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Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

DESIGNING A KNOWLEDGE MANAGEMENT STRATEGY FRAMEWORK FOR GOVERNMENT

Presentation to MILE

18 May 2016

Why a Knowledge Management Strategy for Government?



Our current
socio-political
reality:



violent
community
service delivery
protests!

Why a Knowledge Management Strategy for Government?



Service delivery is delayed through ineffective systems...

...and poor communication when information is not freely available

Why the need for KM?



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- KM might not be the panacea to end all service delivery protests throughout the country..... BUT.... it might help to ease it ...

Why? * Knowledge is empowerment.

- If government knows what it wants to achieve and information is pro-actively shared/communicated with citizens it might contribute towards them not taking to the streets!
- Therefore Knowledge Management is a powerful tool to ensure an effective, efficient professional, highly productive and capable public service (Internally) and a satisfied community (Externally).

Generating government knowledge

- Government departments and its employees are major generators of data and information.
- KM is about strategically managing the collection, storage and usage of that data and information for improved service delivery.

Managing government knowledge

- Governments are increasingly required to determine, define, develop and set service delivery targets to meet the needs of their citizens.
- Managing information provides us with the ability to develop, modify and adjust service delivery mechanism to meet these targets.

Managing government knowledge (...cont)

- The management of knowledge is critical in order for government to deal with the challenges of the knowledge economy and to ensure effective and efficient service delivery.
- Effectively managed information and knowledge flows can contribute towards improving the efficiency of government.
- KM can help create a cadre of informed and empowered public servants who are more productive and innovative.

Linking KM to strategy (NDP:2030)

- the NDP defines knowledge as “systemically integrated information that allows a citizen, a worker, a manager, or a ...minister (or mayor) 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 needs” ...
- ... to become economically productive!

Defining KM (within the NDP)

- 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”*** (Moffett & Walker).

The NDP and KM

- identifies the establishment of communities of practice to enhance public knowledge.
 - the public service must develop the skills and knowledge to “meet the present and future needs of the economy and society.”
 - it calls for the adoption of “a framework to coordinate the production of knowledge and guide the investment of public funds”
 - Linking public purse with knowledge & meeting performance targets (Value added by KM)
-

KM = a competitive advantage

- KM is about getting the ‘right information to the right people at the right time’ (Davenport and Prusak 1998).
- Our KMSF is about giving the SAn Government a competitive advantage through using its most valuable resource: the knowledge embedded within its employees and departments – and using it to
 - Improve service delivery and peoples lives where they live!

Better KM: current challenges

- Integrated service delivery has been a major challenge since the dawn of democracy = however, a **silo-culture** and other bureaucratic processes dominate;
- **Inaccessibility of knowledge** frustrates implementation which justifies the imperative for the learning and knowledge management intervention in the public sector to ensure that its intellectual capital is managed as a critical asset.
- **Knowledge remains undocumented**, not stored/filed and thus remains inaccessible for sharing
- The result has been and is still the **costly duplication of efforts** (reinventing the wheel) as each dept/province/municipality embarks on a lone solution finding mission rather than learning from others' achievements, mistakes and failures.
- So, this “every-department-for-itself” attitude over the years has resulted in **incompatible, unconnected information systems**

Our approach!

- 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 and the Public Administration Management Act (2014)

A KM Strategy Framework (KMSF) for government

- This KMSF will act as a long-term implementation guide for the development of KM strategies for each National and Provincial department (and municipality – PAMA, 2014) across government.
- The KMSF within government will also be used to strengthen our single access portal (www.gov.za) and one-stop service delivery entry point (Thusong Service Centers) for citizens to access government information and services.

Knowledge Management Strategy Framework (KMSF): Objectives

- to ensure consistency amongst departments, public servants in particular, to identify, store, share and use information (while...)
- ... developing a systematic process to manage knowledge through the promotion of Information and Communication Technology (ICT) systems...
- ... in order to make knowledge fairly simple to store, locate, access and use across government departments, provinces and municipalities

What the KMSF is NOT:

- The KMSF is not a strategy. It does not aim to impose how each unique organisation should achieve their own KM success but provides the anchors and support structures on which a strategy can be developed, towards achieving each organisation's medium-term strategic objectives.

ICT is not KM – but it is important

- Information and Communication Technologies are strategic tools which enables the processes and system of KM.
- Therefore KM cannot function effectively without relevant ICT processes, systems & tools, which are essential for knowledge storing, sharing, accessibility and exchange between departments .
- The base of this system will be SharePoint across government! (SITA must ensure this)

Records Management is not KM – but it is KEY

- Accurate, Accessible Information is a key element of KM, but it is not the only element.
- The capture and secure storage of government documents is prescribed by the National Archives Act and must therefore be enforced as the basis for any KM activity.
- However, official records are often ‘cleansed’ of valuable information that could lead to audit queries. Therefore it is critical that other sources of information must be collected and stored for learning purposes.

KM meets Monitoring and Evaluation

- KM units consist of *'knowledge workers' (KW)* who facilitate sharing and harvest knowledge.
- units dealing with M&E within depts throughout the public service must be regarded as *'knowledge brokers' (KB)* while
- All public servant must be regarded as *'knowledge-agents' (KA)*.
- **KBs** (according to Olejniczak, Raimondo & Kupiec 2016) act as intermediaries between **KWs** and producers and users (both **KAs**) who generate, store and use knowledge.

