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- 1 Template: Knowledge Management Strategy
- 2 Methodology and approach to development of this Framework
- 3 Knowledge Management Functional Set-up and Interim Arrangements
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EXECUTIVE SUMMARY

This document puts forward the Knowledge Management Strategic Framework for the South African Legislative Sector (National Parliament and Provincial Legislatures). This framework is a guiding and integrating document for knowledge management practices and processes across the legislative sector. Its purpose is to both guide individual institutions in the development of their own Knowledge Management strategies and to integrate Knowledge Management practices across the sector.

This framework details its scope of application and the legislative and policy context of Knowledge Management within the Legislative Sector in South Africa. It provides a clear set of objectives of Knowledge Management within the Legislative Sector, as well as clarifying the goal and objectives of this Knowledge Management Strategic Framework as a guiding and integrating tool for practitioners. Further to the above, this Framework includes a clear and concise definition for Knowledge Management within the legislative sector. The framework continues by detailing guidelines for the development of a culture where knowledge is created, captured and shared within the sector.

A comparative and international best practice review is provided as a full annexure to the framework. Critical to the Framework's implementation is the formulation of a model of Knowledge Management for the sector – this is preceded by a review of existing Knowledge Management models and is finished off with implementation guidelines. The techniques and technologies for Knowledge Management are provided as well as the institutional advancement and institutional requirements of Knowledge Management.

Sectoral collaboration for Knowledge Management is detailed in terms of high levels actions and following this are suggested measurement methods and bench marks for Knowledge Management in the sector. The Framework concludes with the identification of critical Knowledge Management projects combined with clear recommendations for implementation.





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The project team supported by the project management and coordination of the Legislative Sector Support played a central role in the research and development of the SA Legislative Sector Knowledge Management Framework working closely with the knowledge workers across the Sector to bring it to fruition.

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LIST OF ACRONYMS

AO	Accounting Officer	MEC	Member of the Executive Council
APP	Annual Performance Plan	MoU	Memorandum of Understanding
ATC	Announcements, Tabling and Committee Reports	MP	Member of Parliament
CBO	Community Based Organization	MPL	Member of Provincial Legislature
CSOs	Civil Society Organisations	MTBPS	Medium Term Budget Policy Statement
DPSA	Department of Public Service Administration	NA	National Assembly
ENE	Estimate of National Expenditure	NCOP	National Council of Provinces
FMPA	Financial Management of Parliament Act	PC	Portfolio Committee
HC	House Chairperson	PEBA	Programme Evaluation and Budget Analysis
HR	Human Resources	PO	Presiding Officer
IGRA	Inter-Governmental Relations Act	PPP	Public Participation and Petitions
ICT	Information Communication Technology	RSA	Republic of South Africa
ISDs	Institution Supporting Democracy	SADC	Southern African Development Community
ISS	Information Services Sector	SALS	South African Legislative Sector
JPC	Joint Programming Committee	SALSA	Secretaries' Association of the Legislatures of South Africa
JRC	Joint Rules Committee	SC	Select Committee
KMF	Knowledge Management Forum	SCM	Supply Chain Management
KMSF	Knowledge Management Strategic Framework	SF	Speakers' Forum
KPAs	Key Performance Areas	SOM	Sector Oversight Model
KPIs	Key Performance Indicators	SPSP	Sector Policy Support Programme
LSS	Legislative Sector Support		



1. INTRODUCTION

Legislative Sector Knowledge Management consists of the systematic development and management of knowledge, competence and expertise possessed by a legislature, and that being acquired by it in future. To be capable of managing knowledge, a legislature must be aware of what knowledge it has, where this knowledge resides, and how to access the knowledge. This is achieved through processes of knowledge acquisition, processing, storage and distribution. By increasing the effectiveness of knowledge dissemination and sharing, a legislature will remarkably increase its “knowledge”.

Knowledge management will enhance the Legislature’s routine work efficiency and its capability to react swiftly to societal change as a decision-maker. Knowledge management is even more critical now due to the huge amount of information, data and sources that are currently freely available on the Internet and the need for legislatures to learn new things increasingly rapidly in a changing action environment.

Knowledge Management means systematic location, processing, storage and distribution of knowledge, competence and expertise within a legislature. This also refers to the capability to combine and develop existing knowledge so that the creation of new knowledge adds value. This presupposes a continual regeneration, learning from one’s own and other people’s experience, plus an open work culture. The challenge in knowledge management lies in the fact that the most valuable knowledge mainly exists in an undocumented form as tacit knowledge in the minds of the individuals. What is required is the creation of a cultural and technological environment in which all other members of the legislature could exploit this knowledge.

The South African Legislative Sector required the development of a sector-wide Strategic Framework for Knowledge Management. The aim of this Framework is to create a common understanding of the minimum requirements which the customised Knowledge Management strategies of legislative institutions should meet. Individual legislative institutions must modify this Framework to suit their particular legislative context and house rules but need to meet common standards, whilst retaining flexibility in implementation. Where legislative institutions have special contextual circumstances or policy emphases, they can add elements to their Knowledge Management strategy to reflect them.

This framework includes a comparative analysis, a best-fit approach; good practices in terms of Knowledge Management and possible best practices within the sector. All the critical, basic and common elements related to Knowledge Management are also captured in this framework to ensure its robustness and sustainability.



2. METHODOLOGY

The process of developing this framework comprised the following steps:

- Terms of Reference submitted by the Task Team and as adopted by the Knowledge Management Forum.
- Desktop documentary analysis provided by the South African Legislatures as relating to Knowledge Management within the Sector;
- An international literature and best practice review – comparisons to other countries and systems of Knowledge Management were summarized;
- A sector-wide online survey was conducted in March 2013 to determine current Knowledge Management related practices, challenges and requirements for the framework;
- A 2-day consultative workshop was held on 19 – 20th March 2013 in Pretoria during which the results of the online survey were shared and discussed, the challenges and priorities for Knowledge Management within the sector were discussed and the requirements and priorities for the Knowledge Management Framework were agreed upon;
- A draft framework was then designed by the Basaleia Consulting team for review and further refinement;
- A second consultative workshop was held on 25th April 2013 in Durban during which a draft framework was presented in a workshop session and various inputs were collected in order to further refine and improve the framework for the sector;
- These inputs were then included in a second draft framework which was provided to the Knowledge Management task team on 3 June 2013 for review and consideration.
- Feedback and further inputs for refinement were received from the Task Team in July 2013.
- The third draft was submitted on 12 August 2013 for review. The task team met on 16 September 2013 to review the framework. The task team met from the 26 – 29 November 2013 to finalize the framework and present it for adoption at the Knowledge Management Forum in February 2014.
- The final draft framework was presented to SALSA for approval and adopted in 2015.



3. SCOPE OF APPLICATION OF THE FRAMEWORK

This Knowledge Management Strategic Framework is aimed at, and applicable to all Provincial Legislatures in South Africa, as well as National Parliament. This implies that all Legislatures need to undertake a comparison of their current processes and practices within Knowledge Management to the guidelines within this framework, and then to customise their own individual Knowledge Management strategy to ensure alignment. Mechanisms for sectoral collaboration are included and are applicable.

The scope does not preclude the wider audience such as SADC and other African Parliaments.

4. LEGISLATIVE AND POLICY CONTEXT FOR KNOWLEDGE MANAGEMENT IN THE LEGISLATIVE SECTOR

Legislatures are empowered to conduct oversight, make laws and ensure public participation as contained in Chapter 4 and Chapter 6 of the Constitution of the Republic of South Africa, 1996.

These mandates need to be carried out in an effective, efficient, economic and transparent manner. This requires innovation, creativity, sharing of experience and expertise, as well as transferring of best practice from one legislature to the next. In essence, the legislative sector has to effectively manage the knowledge that resides in its products and human resources for the benefit of its citizenry.

In addition to the above, South African legislative requirements compel public sector organisations to take a more formal approach to records, correspondence, data and document management.

The basis for Knowledge Management in the Legislative Sector is primarily derived from:

- National Archives and Records Service Act of South Africa No. 43 of 1996
- Promotion of Administrative Justice Act No 3 of 2000
- Electronic Communications and Transactions Act No. 25 of 2002
- Promotion of Access to Information Act of South Africa No. 2 of 2000
- Intergovernmental Relations Framework Act of South Africa No. 13 of 2005
- Minimum Information Security Standards of 1996





- Legal Deposit Act of South Africa No. 54 of 1997
- Other sources being Government and international policies, such as the National Development Plan

It must be noted that although various aspects which form part of Knowledge Management are dealt with in the legislation detailed above, there is neither legislation, nor a national policy governing Knowledge Management in its entirety.

The need for a coherent strategy for the sharing of knowledge is encapsulated within Intergovernmental Relations Framework Act, which provide sound legislative reasoning.

Section 4 of the Act includes the following:

In conducting their affairs all organs of state in national government, provincial governments and local governments must seek to achieve the object of this Act by, *inter alia* –

- (c) Co-ordinating their actions when implementing policy, legislation or decisions affecting the interests of other governments and avoiding unnecessary and wasteful duplication or jurisdictional contest;
- (d) Taking all reasonable steps to ensure that they have sufficient institutional capacity and effective procedures –
 - i. To consult, to co-operate and to share information with other organs of state; and
 - ii. To respond promptly to requests by other organs of state for consultation, cooperation and information sharing.

Furthermore, the National Archives and Records Service of South Africa Act was legislated to provide for a National Archives; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage; and to provide for matters connected therewith.

All of the above legislation is based on the understanding that co-operative governance can enhance the efficiency and effectiveness of the sector on both an intra-governmental level (inside the organisation) and inter-governmental level (between public institutions).





5. DEFINING KNOWLEDGE MANAGEMENT

A number of definitions are ascribed to Knowledge Management; however there is no universally accepted definition that encompasses all organisations or situations.

Knowledge Management (KM) is an activity practised by enterprises all over the world. In the process of KM, these enterprises comprehensively gather information using many methods and tools. Then, gathered information is organized, stored, shared, and analysed using defined techniques. The analysis of such information will be based on resources, documents, people and their skills. Properly analysed information will then be stored as 'knowledge' of the enterprise. This knowledge is later used for activities such as organizational decision making and training new staff members.

KM is the process through which Legislatures will use their collective intelligence to meet their strategic objectives and mandate. The purpose of KM is not just to become more knowledgeable but to be able to create, transfer and apply knowledge with the purpose of better achieving the Legislative objectives.

Legislatures deal with huge amount of data and information that is created daily. Data and information is not knowledge until people know how to dig value out of it. The interrelated concepts of knowledge management that warrant clarification are: data, information, knowledge and wisdom.

Data refers to the representation of unorganized and unprocessed facts. It is a prerequisite to information and static in nature.

Information is considered as an aggregation of data (processed data) which makes decision processing easier. The information has usually some meaning and purpose.

Knowledge refers to the human understanding of a subject matter that has been acquired through proper study and experience. Knowledge is usually based on learning, thinking, and proper understanding of the problem area. Knowledge is not information and information is not data. Knowledge is derived from information in the same way information is derived from data.

