM Systems

- Technology as enabler
- ICT infrastructure for KM
- Intranet – Vibe (Novel Platform)
 - Portal for records management and knowledge repository
 - Business processes automation – correspondence and boardroom bookings processes automated
 - Collaboration tool
 - Web enabled for remote access
- Databases and applications not integrated
- Local Government Resource Centre (LGRC) ready



COGTA Leadership

- Minister
- Deputy Minister
- Director-General, DCOG
- Director-General, DTA

Corporate Documents

- Forms
- Corporate Calendar
- Policies and Procedures
- Strategic Documents
- Templates

Document Repository

- Recent Documents
- Archives

Business Processes

- Correspondence

Records Management

- Records Management

DCoG Branches

- Office of the Chief Operating Officer
- Corporate and Financial Services
- Policy, Research and Knowledge Management
- Governance and Intergovernmental Relations
- National Disaster Management Centre
- Provincial and Municipal Government Support
- Infrastructure and Economic Development

DTA Branches

- Policy, Research and Legislation Development
- Institutional Support and Coordination
- National House of Traditional Leaders
- Commission on Traditional Leadership Disputes and Claims

Bee part of the CoGTA's File Plan Training



DCOG 11th March 2013 | **Ministry 13th March 2013**

Time: 09:00 – 16:00
Venue: 501 Nosa

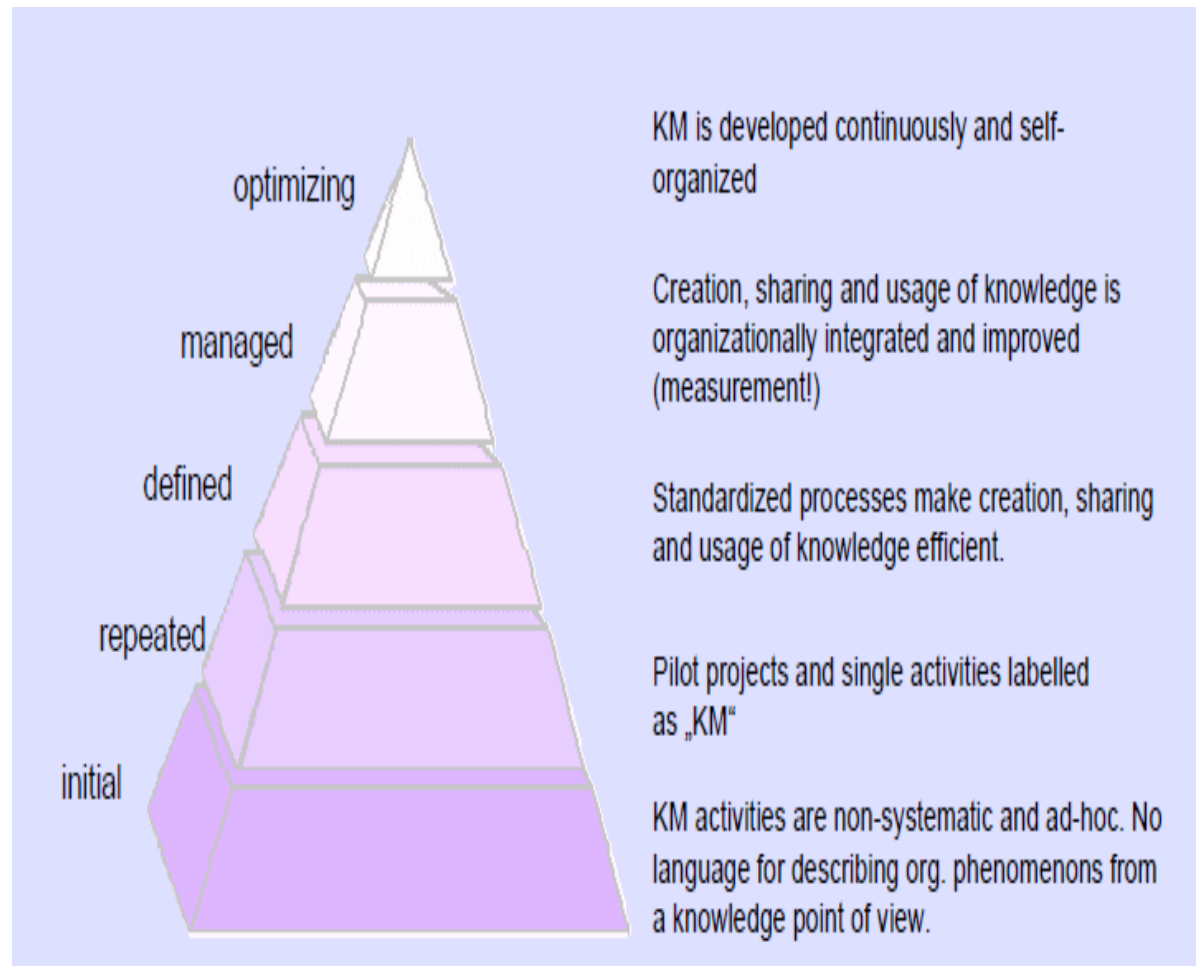
Any queries can be directed to Ms Thandi Goko at 012 334 4926/4863

Please confirm your attendance by sending an email to: thandi.g@cogta.gov.za

8. Thrust 7: KIM Monitoring and Evaluation

- Strategy development phase consultation and awareness
- Development of indicators
- Identified maturity level to benchmark KIM activities
- CoGTA at the initial and repeated levels

Source: APQC 2010



9. Thrust 8: Institutionalising KIM within CoGTA and the sector

- KIM governance, Regulatory and Policy Development
 - Resuscitation of the KM steering Committee – to guide & decide
 - Appointment of KIM champions
 - KM included in HR change management strategy
 - KM strategy awareness workshops

10. What have we learned?

- **KM awareness and advocacy**- continued championing of Knowledge Management at leadership level is critical
- **Organizational culture**- Shared mindset, employee capabilities & capability for change, incentives for collective learning & knowledge sharing
- **Action First** – Framework later
- **No one size fits all**- KM practice is a lot of things to many people – no standard approach
- **Add value** – people notice
- **Start small** – use what you have
- **Change management** – process reengineering
- **Not to be too academic** – no fancy terms-be practical
- **Communicate** – involve people

11. Challenges & barriers to KM success

- **Organisational structure** -the DCoG's previous KM efforts have shown evidence of poor organizational structure due to uncoordinated KM initiatives driven by different branches. A stable organizational structure is critical for KM success – embedded
- **KM definition**-Lack of consensus, varied understanding of what KM is and its association with IT, communications and in other instances HR both stand as key disablers for KM
- **CoGTA office location**- CoGTA's current geographic locations serves as a barrier to KM, for example; resources required to support KM (*library, registry, IT unit*) are located at a separate building from other branches promoting *silo mentality*
- **System Integration** – information scattered over in multiple systems- systems not integrated (old IT infrastructure)

Staff turnover

THANK YOU!



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