Leadership: Political & Administrative

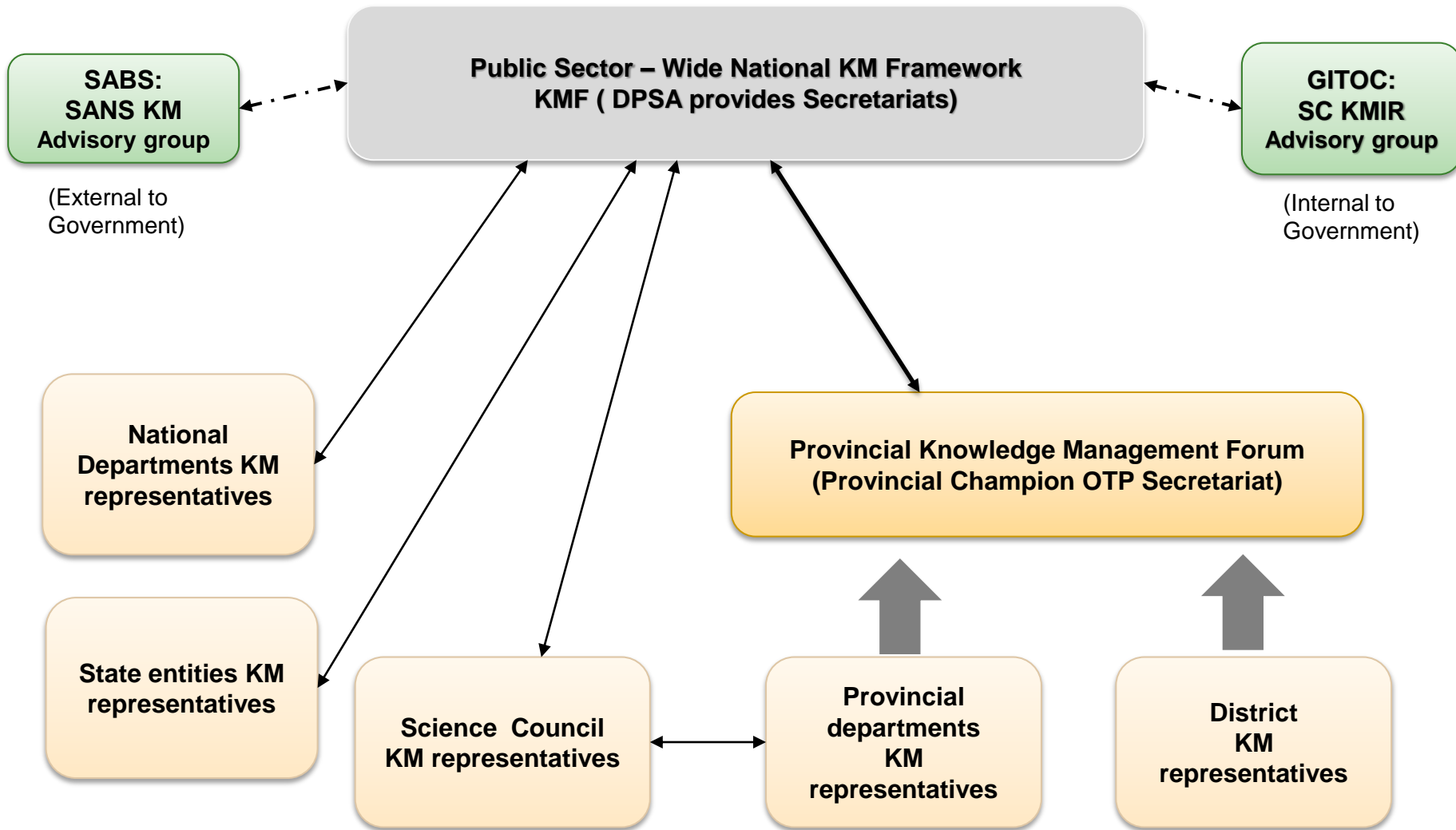
- KM is not an end in itself!
- For departments, provinces and municipalities to buy into the strategic value of KM...
- Both Political and Administrative LEADERSHIP are CRITICAL!

National Structural Synergy....

- Coordination:
 - DPSA (Lead) DPME, GCIS & COGTA (co-leaders)
- National KM Forum
 - Led by DPSA
- Provincial KM Forum
 - Led Office of the Premier
- District KM Forum
 - District Mayor's office or Municipal Manager's office



National Structural Synergy....(cont.)



KM champions (& National KM Forum)

- DPISA – public sector wide
- Ministers: DPISA, DPME & COGTA
- Office of the President (national govt)
- Office of the Premier (provincial govts)
- SITA (through GITOC for ITC processes and system development = SharePoint)
- District Mayoral Offices (coordinate local municipalities)

A conceptual Framework for our National KM Strategy

The KMSF will incorporate:

- Background and rationale
- Legislation, terminology and definitions
- Pillars of KM:
 - People (Human Capital) incl culture, learning & leadership
 - Processes (Structural Capital) incl structures and reporting
 - Technology (Enabler)
- KM monitoring & evaluation

THE WAY FORWARD!!

When?	What?
June 2016	Submit draft National KM Strategy Framework for approval to DPSA Exco
July/August	Submit to FOSAD
August/September	If required submission to Cabinet or relevant Cabinet Cluster for endorsement
September/October	National Summit
October 2016 – March 2017	Provincial training workshops
April 2017	Ensure that national and provincial structures are functioning
April 2017 onwards	Institutionalise KM reporting mechanism



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Thank You.