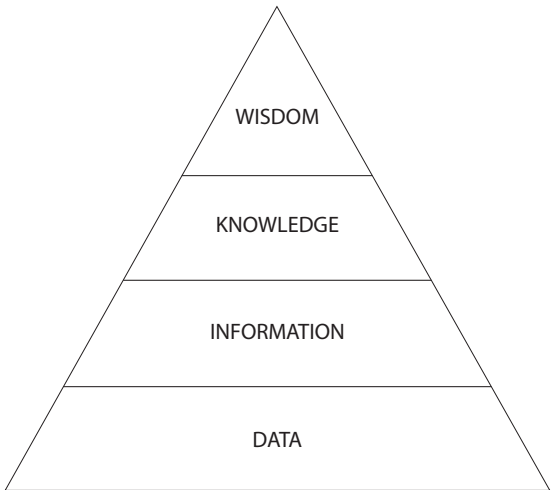
Another way of classifying knowledge is to find whether it is tacit or explicit

- Tacit knowledge usually gets embedded in human mind through experience.
- Explicit knowledge is that which is codified and digitized in documents, books, reports, spread-sheets, memos etc.



Wisdom has a more active component; it is the application of knowledge expressed in principles to arrive at prudent, sagacious decisions about conflicting situations. Below is a diagram chart showing data – information- knowledge – wisdom flowing chart:

Figure 1.1: Data, Information, Knowledge and Wisdom



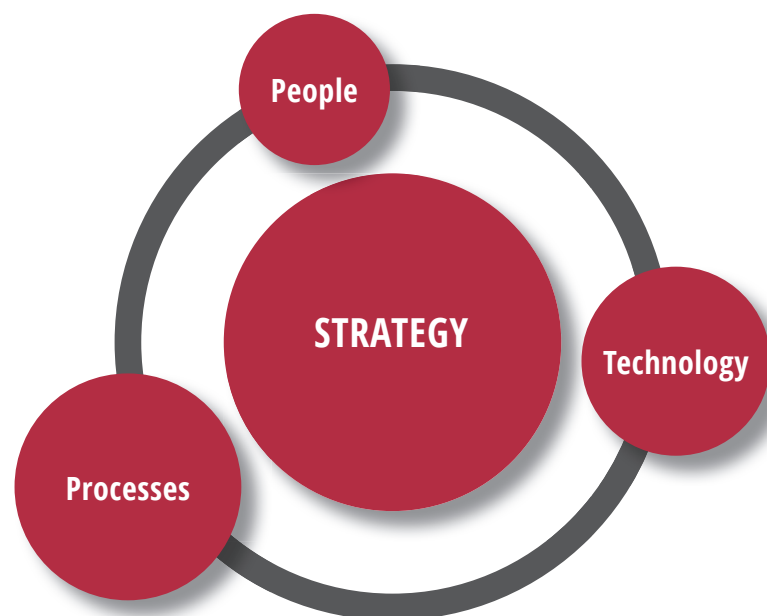
The Three Pillars of Knowledge Management or Enablers

PILLAR		DESCRIPTION
1	People (Knowledge Workers)	An individual with the ability to think, learn and perform. The value is measured in terms of attitude, learning ability, innovation, excellence, speed and quality. They are responsible for knowledge creation and application. The right combination of individual capability, energy level and interest is the key success factor.
2	Process (Best Practices)	An innovative approach for performing certain task or function in the best possible way. It drives collaboration or teamwork and brings consistency and scalability to some extent. Collaborative and system thinking are addressed through KM practices and culture.
3	Technology (Platform)	A technology or a systematic approach that can enable KM. Sophisticated or innovative system must be process-driven and must be easy to embrace. Comprehensive system maximizes the scalability and consistency and help people embrace the KM practice naturally. Good KM systems must be in line with the business functions or business objectives.

It is important to note that all these three pillars of KM (enablers) are equally important. If any of these three is missing, then KM will not be effective and the chances are that KM project might fail.



Below is a diagram showing an institutional proposal for the allocation of pillars of knowledge management.



Effort People 70%, Processes 20% and Technology 10%

Based on the review of the above definitions, the following Knowledge Management definition is recommended for the SA Legislative Sector. Knowledge Management is defined as *"systematic processes that are concerned with the identification, creation, sharing, recording, preservation and usage of sector knowledge in support of the legislative mandate"* (SALSA Knowledge Management Task Team: 2013).

6. OBJECTIVES OF KNOWLEDGE MANAGEMENT IN THE LEGISLATIVE SECTOR

The objective of knowledge management is to support Legislatures in achieving its legislative, oversight and public participation mandates.

The following constitute the benefits of Knowledge Management for the legislative sector:

1. To create and manage information and knowledge for improved decision-making;
2. To share best practice within and across the sector;
3. To avoid duplication and improve efficiency and effectiveness within and across the sector;
4. To improve and streamline collaboration within and across the sector;





5. To develop and preserve institutional memory for continuity;
6. To generate, share and use new knowledge; and
7. To retain legislative knowledge and reduce process lifecycles.

7. GOALS, OBJECTIVES AND OUTPUTS OF THE KNOWLEDGE MANAGEMENT STRATEGIC FRAMEWORK

The goal of this Knowledge Management Strategic Framework is to:

- Provide a written guideline that contains integration opportunities and minimum norms and standards for Knowledge Management within the Legislative Sector so as to improve alignment and the practice of Knowledge Management;
- To assist legislatures to create and manage knowledge with a view to improve its overall mandate;
- To clearly outline the minimum standards and resources required for effective Knowledge Management Practice within the sector; and
- To clarify the role of various sections in the identification, creation, management and application of knowledge (Specifically Research, Information and Knowledge Management sections within the legislatures)

The specific objectives of this Knowledge Management Strategic Framework are to:

- Clearly define Knowledge Management within the context of the Legislative Sector;
- Highlight the principles of Knowledge Management within the context of the Legislative Sector;
- Develop a “best fit” model for Knowledge Management within the context of the Legislative Sector ;
- Detail the institutional advancement of Knowledge Management for the Legislative Sector;
- Detail the required institutional arrangements for Knowledge Management within the Legislative Sector;
- Clarify the roles & responsibilities for Knowledge Management within the Legislative Sector;
- Detail the techniques for Knowledge Management within the Legislative Sector;
- Detail the technologies for Knowledge Management within the Legislative Sector;
- Provide monitoring measures and minimum standards for Knowledge Management within the Legislative Sector; and
- Provide recommendations for the implementation of Knowledge Management within the Legislative Sector.





The specific outputs of this Knowledge Management Strategic Framework are to:

- Encourage the creation of strategic knowledge;
- Ensure the effective sharing of knowledge;
- Manage knowledge effectively; and
- Embed knowledge management in all business processes to enhance quality decision-making.

The following Core Principles and Values underpinning the Knowledge Management Framework have been derived and adapted from a number of sources, including input from the consultative workshop held with the Knowledge Management Forum in February 2013.

This value set is to be understood and used within the context of:

- The knowledge that each individual within the Legislative Sector is a knowledge worker and a learning champion in this knowledge economy; and
- The knowledge that each and everyone has a role to play in turning this into a learning sector to improve efficiency, efficacy and quality service delivery and assist in formulation and implementation of public policies.

The core values and principles put forward are:

Values:

- Knowledge Creation
- Knowledge Sharing
- Transparency
- Knowledge Preservation
- Reliability
- Relevance

The principles that frame these values put forward are:

Principles:

- Each institution needs to be both a learning institution and knowledge driven
- Teach people to 'learn how to learn'
- Create a cycle of trust and communication to share knowledge
- Knowledge naturally resides, thrives and grows in knowledge ecologies
- Strategies, work plans, work processes and systems must be improved to include more collective, systematic and continuous learning and knowledge processes





- What we have learned today, as a learning organisation, is sometimes more important than what the tasks are that we performed
- No re-inventing the wheel
- No continual repeating of the same mistakes

8. KNOWLEDGE SHARING CULTURE WITHIN THE LEGISLATIVE SECTOR

To present guidelines for the Legislative Sector in creating a Knowledge Sharing Culture, it is critical to acknowledge that people are core drivers of organizational culture change. Best practice across various sectors shows further that the most effective way to create a knowledge sharing culture, is first to start practicing it at institutional level and persons in positions of power will have a greater impact on changing the culture including individuals in the low sphere of influence. Secondly, the knowledge sharing culture processes should be put in place and technology employed to facilitate the development of the knowledge sharing culture. People should as well be trained and educated to use the technology. People with the appropriate knowledge sharing mindset, processes and skills will rapidly bring about a knowledge sharing culture.

Specific guidelines or minimal standards of a “*Knowledge Sharing Culture*” that can be provided for the South African Legislative Sector are:

- 1. Motivating Knowledge Sharing:** It is critical that staff working within each Legislature is able to see for themselves that knowledge sharing is in their personal interest. A paradigm shift is needed: From Knowledge is power to sharing knowledge is power. If people understand that sharing their knowledge helps them do their jobs more effectively; helps them retain their jobs; helps them in their personal development and career progression; rewards them for getting things done; and brings more personal recognition, then knowledge sharing will become a reality. To get things done in Legislatures today requires a collaborative effort. If you try to work alone you are likely to fail. You need not only the input from other people but their support and buy-in. Being open with colleagues and sharing with them helps you to achieve your objectives.
- 2. Overcoming the Objections:** It is probable that there might be objections to sharing knowledge for fear of prejudicing yourself. However, knowledge sharing within the Legislative context is not about blindly sharing everything; giving away all ideas; being politically naïve; or being open about absolutely everything. One would still need to exercise judgment and use one’s insight and understanding of the unique nature and dynamic of the Legislative sector. Knowledge sharing should focus more on methods and processes enabling everyone to be more productive.





3. Making it Happen: Knowledge sharing in any context starts at the individual level. This is also true for the legislative sector where each individual, whether the Speaker, Secretary or Receptionist has a specific job, a set of objectives and a particular sphere of influence. Making it happen means that each individual at work within the Legislature needs to be made aware of, and encouraged to practice sharing knowledge within their own sphere of influence and encourage others to do the same. This sharing of knowledge would involve actions such as soliciting feedback; asking questions; asking other people for help; asking someone to work with you in some way - however small; telling people what you are doing and more importantly why you are doing it; asking people what they think; asking them for advice; asking people what would they do differently. Fundamentally, sharing knowledge is about being more open and transparent in your way of work and in your work relationships.

4. Utilizing the Role of Technology: It can be agreed that one does not need technology to implement a Knowledge Management programme – this is due to the fact that Knowledge Management is fundamentally about people, not technology. However, it will not be easy given today's developments and speed of information flow to share knowledge effectively within the Legislative Sector (consider also the large geographic spread in many provinces and nationally) without using technology. Technology plays a crucial transformational role and is a key part of changing the current culture with the Legislative Sector to knowledge sharing one. If implemented well and if people are trained and educated in its use, knowledge sharing technology can have a very positive impact on creating a Knowledge sharing Culture. Workers can post information and knowledge on the system for access by others and also be able to access available knowledge through the use of technology.

9 MODEL OF KNOWLEDGE MANAGEMENT FOR THE LEGISLATIVE SECTOR

To recommend a model of Knowledge Management for the Legislative Sector, it is important to review existing models and understand what their strengths and weaknesses are before putting together an applicable and relevant model for the Legislative Sector in South Africa. To this purpose three models have been selected that represent:

- A robust well used theoretical model; and
- A unique developed and specifically practical model used in the Legislative Sector in South Africa today

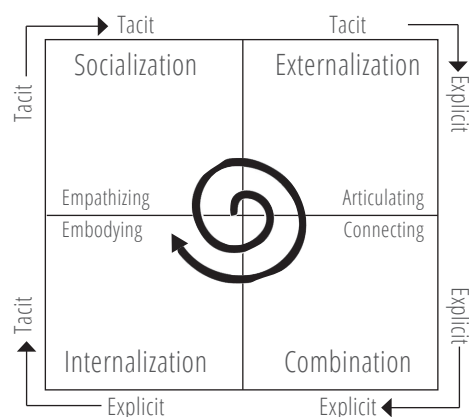
Each of these models has been developed through processes of research, bench-marking and consultation by the various authors. Through the review of these two models, it will be more probable to devise and recommend a



model that will be applicable throughout the SA Legislative Sector – one that can be adapted by each Legislature to suit their requirements and level of readiness in terms of Knowledge Management application.

9.1 THEORETICAL MODEL REVIEW: SECI MODEL

The SECI model (Nonaka and Takeuchi)



Ikujiro Nonaka and Hirotaka Takeuchi (1995:284) propose a model of the knowledge creating process to understand the dynamic nature of knowledge creation, and to manage such a process effectively, this is known as the SECI model. There is a spiral of knowledge involved in their model, where the explicit and tacit knowledge interact with each other in a continuous process. This process leads to creation of new knowledge. The central thought of the model is that knowledge held by individuals is shared with other individuals so it interconnects to a new knowledge. The spiral of knowledge or the amount of knowledge so to say, grows all the time when more rounds are done in the model. The elements in this model are described below:

S = Socialisation

Sharing tacit knowledge through face-to-face communication or shared experience. Informal social intercourse and teaching by practical examples. An example is an apprenticeship.

E = Externalisation

Converting tacit knowledge to explicit knowledge by developing concepts and models. In this phase tacit knowledge is converted to understandable and interpretable form, so it can be also used by others. Externalized and theoretical knowledge is a base for creating new knowledge.



C = Combination

Compiling externalized explicit knowledge to broader entities and concept systems. When knowledge is in explicit form it can be combined with the knowledge that has been filed earlier. In this phase knowledge is also analysed and organized.

I = Internalization

Internalization means understanding explicit knowledge. It happens when explicit knowledge transforms to tacit and becomes a part of individual's basic information. Cycle continues now in the spiral of knowledge back to socialization when individual shares his tacit knowledge silently. This is how amount of knowledge grows and the previous conceptions might change.

The creation of knowledge is a continuous process of dynamic interactions between tacit and explicit knowledge. The four modes of knowledge conversion interact in the spiral of knowledge creation. The spiral becomes larger in scale as it moves up through organisational levels, and can trigger new spirals of knowledge creation.

The noted benefits of the SECI model include:

- Appreciates the dynamic nature of knowledge and knowledge creation.
- Provides a framework for management of the relevant processes.

The noted weaknesses of the SECI model include:

- Tested and applied in corporate organisation environments and not in legislative sector environments where processes are uniquely different and challenging;
- The dynamics detailed in this model do not take into account the additional stakeholders that are involved in Legislative processes where citizens are educated, involved and consulted.

9.2 PRACTICAL MODEL REVIEW: GAUTENG PROVINCIAL LEGISLATURE KNOWLEDGE MANAGEMENT FRAMEWORK

The Gauteng Provincial Legislature developed this model as part of their Knowledge Management Framework in October 2008. The Gauteng Provincial Legislature Knowledge Management Framework determined that an appropriate knowledge management framework for the Gauteng Provincial Legislature would be one that has **OUT**sight of the bigger, external issues that impact on the core business of the legislature (like service delivery



protests) and **IN**sight of the internal conditions that drive organisational culture and processes (like staff morale). Their model is illustrated below:



The various elements of this model are detailed below:

SEEK

– Document to People Knowledge & People to People Knowledge

– External/Internal Focus

On the entry side of the Knowledge Management Process, the first set of knowledge management activities are designed to SEEK better practice, innovation and appropriate lessons that would enrich the work of the Gauteng Provincial Legislature by providing alternate and improved models and practice of legislative governance.

The second part of the SEEK process is for the Gauteng Provincial Legislature to identify knowledge and information needs within its clusters. A third and vital element of the SEEK process involves gathering information about the experience of Gauteng Provincial Legislature constituencies. This stage should seek to understand emerging issues within Gauteng communities and channel this information to the rest of the legislature. Information gathered during this stage will direct the creation of knowledge products (essentially documents or multimedia material where in the experiential of Gauteng Provincial Legislature members can be documented) in the DOCUMENTING process of the Knowledge Management framework.

LEARN & CREATE KNOWLEDGE

– People to People Knowledge

– Internal Focus



In the LEARN & CREATE stage the Gauteng Provincial Legislature deploys and utilises information and knowledge resources, gathered in the SEEK stage, to improve work practice. Activities at this stage of the knowledge management process could include: training interventions, peer to peer learning sessions and communities of practice.

It is anticipated that the interaction at this stage of implementation will yield further learning which will need to be documented by the Gauteng Provincial Legislature Stakeholders in this phase are largely internal.

DOCUMENT

– People to Document Knowledge

– Internal Focus

At the DOCUMENT stage of the knowledge management process are activities associated with documenting, storing and sharing what has been learnt during the LEARN & CREATE phase. The aim of this stage is to contribute to the pool of knowledge that can be accessed by a wider audience (like community stakeholders) for sake of benefiting legislative sector practice in South Africa and abroad.

ENGAGE & USE

– People to People Knowledge

– External Focus

In the ENGAGE & USE stage of the Gauteng Provincial Legislature Knowledge Management process knowledge products, processes and tools are used to engage with Gauteng Provincial Legislature constituencies and stakeholders. This could include using knowledge material in communities to demonstrate better practice in, for instance, public participation from one community to the next, so that Gauteng communities know their legislative rights and how to effectively engage with democratic organs in South Africa. Effective Communication and Marketing of the Gauteng Provincial Legislature will play a central role in the activities of this stage of the Knowledge Management process.

The noted benefits and weaknesses of the Gauteng Provincial Legislature model include:

- The very thorough process of researching and consulting that was done within the legislative context in order to develop this model makes it very applicable to the rest of the sector;
- The various stages of this model take cognisance of the unique dynamics and stakeholders that are involved within the legislative sector as it is different to the public and private sectors which makes the application and utilisation of knowledge management more unique.
- Weaknesses were unknown at the time of developing the framework.



9.3 KNOWLEDGE MANAGEMENT MATURITY MODEL





The Knowledge Management Maturity Model comprises of two aspects which are: the analysis and developmental approach. The analysis approach creates transparency in all key areas of knowledge management and thus demonstrates in concise form the potential for improvement. The development approach provides valuable information for reaching the next maturity level. The combination of these two elements can ensure the synchronous development and thus the ideal interlinking of the various key areas.

9.3.1 METHODOLOGY

Klimko (2001) argues that maturity modelling is an evolutionary process describing the development of an entity over time, progressing through different levels towards some form of idealistic state.

The formulation of a knowledge management maturity model was aimed at providing a capable model that addresses the objectives and issues of importance regarding knowledge management, and also assessing knowledge management's role in the process of speeding up the parliamentary core business process. This process of knowledge management maturity in relation to strategy formulation can be achieved if maturity is a derivative of the ability to institutionalize knowledge issues that have proved to be of such importance and of such a holistic nature that they can be considered to be critical with regard to establishing knowledge management and a knowledge culture within the organization.

A holistic **Knowledge Management Maturity Model** delivers a Knowledge Management Strategy that ensures its relevance within the organisation's core business. The below strategic areas of the maturity model are critical and important pillars:

1. Understanding – Culture

The basic process in dealing with the maturity model relates to the ability to understand the organizational strategy and be able to relate and align all strategies including the Knowledge Management Strategy. The ability to understand how systems and structures supports the organisational strategy and how knowledge management align and ensures that it Provides with a roadmap for implementation, including the quick win projects that will provide early, tangible return on investment. Organizational culture serves as a source for measuring the maturity of knowledge management in an organization with specific focuses on ad hoc, foundation, competitive advantage and differentiation within the Legislative sector. Our organizational cultures including the legislative culture relies heavily on data systems available, real-time information and knowledge, analysis with situational context, innovation and the differentiations delivered.





Building an organizational culture that prioritises knowledge management enables organisations to steadily grow and matures in its core business particularly the parliamentary business within the Legislative Sector.

2. Collaborating – Governance

A process where two or more people or organizations work together to realise shared goals, (this is more than the intersection of common goals seen in co-operative ventures, but a deep, collective, determination to reach an identical objective). Most collaboration requires leadership, although the form of leadership can be social within a decentralized and egalitarian group. In particular, teams that work collaboratively can obtain greater resources, recognition and reward when facing competition for finite resources.

Building within the organizational culture is the collaborative culture that enhances governance and accountability. This requires a clear accountability and knowledge sharing and feedback with all stakeholders and the Community of Practice. With collaboration within governance continuous easily knowledge flow is a prerequisite to build the culture of team work, accountability, commitment and responsiveness to organizational goals. Lastly, our governance approach when aligned to knowledge sharing culture provides opportunities for innovation. Therefore, structured knowledge management governance model aligned to the organisational governance structures and systems promotes productive collaborations and a growing collaborative culture.

3. Informing – Content

The maturity of the knowledge in an organization is depended on the content of information as to whether it meets the needs of the customer. Customers always require ungoverned, consistent, precise and agile information that can be transformed into knowledge. The content of the knowledge should assist in developing and generating independent decision making. It should also contribute towards the delivery of the organizational strategy aligned with the knowledge management strategy. The agile content contributes towards moving along the maturity curve on the knowledge management and organizational strategy.

4. Learning – Knowledge

The growth and development of any organization relies on the aligned of learning with the business strategy. The transfer of learning into knowledge supports the growth of an organization towards the future. The building of awareness, efficient learning aligned to business strategy builds a knowledge culture in an organization. The management of explicit and tacit learning into knowledge empowers the organization into building the future state. The knowledge management maturity of an organization builds on such support and aligned strategy.





5. Customers – Business Analysis and Business Intelligence

Building on the previous phases, continuous customer learning and improvement requires automated systems and processes that enhance customer's commitment to knowledge management. A collaborative partnership and strategic contract with all parties provides a baseline for an integrated business analysis and intelligence. Transforming collaboration teams into champions maximized the utilization of knowledge management systems and structures. Competitive and reliable business intelligence is required so that customer's enthusiasm is maintained. Customers require an environment that develops them into real knowledge management activist and the collaboration channels should be such that enhance their experiential championship.

Our business intelligence and analysis as a product hostage should align its database and information to the organizational one so that reporting, feedback and responsiveness towards customers is always productive.

ASSESSMENT INDICATORS

Initial:

- Knowledge management is a one-time process
- There are no formal KM practices within the organization

Repeatable:

- The significance of KM is recognized
- KM processes are implemented and tested

Defined:

- KM is supported by day-to-day activities
- KM roles are created, defined, and filled

Managed:

- Basically, this stage includes everything in the “defined” stage,
- except that it is more standardized
- Organization-wide KM practices are defined
- The effectiveness of KM is measured regularly

Optimized:

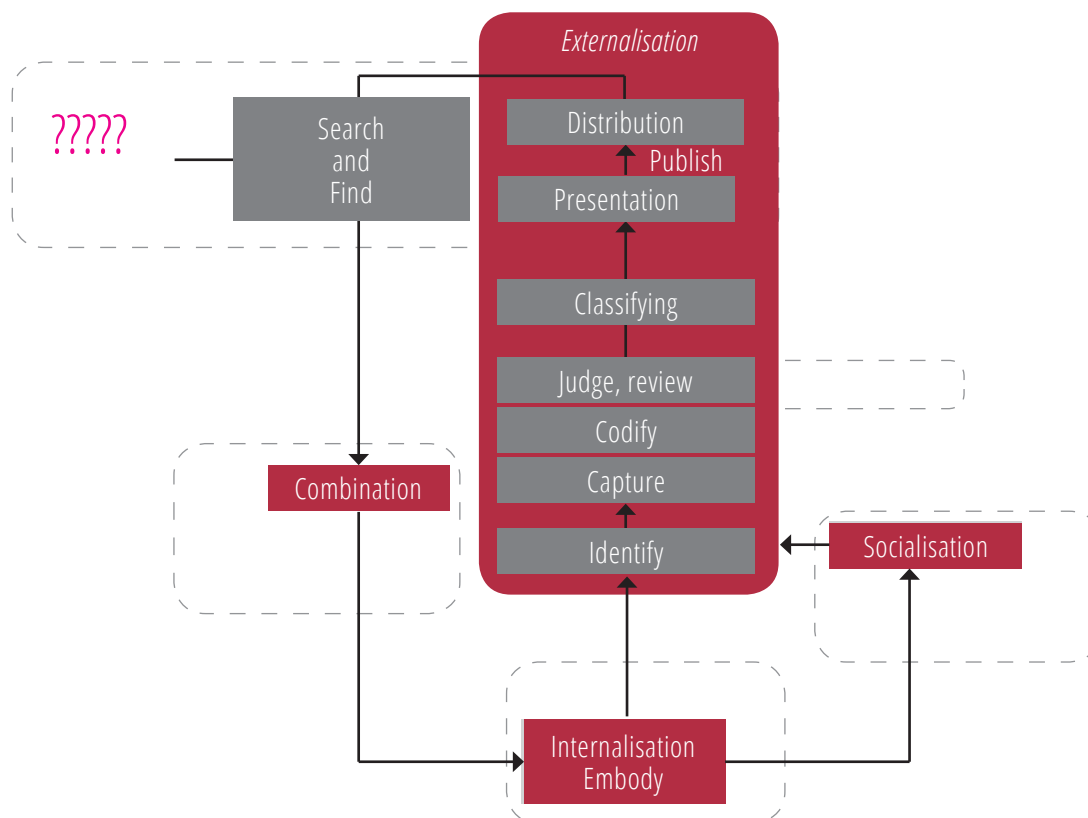
- KM is perfected and mastered
- Flexible to external and internal changes



Recommended Model for Knowledge Management for the Legislative Sector:

From the international review and the best practice analysis, combined with discussions as the first and second consultative workshops for the development of this framework, inputs have been combined to produce the “best-fit” model of Knowledge Management for the sector.

An Integrated Knowledge Management Model for SALS



The steps of this Integrated Knowledge Management Model are detailed as follows:

STEP 1: IDENTIFY KNOWLEDGE MANAGEMENT NEEDS:

Purpose of Step 1: At the start of the Knowledge Management Process or Internalisation Process, the institution needs to identify opportunities for the better practice, innovation and appropriate lessons that would enrich the work of the institution by providing alternate and improved models and practices of legislative governance. Included in this step is the identification of knowledge and information needs. Another vital element of this step involves gathering information about the experience of the institution and its constituencies. This step should seek to understand emerging issues within the institution’s stakeholder groups and channel the information



to the rest of the legislature. Information gathered during this stage will direct the creation and capturing of knowledge products in Step 2.

Outcomes of Step 1: Through collaboration with all the units within the Legislature, the Knowledge Management team would need to produce a Knowledge Management Strategy (annually) with a related Knowledge Management Implementation plan that links the annually identified Knowledge Management needs to resources, budget and timelines of implementation. Each role-player within the Knowledge Management arena (Research, KM, Legal Services, Petitions Section, etc.) would be involved in guiding the process, formulating the strategy and committing to each component within that document.

STEP 2: CAPTURE KNOWLEDGE

Purpose of Step 2: In this step, the institution deploys strategies to capture knowledge and to improve work practice. The step includes conversion of tacit knowledge into explicit knowledge, storage and preservation of harvested knowledge. Activities are now focussed on documenting and storing what has been learnt and recognised during stage 1. The aim of this stage is to contribute to the pool of knowledge that can be accessed by a wider audience for the sake of benefiting the legislative sector practice in South Africa.

Outcomes of Step 2: Knowledge capturing activities at this stage of the knowledge management process would include a combination of the various Knowledge Management Techniques such as suggested in the following section under “Capture Knowledge”, and the Documentation and ICT units will be responsible for this task.

STEP 3: CODIFY KNOWLEDGE

Purpose of Step 3: Is to arrange knowledge into acceptable codes or ordered system for storage, application, and distribution. The Knowledge Management, Legal Services, and ICT units will play a major role in this area guided by the Documentation Unit.

Outcomes of Step 3: Develop a usable common system that could be utilized to record and make knowledge accessible to members and officials of the legislative sector.

STEP 4: JUDGE AND REVIEW KNOWLEDGE

Purpose of Step 4: In this step of the Knowledge Management products are reviewed to determine its importance, relevance, and reason for classification. The aim of this step it to articulate and make tangible the





impact of Knowledge Management. It answers the questions “What difference does Knowledge Management make?” and “What value does Knowledge Management add?” The process also creates opportunities for sharing and collaboration in a broader context within the sector. This could include using knowledge material in communities to demonstrate better practice.

Outcomes of Step 4: Determine pockets of information and knowledge that is relevant for classification process. The outcome will be achieved through a combined effort of KM, Research, Legal Services, Committees, and Libraries.

STEP 5: CLASSIFY KNOWLEDGE

Purpose of Step 5: In this step of the Knowledge Management process knowledge is classified for presentation and distribution. Role players in this area engage institution’s constituencies and stakeholders to create opportunities for sharing knowledge and encouraging collaboration within the broader sector. New knowledge opportunities could be identified, as well as opportunities to improve current processes and practices.

Outcomes of Step 5: The aim of this step is to classify knowledge and provide mechanism for prudent documentation according to end-user’s needs and the ability to locate it. It also involves the classification of knowledge according to the level of consumption and utilization for decision-making purposes as guided by the Knowledge Management practitioners and other stakeholders and role players.

Knowledge Management would be involved in varying degrees in this activity depending on the linkage to their area of specialization (e.g. library services, archiving, Committees etc).

STEP 6: PRESENT KNOWLEDGE

Purpose of Step 6: Make integrated knowledge available to end-users and all stakeholders of the South African Legislative Sector in all forms. The process involves presentations, public education and reporting. Knowledge Management, Research, Committees, Public Education and Communication are responsible for conducting this task. Communication is also important to ensure that the wider audience is informed and know where to access information for support in their work and decision making.

Outcome of Step 6: Package and make knowledge ready for distribution.





STEP 7: DISTRIBUTE KNOWLEDGE

Purpose of Step 7: To ensure that information and knowledge reach the relevant stakeholders. Distribution tools should be integrated into the existing distribution mechanisms and tools. Knowledge Management, Library Services, Public Education, Communication, and Proceedings will play a major role in the realization of distribution objective. At this stage, the knowledge can also be made available for external consumption.

Outcome of Step 7: Make knowledge available to support the mandate of the legislative sector and also provide opportunities for feedback and reviews.

Additional information about the model:

The model operates in a circular mode. Once the final stage is reached, the process reverts back to its initial stage. The Knowledge Management processes and outcomes are measured on a continuous basis to evaluate the impact that Knowledge Management on the institution and related constituencies, and to identify opportunities for improvement, innovation and new application into practice. Lessons from projects implemented, events held, feedback received are integrated into a broader processes of monitoring, reporting, review and evaluation (Refer to Section 16 of this document).

10 TECHNIQUES FOR KNOWLEDGE MANAGEMENT IN THE LEGISLATIVE SECTOR

Techniques for Knowledge Management refer to the various vehicles that can be utilised, individually and in combination, in order to implement and integrate Knowledge Management into the operational processes of the organisation.

Techniques that are specifically applicable to the Legislative Sector in South Africa for each step within the model include, but are not limited to:

STEP 1: IDENTIFY KNOWLEDGE MANAGEMENT NEED

- Knowledge Champion coordinators identified
- Knowledge Audits
- Interviews with key stakeholders, knowledge workers, senior management, etc. Workflow and business process analysis
- Analysis of knowledge flow





- Online Surveys
- IT Systems analysis
- Knowledge Skills Audit
- Knowledge Management awareness campaigns
- Peer Assist/Peer coaching/Mentoring
- Capacity Building opportunities

Where there are no systems and structures in place for Knowledge Management, the legislature shall identify and appoint or designate a Knowledge Management caretaker who shall be fully responsible for the implementation of the strategic framework.

Governance Ad Hoc Committee shall be established which will serve as a driver for Knowledge Management within the Legislature.

STEP 2: CAPTURE KNOWLEDGE

- IT System Platform e.g. Databases
- Audio-visual recordings
- Interviews

STEP 3: CODIFY KNOWLEDGE

- Integrated Legislature support programme for Knowledge Management
- Development of Knowledge Maps
- Website/portal/sharing
- Resource centres
- Databases & sharing of info
- Information and Business Analysis

STEP 4: JUDGE AND REVIEW KNOWLEDGE

- Continuous Learning reviews
- Pre-post and Post implementation reviews
- Storytelling opportunities
- Knowledge summits/seminars/conferences/annual Indaba
- Collaborating platforms (internal & external to sector)
- Newsletters/journals – internal & external





- Study tours and delegations
- Research colloquiums
- Collaborative research projects (internal & external)
- Community of Practice for Knowledge Management

STEP 5: CLASSIFY KNOWLEDGE

- Archiving
- IT Platform
- Library

STEP 6: PRESENTATION OF KNOWLEDGE

- Knowledge summits/seminars/conferences/annual Indaba
- Collaborating platforms (internal & external to sector)
- Newsletters/journals – internal & external
- Public education and enrichment programmes
- Research colloquiums
- Collaborative research projects (internal & external)
- Community of Practice for Knowledge Management

STEP 7: DISTRIBUTION OF KNOWLEDGE

- IT Platform
- Knowledge summits/seminars/conferences/annual Indaba
- Collaborating platforms (internal & external to sector)
- Newsletters/journals – internal & external
- Public education and enrichment programmes
- Research colloquiums
- Collaborative research projects (internal & external)
- Community of Practice for Knowledge Management
- Media

Each individual institution that forms part of this sector would need to identify the techniques that are appropriate and feasible within their province and within their available budget/resources.



The table below details the benefits and barriers to some of the techniques. These will need to be taken into account during implementation.

TECHNIQUE	POTENTIAL BENEFITS AND BARRIERS
Knowledge Audit	Usually requires specialist input to co-ordinate efforts and produce workable report at the end. Need buy-in from senior management. Needs buy-in to agree and implement suggested changes and act on the results.
Community of Practice (CoPs)	It may be a challenge to obtain permission to actively participate. It can be difficult to assign value to CoPs and CoPs can take a long time to show results. The success of CoPs relies on participant interest which may be difficult to perpetuate without people identifying a genuine benefit to themselves for participation.
Post Implementation Reviews	Organisational culture can make it difficult to admit where things didn't go according to plan. It can be difficult sometimes to allow time for reflection.
Knowledge Centre	Central "bank" of experience and skills to help with knowledge management across the organisation which can be utilised by everyone.
Community of Practice – identifying and sharing	Providing the information in appropriate formats that are accessible, searchable and usable can be difficult. Can vastly reduce waste in terms of time and resources. Sharing and having your/your team's output be a model of success can be a good incentive. Can be a source of innovation.
Peer to Peer Coaching	Peer to Peer coaching is an option.
Collaborative Technologies	Non-technical people may need training and coaching. Organisations may be concerned about the apparent "anarchy" of social networking software
Records and Information Management	Evidence of decisions, project documentation, activities and processes are readily available. Non-technical people may need training and coaching.
Intranet	People won't use it if they don't see a need or use for themselves. People won't use it if they can't get access. Development of the intranet should be aligned with strategic objectives

It must be recognised that the success of any of the techniques listed above depends on a knowledge sharing culture and the ability of the legislature to recognize knowledge as a critical resource.

11. TECHNOLOGIES FOR KNOWLEDGE MANAGEMENT IN THE LEGISLATIVE SECTOR

Knowledge Management is a cross-functional and multifaceted discipline. The implementation of various Information Technology platforms within knowledge management acts as an enabler. Information Technology supports knowledge flow within the organisation by providing various platforms for sharing of information across the organisation. Based on the amount of information generated within the institution, it is imperative to ensure that technology is utilized correctly to aid decision- making.

Information Technology platforms for Knowledge Management, for the most part, fall into one of the following categories:

CULTURE	
SOCIAL NETWORKING	
Collaboration/communication Communities of Practice Ask Expert forum Yellow pages Instant Messaging (IM) Blogs Video conference Phone Email Meetings Collaborative workspace	Create/Capture Digital video and audio Lessons Learned Databases Team blogs Wikis Shift blogs Office
Internalise Search E-Learning Microblog Community blogs Business intelligence tool	Organise/Sharing Portal SharePoint Lotus Notes Tagging Knowledge portal Document libraries Intranet/Extranet

These platforms are used interchangeably to address different information sets that need to be shared or documented.



12. KNOWLEDGE MANAGEMENT STRATEGY FOR THE SA LEGISLATIVE SECTOR

This section provides for an interim strategy and broad implementation plan for the advancement of knowledge management in the SA Legislative Sector. The strategy provides a systematic identification, location, processing, and distribution of knowledge products and competencies within the South African Legislative Sector.

The strategy focuses on nine areas which include the following: goals and objectives of the strategy; scope of application; knowledge management governance model; creation of a knowledge sharing culture; processes involved in the creation, capturing, storage and distribution of knowledge and information; knowledge ownership issues and intellectual property rights; monitoring and evaluation of knowledge management activities; incorporation of knowledge management activities in the Sector Action Plan; and the implementation of a knowledge management plan by SALS.

GOALS AND OBJECTIVES OF THE SECTOR KNOWLEDGE MANAGEMENT STRATEGY

The main objective of the Knowledge Management Strategy is to assist and support the South African Legislative Sector to carry out its mandate optimally through the enhanced management of Sector knowledge.

The following items constitute the benefits of the implementation of a knowledge management strategy within the sector:

- To create and manage information and knowledge with the view to improve decision-making;
- To outline the minimum standards and monitoring measures required for effective knowledge management practices within the sector;
- To encourage collaborative efforts and sharing of best practices within and across the sector;
- To link the sector strategy with the institutional models;
- To put systems and infrastructures in place that will ensure the preservation of institutional or sector memory.

SCOPE AND APPLICATION OF THE STRATEGY

The Sector Knowledge Management Strategy is applicable to the SA Legislative Sector with the LSS as the main driver and custodian of the strategy in collaboration with Parliament and Provincial Legislatures through the Sector Forums. South African Legislatures are in turn expected to organize their knowledge management strategies to support and link with the sector strategy or requirements.





GOVERNANCE MODEL FOR SECTOR KNOWLEDGE MANAGEMENT MATTERS

SALSA will be responsible for guidance in the development and implementation of the Sector Knowledge Management Action Plan, and overseeing the implementation, and monitoring and evaluation thereof.

Sector Forums and Legislatures will be responsible for ensuring the incorporation of relevant information into the Central Repository system of the SA Legislative Sector, and regular reporting on legislature knowledge management issues.

SALSA will guide LSS in terms of policies and action plans. LSS will be responsible for the management and implementation of the SALS Knowledge Management strategy – creation, capturing, classification, storage, distribution of knowledge, and interaction with internal and external stakeholders in knowledge management.

KNOWLEDGE MANAGEMENT PLANS AND ACTIVITIES

The responsibility for the management and implementation of the Sector Knowledge Management Strategy will be located within the Legislative Sector Support. As per proposals in sub-section 13 of the current strategy, legislatures will be assisted to develop their own strategies based on this prototype. See recommendation from page 75 – 81 of the Knowledge Management Framework. The implementation of the proposals will be carried out taking into consideration the existing policies within the legislatures.

Creation of a Knowledge Management Sharing Culture within the sector

Knowledge Management (KM) is the process through which the sector can use its collective intelligence to meet its strategic objectives and mandate. The purpose of KM is not just to create, store and use information but to be able to share it. People, processes and technology are the enablers of a conducive knowledge sharing environment as pointed out in the definition of knowledge management in page 15.

The success of a knowledge management strategy depends on the commitment of legislatures and individuals to share information. A culture of information and knowledge sharing by legislatures has to be established as a core value of the sector to ensure success in the implementation of the Sector KM strategy.

Each institution should be able to advance and measure its knowledge sharing value in terms of peoples' attitude toward knowledge sharing, openness, trust and their free communication. Every individual in the sector should apply a knowledge management sharing culture is applied to improve collaboration, efficiency and effectiveness of KM processes and role players.





Cultivating a *Knowledge Management Sharing Culture* in the SA Legislative Sector will help facilitate improvement in individual and organisational performance, speed up knowledge distribution, and the quality of knowledge that is shared. It will bring about innovative in the performance of sector's knowledge management tasks and functions, and ensure consistency and scalability.

Knowledge management awareness raising and capacity development will be done to advocate for a common understanding of a knowledge sharing culture and ensure the necessary knowledge and skills are available for facilitating implementation across the Sector.

Technology will lay a crucial transformational role and shall be key in changing the current culture within the Legislative Sector to a knowledge sharing culture. Legislatures will be encouraged to post information on the system for access by others and in turn to access the available knowledge for their benefit.

The selection of a correct IT infrastructure is important for a knowledge sharing culture and is also critical for the overall success of the Sector knowledge management strategy implementation. The infrastructure has to address the requirements of each knowledge management step.

Identify Knowledge Management Needs/Scenario Planning

The Legislative Sector Support will start the process of identifying opportunities for the better execution of the sector knowledge management strategy and practices. This will involve using the research information gathered during the research phase of the process towards development of the Sector Knowledge Management Framework. The identification of the knowledge management stakeholders within the sector, and the existing knowledge and infrastructure is key towards making recommendations for a suitable *Knowledge Management Central Repository System* for the SA Legislative Sector. The information gathered on this phase will direct the creation and capturing of the existing knowledge.

Creation of Knowledge

A *Knowledge Audit* will be carried out to establish the existing knowledge, systems, processes and infrastructure for knowledge management at the Sector level. A process of converting tacit knowledge to explicit knowledge then begins. A two pronged process will be followed – the *creation of knowledge* by Sector Forums, LSS and legislatures, and the *collection of existing knowledge* from within the sector.

Knowledge will also be created by embarking on relevant research topics and creating opportunities for sharing the newly established information through relevant platforms such as research colloquiums, knowledge sharing sessions and seminars.





This work will be done in collaboration with IT, Committees, HR, Table Staff, Libraries, Legal Services, Research, Archive Services, Record Management and Documentation units to collect the existing knowledge.

The purpose is to create and have the critically important sector knowledge in one place. This will include all types of information that are relevant to the sector.

Capturing of knowledge

In this step, the sector will deploy strategies to capture knowledge in order to improve practice. The explicit knowledge will now be harvested or collected. The focus will be on documenting and storing what has been created. The coding system will play a vital role during this process. The sector has to develop an acceptable or common coding system to facilitate the efficient storage and sharing of information and knowledge. The knowledge capturing will include the combination of various *Knowledge Management Techniques* suggested in page 38 – 42 of the framework.

Storage of information and knowledge

Information will be stored both electronically and in hard copy format. Knowledge will now be arranged into acceptable codes and an ordered system for storage. Specialists assist with cataloguing whilst advice will be sought to identify the best IT infrastructure for electronic storage. A *Resource Centre* be established where sector information and knowledge can be stored and accessed. The first phase will concentrate on harvesting/locating the existing knowledge and migrating it to one place i.e. the *SALS Central Repository System* managed by LSS. Electronic information will be available instantly and a request for hard copies may be placed with LSS and distributed promptly.

Classification of knowledge

The classification of knowledge is for integration, presentation and distribution. This process will create opportunity for sharing and collaboration across the sector and at international level where applicable.

A common system will be developed to provide a prudent mechanism for the location and access of knowledge and information by Members and officials of the Legislative Sector. The knowledge management products will be reviewed to determine its relevance and importance. The LSS will liaise with existing knowledge units to achieve this objective.





Distribution of knowledge

This stage is for making the integrated knowledge available to end-users and stakeholders of the South African Legislative Sector. A knowledge distribution plan will be developed. Knowledge will be packaged and prepared for distribution. The distribution tool must be integrated into the existing distribution mechanisms and tools of the sector. Amongst others, the *SALS website and Sector Journal* are avenues which will be used to share and distribute sector knowledge and information within the South African Legislative Sector and further afield.

LSS is responsible for ensuring that the relevant information is communicated to the wider audience of the sector and inform them on how and where to access information and knowledge to support their mandate, as well as to ensure the *appropriate IT infrastructure* is in place for the successful performance of this duty.

NOTE: The Techniques and technologies are similar to those proposed for institutions in page 38 and 42 of the current framework.

INCORPORATION OF KNOWLEDGE MANAGEMENT ACTIVITIES IN THE SECTOR ACTION PLAN

The implementation, monitoring and evaluation of the Sector Knowledge Management Strategy and Plan will be incorporated in the Sector Action Plan.

The sector will have a *Knowledge Management Central Repository or portal* which will be managed by the LSS. SALSA and its Forums, specifically the KM Forum, is expected to give guidance on the activities to be performed, provide specialist advice, support dissemination of information to the central repository and facilitate the creation of knowledge.

The *Sector Knowledge Management Action Plan* will develop time frames, targets, and identify individuals or experts suitable for responsible duties.

MATTERS OF OWNERSHIP AND INTELLECTUAL PROPERTY

The information and knowledge produced by individuals under the instruction of legislative structures will remain the property of the institution. Producers of information and papers will be acknowledged by citing their names on the produced documents.



MONITORING AND EVALUATION OF KNOWLEDGE MANAGEMENT ACTIVITIES

The knowledge management processes and outcomes will be measured on a continuous basis to evaluate the impact of knowledge management on the programme of the sector over the longer term, and to provide suggestions for improvement, innovation and introduction of new applications.

Quarterly and annual reports will be utilized to monitor and evaluate sector performance on knowledge management activities. The Legislative Sector Support will provide progress reports to SALSA. The monitoring and evaluation of Sector knowledge management activities will form part of the plan of the Legislative Sector. This will be done to assess progress and foster accountability.

IMPLEMENTATION PLAN

This plan is developed to guide the processes that will enable the sector to have an effective knowledge management plan and better integration of knowledge management activities to support the SA Legislative Sector collaboration in the execution of its mandate and programme. The recommendations for implementation are summarized or categorized in the following order or plan:

PHASE ONE: IDENTIFICATION OF KNOWLEDGE MANAGEMENT ACTIVITIES	
ACTIONS/DELIVERABLES	RESPONSIBILITY
1. Identify knowledge Management champions, stakeholders, and Legislature liaison person	• LSS with SALSA
2. Conduct a Knowledge Audit. Identify opportunities for the execution of strategy	• LSS with SALSA & KM Forum
3. Develop Action Plan for Sector KM	• LSS and KM Forum
4. Establish suitable infrastructure for knowledge management	• LSS
5. Establish Sector Knowledge Management Repository System	• LSS
PHASE TWO: CREATION AND CONSOLIDATION OF EXISTING KNOWLEDGE	
1. Conversion of tacit knowledge to explicit knowledge. (Creation of knowledge at LSS and Creation of knowledge at the Legislatures).	• Conducted and Coordinated by LSS
2. Harvesting of the existing sector knowledge	• LSS • Harvesting at LSS • Harvesting at Forums & Legislatures
3. Implementation of knowledge management support activities e.g. Knowledge Seminars, Collaboration Platforms, Research Colloquiums, and Community of Practice for Knowledge Management.	• Managed & Coordinated by LSS



PHASE THREE: PLAN FOR THE CAPTURINGS, CLASSIFICATION AND STORAGE OF KNOWLEDGE	
ACTIONS/DELIVERABLES	RESPONSIBILITY
1. Documentation and capturing of information and pockets of knowledge	• LSS in conjunction with Sector Forums
2. Electronic storage of sector information	• LSS
3. Storage of hard copy information/Getting documents and information for Resource Centre	• LSS
PHASE FOUR: DISTRIBUTION PLAN OF SECTOR KNOWLEDGE AND INFORMATION	
1. Develop a distribution plan	• LSS
2. Ensuring that sector information and knowledge is available to sector end-users	• LSS
3. Induction Workshops with Forums and Legislatures	• LSS with relevant Legislature representatives
FINAL PHASE: MONITORING AND EVALUATION	
1. Tracking and reporting on Knowledge Management implementation at Sector Level and institutional level. Submission of Performance Reports.	• LSS

13. KNOWLEDGE MANAGEMENT STRATEGY AT INSTITUTIONAL LEVEL

INSTITUTIONAL ADVANCEMENT FOR KNOWLEDGE MANAGEMENT: POLICY, STRATEGY, PROGRAMMES AND PROJECTS

Institutional advancement for Knowledge Management within this sector requires the systematic understanding and organization of Knowledge Management related processes and actions to be coherent and interrelated so that optimal impact and delivery is ensured. To this end, this section details how Knowledge Management within the Legislative Sector should be organized institutionally at the level of:

- Policy;
- Strategy;
- Programme and Projects





In order to ensure both institutional and sector wide advancement of Knowledge Management, the following standards are recommended:

- That a Service Level Agreement between Speakers Forum/SALSA is concluded to ensure commitment to provide human and capital resources for the implementation of the Knowledge Management Framework;
- That each individual Legislature, after adoption of the Knowledge Management Strategic Framework by SALSA, is required to ensure that a designated person is responsible for Knowledge Management matters;
- That Legislatures must commence with implementation of this Knowledge Management Strategic Framework through an audit of their current Knowledge Management processes, practices and resources and compare this to the minimum norms and standards as outlined within the Knowledge Management Framework;
- That thereafter, each individual Legislature is to develop its own Knowledge Management strategy. This strategy is more specific than the sector wide Knowledge Management Strategic Framework, but contains the minimum norms and standards within the unique context and available resources of that institution. The strategy further needs to be comprehensive and a process of involvement and consultation with all committees and role-players would be required prior to the strategy being developed. The strategy would need to be reviewed and updated continuously.
- The strategy should address the following challenges:
 - Knowledge in the Legislative sector tends to be tacit/informal/not recorded, and if recorded its stored in an unusable and inaccessible format;
 - Know-how in the Legislative sector may not be valued as highly as it ought to be;
 - Lack of know-how may be hard to talk about within the Legislative culture;
 - Short-term approaches to knowledge gaps may work sufficiently to make change appear unnecessary;
 - Aligning Legislative practices with knowledge management strategy;
 - Encouraging employees to use and share knowledge;
 - Justifying an investment in knowledge management; and
 - Overcoming cultural hurdles to sharing knowledge.

To further clarify the processes of institutional advancement for Knowledge Management for the sector, each of the recommended levels is detailed below:

LEVEL 1: POLICY

Currently in the SA Legislative Sector there is a lack of clear policy and strategic alignment of Knowledge Management as a function. Existing KM strategies was developed in the absence of a sector wide policy. A policy





of Knowledge Management for the sector would elevate the importance of Knowledge Management as a critical element of the legislative value chain; it would provide resourcing channels and opportunities as well as clarity on the structure and level of accountability the Knowledge Management should hold within the sector. This all would contribute to a more uniform and coherent understanding, approach and application of Knowledge Management within the sector.

LEVEL 2: STRATEGY

Given the gap detailed in level 1 above relating to no specific policy framework for Knowledge Management in the legislative sector, this level on strategy becomes more critical. This is the level that allows individual legislature to take charge of and drive Knowledge Management in the absence of clear policy. This Knowledge Management Strategic Framework itself is developed for exactly this reason and provides guidance to the legislatures in putting together their Knowledge Management audits, strategies and projects.

A Legislative Knowledge Management Strategy is a plan that describes how a Legislature will manage its knowledge in support of the legislative mandate for improved decision making. According to the Africa Parliamentary Knowledge Network (APKN, 2013:2) it is critical that the Knowledge Management strategy should be based on the following three key questions:

- **Where is the parliament/legislature now¹?** How do current knowledge management practices (or lack of them) affect its ability to meet its goals? What are the barriers to good knowledge management practice?
- **Where does the parliament/legislature want to be?** An outline of what knowledge management will do for the institution and how it will help to meet their objectives.
- **How does the parliament/legislature get there?** Describe the specific actions that will be taken to get to where it wants to be. A Legislative knowledge management strategy is not just a plan that describes how a parliament will manage its knowledge but it also meant to help to:
 - Increase awareness and understanding of good knowledge management practice;
 - Give a clear, communicable plan about the current status, ideal status and how to get there;
 - Integrate Knowledge Management into the corporate culture;
 - Attract resources for implementation; and
 - Provide indicators against which implementation progress can be measured.

¹ An assessment in terms of Information Technology, connectivity, central documentation services, a file plan, acceptance and planning.





STEPS OF DEVELOPING A PARLIAMENTARY KNOWLEDGE MANAGEMENT STRATEGY

STEP 1: CONSIDERATION OF THE LEGISLATURE'S OVERALL MISSION, STRATEGY AND OBJECTIVES:

A knowledge management strategy has to be closely aligned with the Legislatures' overall strategy and objectives. The strategy should further be consistent with other institutional strategies to strengthen its implementation.

STEP 2: CONDUCT A KNOWLEDGE AUDIT: WHERE IS THE LEGISLATURE NOW?

A Legislature wide knowledge management audit is an investigation into a Legislature's knowledge management status and it is meant to help the Legislature reveal its knowledge management needs, strengths, weaknesses, opportunities, threats and risks. The knowledge audit provides an evidence-based assessment of where the Legislature needs to focus its knowledge management efforts. The audit will assist Legislatures' in:

- Identifying what knowledge is needed to support the overall goals of the legislature and meet the expectations of Members and the support services;
- Gathering tangible evidence of the extent to which knowledge is being effectively managed and indicates where improvements are needed;
- Understanding how knowledge is disseminated and used by Members, staff and citizens;
- Mapping what knowledge exists in the organisation and where it exists, revealing both gaps, duplication and constraints;
- Creating an inventory of knowledge assets, to become more visible and therefore more measurable;

A Knowledge Audit must provide vital information for the development of knowledge management programmes and initiatives that are directly relevant to the Legislature's specific knowledge needs and its current situation.

STEP 3: DEVELOP A KNOWLEDGE MANAGEMENT STRATEGY AND ACTION PLAN: WHERE DOES THE LEGISLATURE WANT TO BE?

Legislature activities are characterised by their unpredictable, multidimensional nature, and the mobility of Members. A significant feature of Knowledge Management activities is the personal work culture and KM competency of all users as these factors impose a special challenge on the processing and management of knowledge.





The following considerations are important for the development of the strategy:

- What information, skills, functions are required? (Knowing what)
- Why are these information, skills and functions required? (Knowing why)
- How to process information, disseminate knowledge, as well as develop skills and functions? (Knowing how)
- Where to find the required information, skills, functions? (Knowing where); and
- When is information required? (Knowing when).

A Knowledge Management Action Plan has to identify the activities that can lead to the achievement of the strategic goals. It has to give details of deliverables, time scales, resources and budgets required for all actions, and reiterating the benefits and highlight critical dependencies such as the availability of key personnel, approval of budgets etc. In light of all the information gathered, decisions about policy and practice that can be made that will improve outcomes for service users, carers and employees, the Knowledge Management audit must come up with SMART (Specific, Measurable, Achievable, Realistic and Timely) objectives. The development of the plan includes the elements of sharing, discussion, cooperation, utilisation, dissemination and greater participation.

It is important to recognise that all knowledge management activities include, even if in different degrees and combinations:



- **People:** how will the institution motivate people to realign the organisational culture to a 'knowledge friendly' one and to learn new skills?
- **Processes:** what specific knowledge management tools and processes will have to be developed to facilitate access to knowledge and information?





- **Technology:** what technological infrastructure and applications have to be put in place to support Knowledge Management?
- **Finance:** how will the implementation of Knowledge Management be funded and be incorporated into the Medium Term Expenditure Framework (MTEF)?; and
- **Strategy:** the guideline by which the institution implements Knowledge Management.

Building the evidence with pilot implementation: Piloting a study or new approach allow the Legislature to test the approach with a small group of users to find what works and what doesn't, and to refine the approach and get it right before rolling out. (The knowledge manager will test the feasibility of that being implemented and if necessary, change accordingly.)

SUGGESTED OUTLINE OF A LEGISLATURE KNOWLEDGE MANAGEMENT STRATEGY:

The strategy should take this Framework into consideration and focus specifically on the following components:

- Purpose of Knowledge Management for that institution
- Strategic objectives for Knowledge Management for that institution
- Outline the model of Knowledge Management
- Identification of high level programmes of action inclusive of requirements from various institutional stakeholders
- Identification of specific projects (e.g. Specific events linked to the programmes of action)
- Each programme and project needs to be detailed in terms of who, what, when and resources allocated (Action Plan Format)
- Specific measures (indicators) need to be linked to these projects and programmes and these measures are to be included in the Annual Performance Plan of that institution.

LEVEL 3: IMPLEMENTATION OF PROGRAMMES AND PROJECTS

The various sections that form part of possible Knowledge Management processes are not all clustered under the same (budget) programme. This makes the coordination, reporting, integration and measurement of Knowledge Management related processes and tasks very challenging.

The sections that have functions related to Knowledge Management within the Legislatures include, but not limited to:

- KM
- Information Management





- Libraries;
- Records Management & Archiving;
- Research;
- ICT; and
- Communications.

PROJECTS

Knowledge Management projects provide the most tangible level of action around Knowledge Management showing more clearly the critical place that Knowledge Management can fulfill within the Legislature's value chain towards delivery. The following ***Ten Critical Principles*** for Knowledge Management projects are relevant to note:

1. All Knowledge Management projects will be executed in partnership with other directorates. These directorates will either drive or support the Knowledge Management intervention;
2. Structural institutionalisation of Knowledge Management will be strategically driven by management but heavily supported from the operational ranks of the Legislature;
3. Knowledge projects will be integrated into the Legislature's work cycle,
4. Knowledge Management projects will address and speak to 'real' needs as identified by various Legislature wide organisational improvement processes;
5. All Knowledge Management projects will be monitored and evaluated as a routine part of its project management;
6. Successful Knowledge Management projects will be replicated where appropriate;
7. Unsuccessful Knowledge Management projects (those that do not meet the desired outcomes as defined in the project plan) will undergo a project retrospect before deciding on remedial action;
8. Taking its lead from the *Legislature's Communications Strategy*, it is believed that: "every event in the Legislature should be regarded as an opportunity" to Learn, Share and Grow individual and institutional knowledge resources in the organisation;
9. Projects will run concurrently to ensure maximum impact and to maximise staff interest; and





10. Following on from the *Legislature's Human Resource Strategy* it is recommended that this implementation plan be mindful of the joint responsibility of other departments and staff to ensure that Knowledge Management becomes an integrated part of the Legislature's landscape.

Specific Knowledge Management projects that each individual legislature could select to implement dependent on their resource envelope or availability and Knowledge Management readiness after the Knowledge Management Audit, are detailed below in Section 14.

14. CRITICAL SUCCESS FACTORS AND MINIMUM STANDARDS FOR INSTITUTIONAL ADVANCEMENT OF KNOWLEDGE MANAGEMENT

- The creation of a collaborative platform where innovation programmes and initiatives of knowledge management across the Legislative Sector can be coordinated and supported.
- The identification of common knowledge management challenges and related solutions throughout the Legislative Sector.
- Identification and benchmarking of technologies to be implemented and the exploration of economies of scale.
- The development of a model of peer-to-peer learning and sharing grounded in the experience and practices within the Legislative Sector.
- The implementation of a database of identified experts within Knowledge Management for use throughout the sector.
- The engagement of identified experts in Sector Specific Knowledge Management Events, Forums, and other areas.
- Production of Annual Assessment Report and Bi-Annual Evaluation on the implementation of the Framework across the Sector.

Each individual institution will need to consider the above list and select specific factors that are relevant to their context in relation to the available resources. Other additional projects can also be initiated and included.





15. INSTITUTIONAL ARRANGEMENTS FOR KNOWLEDGE MANAGEMENT – FUNCTIONAL STRUCTURES, ACCOUNTABILITIES, ROLES AND RESPONSIBILITIES

This section of the Framework serves as a guide for the general knowledge management institutional arrangements, accountability and related roles & responsibilities of the key stakeholders within the Legislatures. The section further details the ideal scenario in which a fully-fledged Knowledge Management Functional set-up may be operational, and it concludes with an interim more pragmatic institutional arrangement for a Knowledge Management team that is made up of existing organisational staff that play a key role on Knowledge Management within that institution.

15.1 FUNCTIONAL SYSTEMS AND UNITS

This framework puts forward a process where individual institutions can or may encourage functional units to coordinate, implement, manage, oversee and monitor how culture and systems of knowledge management are implemented in the Legislative Sector.

The framework proposes that there should be a *driver of knowledge management processes* within the Legislatures. The driver must oversee the implementation of Knowledge Management programme within the institution. A Knowledge Management Policy must be developed and adopted to explain the roles and responsibilities of the Knowledge Management Driver and the functions and parameters of the Knowledge Management Core Team. It is desirable for the team to report to the Legislative Governance Structure any other governance structure available such as the Audit Committee.

The Knowledge Management Core Team based on institutional arrangement shall be focusing on overseeing the implementation of the KM Framework and Strategy, and provide accountability quarterly to the relevant accounting structure as determined by policy.

15.2 KNOWLEDGE MANAGEMENT FUNCTIONAL SET-UP AND INTERIM ARRANGEMENTS

The ideal roles and responsibilities in a fully-fledged Knowledge Management Functional set-up is as per below:

- To place Knowledge Management within a theoretical and historical context;
- To critically appraise Knowledge Management solutions;



- To manage organisational knowledge effectively, as a strategic asset, to further the organisations objectives;
- To manage organisational knowledge effectively.

An Illustration of where Knowledge Management fits within a Legislature is detailed below. Included below is a graphical representation of an ideal structure that legislatures may adapt according to their own institutional arrangements.



Limited resources within an institution can lead to the failure of Knowledge Management strategy implementation. One of the first steps necessary to try and guarantee success is to *create a core team of people* who are able to actively support Knowledge Management implementation. More importantly, since budgets are often low, the core team need to have the skills and competencies necessary to assume this new function and combine it with their daily work in the organisation. This implies that staff already employed in areas related to Knowledge Management would be pulled together into a project type structure (matrix style) that is responsible for overseeing the implementation of the Knowledge Management strategy, whilst maintaining their current job roles. They would not be expected to implement the strategy themselves, as the only resources, but through the institutions' entire resource complement as Knowledge Management is a cross-cutting function. This Knowledge Management team would be the central point of coordination, reporting and evaluation of Knowledge Management within the institution.

During this time a Knowledge Management champion with the right mix of practical experience and academic qualification could head up and guide the function.



15.3 ROLES AND RESPONSIBILITIES

The success of institutions on the implementation of the KM Framework and Strategy is depended on the cooperation and contributions of all stakeholders and role players within the organisation. Below listed stakeholders and role players are the nuclei to the set goals of building Knowledge Management culture within the Legislative Sector.

Principal Stakeholders

Principal stakeholders include the Presiding officers and political leadership of the respective parliament/ legislature. While these stakeholders do not have a specific knowledge management role, it is important that they buy into the implementation of the Knowledge Management Strategic Framework.

- Office of the Speaker (Speaker for NA and Chairperson of the NCOP)
- Deputy Speakers
- Chair of Chairs
- Chief Whip

Key Roleplayers:

Key role players include the Secretary to Parliament or Legislature, Knowledge Managers, and Core Functional Units within Parliament/ Legislatures. These role players are expected to be the champions or drivers of the implementation of the Knowledge Management Strategic Framework according to their expertise with the below responsibilities on knowledge management.

Office of the Secretary

The Secretary to the Legislature as the Chief Executive Officer shall speak on behalf of the institution on administrative matters, of which there must be consultations with the Speaker. The Secretary is therefore the most senior administrative officer that can make decisions relating to, support, delegate and allocate resources to Knowledge Management projects/processes within the institution. The Secretary is also the ultimate accountable person in terms of the institutions progress and development of Knowledge Management and the project sponsor of critical Knowledge Management projects.

Knowledge Management Services

Knowledge Management Services are responsible for facilitating the harvesting of knowledge, generating ideas and assessing the value of knowledge in the Legislatures.





Research

Research has the responsibility to facilitate the creation, capturing, sharing and application of new knowledge throughout the institution.

Library Services

Library services are responsible for the storage of existing and new knowledge and the making available of the knowledge to various users within the Legislature.

Records Management and Archive Services

Records Management and Archive Services are responsible for filing, e-filing and archiving of documents within the Legislature.

Information and Communication Technology (ICT)

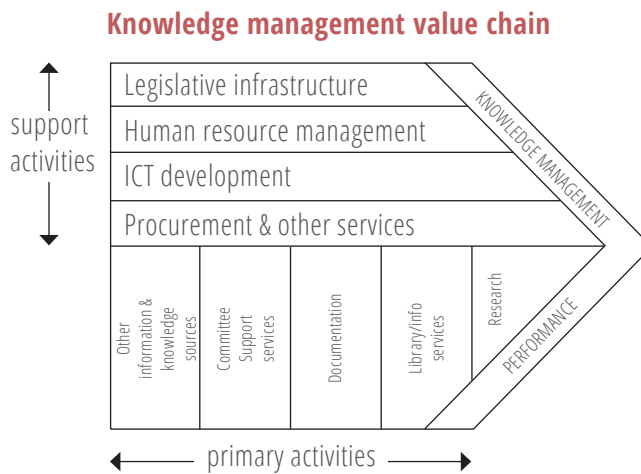
ICT is responsible for the implementation of technology which is critical enabler for Knowledge Management.

MINIMUM STANDARDS FOR EACH INSTITUTION

1. Each institution should have a policy governing knowledge management matters
2. There should be a driver of knowledge management processes within the Legislatures.
3. The Secretary to Parliament or Legislature should become a champion driver of the implementation of the framework
4. Each Legislature should establish Core Teams of Knowledge Management within the Legislature
5. There should be a Governance Structure that monitors and assess knowledge management activities within the Legislative Sector



Below is a value chain proposal for knowledge management:



Source: Porter Value Chain

Other Stakeholders include Parliamentary Core Business Services and Administrative Support Services.

16. MEASUREMENT OF KNOWLEDGE MANAGEMENT IN THE LEGISLATURES – OUTPUTS, OUTCOMES AND IMPACTS

Measurement is undoubtedly the least developed aspect of knowledge management, especially within the Legislative Sector, which is not surprising given the difficulties in defining it – let alone measuring it (APKN, 2013:2). Without measurable success, however, enthusiasm and support for knowledge management within the Legislative Sector is unlikely to be sustainable. And without measurable success, you are unlikely to be able to identify what works and what doesn't, and therefore make an informed judgement about what to carry on doing and what to change. (APKN, 2013: 2).

Given that the whole point of knowledge management within the Legislative Sector is to improve the performance of the Legislature and to help it to achieve its objectives, the best and most logical approach is to tie in the measurement of the impact of knowledge management within Legislature's overall performance measurement systems.



Performance Monitoring and Evaluation depend directly on effective planning and the clear definition of indicators and targets.

- Measuring **outcomes** focuses on the extent to which a project or a process achieves its stated organizational and KM objectives. The success of the project or process serves as a proxy measure for the success of the knowledge management practices embedded in it.
- Measuring **activities** then shifts the focus on to the specific knowledge management practices that were applied in the project or process. What were the specific knowledge management activities and what was their effect? In measuring activities, you are looking specifically at things like how often users are accessing, contributing to, or using the knowledge resources and practices you have set up. Some of these measures will be quantitative ('hard') measures such as the number and frequency of hits or submissions to an intranet site per employee. However, these measures only give part of the picture – they do not tell you why people are doing what they are doing. Hence to complete the picture, you will also need qualitative (soft) measures by asking people about the attitudes and behaviours behind their activities.

For measuring outcomes and activities, qualitative indicators will help to determine whether progress is made on both the outcomes and activities. Such indicators could include:

- Staff members have shown an increase in critical thinking and communication skills which enable them to synthesize, sort and summarize information and knowledge as they work and interact with peers; and
- There is a conscious effort to learn before, during and after key projects and activities using established learning processes.

The monitoring, evaluation and reporting of programme performance is imperative in the continued efforts aimed at strengthening of programme performance management in the Legislature. These efforts are essential in ensuring effective and efficient implementation of the Five-Year Strategic Plan and the Annual Performance Plan of the Legislature which should culminate in the attainment of strategic results-oriented goals and strategic objectives.

This will present the Legislature with the possibility of fulfilling and achieving the mandate and the vision of the Legislature. The management of programme performance is also useful in determining the extent to which the Legislature is meeting its planned objectives and targets (predetermined objectives). The Legislature must therefore ensure effective reporting, monitoring and evaluation of programme performance through the quarterly, mid-term and annual performance reports in line with an agreed upon annual schedule for submission and review of such reports.





Knowledge Management is the overarching tool that links the information flow and reporting processes from the Strategic Plan of the Legislature, all the way through to the budget and quarterly reporting processes.

Measuring the Impact of Knowledge Management within the Legislative Sector:

The implementation of the Knowledge Management Strategic Framework will be measured by the following performance indicators:

Phase 1 Indicators:

- Development of an institutional Knowledge Management Strategy
- Develop a Knowledge Management Policy
- Inclusion of Knowledge Management Activities of the institutional Plans
- Budgeting/Funding of KM structure and activities
- Establishment of an appropriate KM structure
- Conducting a baseline study indicating the current status of KM practices at institutional level.

Phase 2 Indicators:

- No/% of employees/stakeholders indicating a higher level of awareness of Knowledge Management activities/purpose/functioning.
- No/% of stakeholders indicating an improvement in efficiency/effectiveness of Knowledge Management services.
- No/% of employees/stakeholders that indicate they feel more empowered to participate in Knowledge Management related activities/projects/events.

The most commonly used evaluation approaches in M&E however, are **PROCESS** and **OUTCOMES** evaluation. These are described below:

PROCESS EVALUATION	OUTCOMES EVALUATION
Activities/Outputs	Objectives/Outcomes
Implementation	Results
"Are we doing what we planned?"	"Changes for beneficiaries?"
"Are we reaching the target group?"	"What are the results?"
"Context"	"What difference are we making?"
Efficiency	Effectiveness
Strengths and Weaknesses	Achievements
Time: earlier in the life of the intervention/programme	Time: later in the life of the intervention/programme





Things to consider when communicating results:

1. Ensure clarity of messages for specific audiences
2. Agree on the frequency for communicating information
3. Ensure timeliness (keep momentum)
4. Consider location (in order to get feedback)
5. More than one report is often useful (different purposes)

Key elements for the evaluation report of knowledge management:

- Background of project: Purpose and objectives of the programme
- Description: What was evaluated?
- Purpose of evaluation: Why the evaluation was conducted
- Methodology: How was it conducted
- Obstacles: Problems in design or implementation
- Results: What you found and what application it has to the programme

17. RECOMMENDATIONS AND MINIMUM STANDARDS FOR KM IMPLEMENTATION

17.1 MINIMUM STANDARDS FOR KM IMPLEMENTATION

Contain herein are the minimum standards for the development and implementation of an effective knowledge management programme within the Sector.

- All Legislatures are to develop an institutional Knowledge Management Strategy after the adoption of the framework by SALSA.
- Each individual legislature should conduct a baseline study indicating the current status of KM practices at institutional level.
- All legislatures to include Knowledge Management activities in their institutional plans following the development of a strategy.
- Establishment of appropriate KM Functional Set-ups and Interim Arrangements in the institutions following the adoption of the framework by SALSA to facilitate dedicated effort towards mainstreaming of KM activities and implementation.





17.2 IMPORTANT OUTCOMES OF KNOWLEDGE MANAGEMENT INITIATIVE

Knowledge management initiatives have the potential to transform Legislatures by increasing their administrative efficiency, improving information access and dissemination, and enhancing interaction between Legislatures and citizens. Knowledge will enable Members including officials to deal effectively with their work demands and information within the South African Legislative Sector. Once knowledge management initiatives are captured, the following outcomes can be retained:

- Legislatures will have internal information flow that serves legislatures and their stakeholders.
- Legislative Sector will have an effective filing system that contains policy directives, procedures, publications and reports.
- Members, officials and citizens of the South African community will be able to visit and get information at a quick rate from the Legislative Sector central repository.
- Easy flow of information between Legislatures and outside institutions. The example will include access to information databases, meetings, committee reports, briefs, minutes, memoranda, etc
- Knowledge will become digitalized, stored and made readily available within and between Legislatures.
- Members and officials of the Legislative Sector will be able to draw information regarding oversight visits and other legislative activities. This will include information about where the visit was conducted, when, who were present, what were the resolutions, etc
- Members and officials will be able to search and gain access to issues raise in the South African Parliament including the Provincial Legislatures.
- The Business Knowledge will become available to all parliamentary stakeholders.
- The Legislative Sector will become an institution that is knowledge driven where needs analysis informs and drives resource allocation, access to integrated on-line systems, and data capturing dedicated to innovative knowledge management systems.

17.3 IMPLEMENTATION PLAN

From the content of this framework and the research processes of its development, various areas of action have been highlighted that will support and enable the individual institutions and the sector as a whole to align their knowledge management strategies and practices with each other for the better integration of sector work.



The recommendations for implementation of these various areas of action can be categorized into the following programmes, inclusive of deliverables, activities, timings and dependencies:

PROGRAMME		PHASE 1 – PREPARATION OR GROUND BREAKING
Goal	Create a conducive environment for the implementation of KM programme	
Deliverables	• Establishment of the Legislature KM Governance – Appointment of KM Sponsor and Champion, establishment of KM Teams • Development of Knowledge Management Policy • Development and Adoption of KM Strategy by legislature • Identify & implement appropriate IT Infrastructure or sharing technologies • Well-functioning website portal • Knowledge Audit Report	
Associated Activities	• Framework presented to the Executive/relevant structure of each institution for consideration • Identification of KM Working Teams • Knowledge Audit or Baseline Study or Research • Scenario scoping and consultation with all relevant stakeholders and role-players • Identification of KM needs • Benchmarking on technologies to be used and implemented for KM strategy • Development of a Knowledge Management Policy • Development of a KM Strategy for the legislature • Identify a Champion or Driver of KM processes in the legislature to oversee the implementation of KM programme	
Enablers	• KM Sponsor • KM Champion or Legislature's KM Liaison Person • KM Teams • Sound IT infrastructure or portal	
Timeframe	Depending on institutional arrangements	



PROGRAMME		PHASE 2: ALIGNMENT TO IMPLEMENTATION
Goal	Alignment of internal processes within the institution to ensure achievement of the Knowledge Management strategy. <u>Focus Alignment:</u> People, Process, Technology and Budget.	
Deliverables	- Align KM practices and activities with the institution's strategic plan, for the better implementation and integration of KM strategy in the legislature. - KM Action Plan with appropriate programmes and projects - Distribution Mechanism Tool or Communication Strategy for knowledge management matters - Knowledge Management Indicators or Measures defined in the Annual Performance Plan of the institution - Database of KM Experts - KM Awareness Campaign	
Associated Activities:	- Aligning people with task and activities, technologies with processes and system, and budget with programmes. - IT systems analysis - Work flow and business analysis - Knowledge products reviewed to determine their appropriateness and relevance - Identify specific activities and projects that can lead to the achievement legislature's knowledge management strategic goal - Working out a plan to let internal and external users aware of KM activities and plans	
Enablers	- A strategic and knowledgeable KM Champion or Officer - Dedicated KM Team - Supportive Managers and Legislative Staff - Appropriate IT infrastructure for communication within and across legislatures - Sufficient budget for KM programmes	
Timeframe	Depending on institutional arrangements	
PROGRAMME		PHASE 3: CAPACITY DEVELOPMENT
Goal	To build the capacity of knowledge management practitioners for the benefit of the sector including individual legislatures. To equip staff and make resources available that will allow officials to perform their knowledge management duties.	
Deliverables	- Capacity Development for Knowledge Management needs as part of the strategic processes and plans of the legislature - Better qualified and Technical resource team within the institution - Legislature KM Training Schedule - Legislatures becoming Knowledge Centres - Efficiency and improvement on KM service delivery tasks - Establishment of effective Community of Practices (CoPs) for KM	





Associated Activities:	• Usage of knowledge material and people to demonstrate better practice of knowledge • Internal and external ongoing training of practitioners • Capacity building opportunities – workshops, knowledge maps • Knowledge Management focussed mentoring programmes e.g. peer coaching • Implementation of KM database • Participation in KM summits, seminars, conferences, annual indabas, and research colloquiums. • Study tours
Enablers	• Champion of Knowledge Management Capacity Programme in the legislature • Deployment of a strategy for the allocation of resources to Knowledge Management Programme
Timeframe	Depending on institutional arrangements
PROGRAMME	PHASE 4: MONITORING AND EVALUATION
Goal	To measure the impact of KM in the legislatures and encourage regular reporting on the activities of KM, with the aim of identifying common KM challenges and solutions, and improving performance on KM activities and programmes
Deliverables	• Implementation of Monitoring and Evaluation Mechanisms for Knowledge Management within the individual institutions Quarterly and Annual Assessment Report on the implementation and performance of legislatures on Knowledge Management mattersInclusion of KM activities in the Annual Plan of individual legislatures
Associated Activities:	• Implementation of Integrated Legislature support programme for Knowledge Management • Creation of a culture of consistent reporting on Knowledge Management plans and activities in the legislature. • Consistent reporting on the programmes and initiatives of Knowledge Management Forum
Enablers	• Clearly defined role of Knowledge Management • Inclusion of KM programme with measurable indicators in the Annual Performance Plan of the institutions. • Establishment, at institutional level, of an Assessment or Evaluation Mechanism of KM activities and programmes
Timeframe	Depending on institutional arrangements





18. CONCLUSION

The South African Legislative Sector required the development of a sector wide Knowledge Management Strategic Framework. The purpose of this Framework is to provide documented guidelines, norms and standards for building a knowledge management culture within the Legislative Sector. It is also aimed at providing a platform for shared understanding, alignment and minimum requirements and guidelines for Knowledge Management so that each individual institution can use this as a baseline. This framework includes a comparative analysis of good practices in terms of Knowledge Management and possible best practices within the sector and in the market.

All the critical, basic and common elements related to Knowledge Management are also captured in this framework to ensure its robustness and sustainability. This document puts forward elements and encapsulates the various processes that have been undertaken (desk-top research, interviews, focus groups and comparative studies) in order to derive a sector wide Knowledge Management Strategic Framework.





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