



DEPARTMENT OF
ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM

REF: 2/10

ENQ: Ms MABALE K.H.

TO: HEAD OF DEPARTMENT

FROM: DIRECTOR: STRATEGIC OPERATIONS

SUBJECT: APPROVAL: DEPARTMENTAL KNOWLEDGE MANAGEMENT POLICY 2021

1. PURPOSE

The purpose of this memorandum is to request approval of the above mentioned Policy that has been reviewed.

2. SUMMARY AND BACKGROUND

An audit finding on the above mentioned Policy was previously raised against the Department for its failure to review this policy on time. Management indicated that stopped the process of reviewing the policy because of the instruction from Office of the Premier's Policy Coordination Unit for all the departments in the province to stop developing their own Knowledge Management Policies. OTP indicated that the Office is busy developing/reviewing a transversal policy on Knowledge Management currently. However, departmental management resolved that the Policy Unit within the department should continue to review and finalise the process for policy approval. The Department would only withdraw its policy once Office of the Premier has finalised and had the transversal policy approved.

3. DISCUSSION

The Policy was sent to all employees including management for comments and inputs and the inputs have been incorporated.

4. OTHER CHIEF DIRECTORATES CONSULTED

Records Management Unit as the custodian of Knowledge Management Policy has been consulted.

5. COMMUNICATION IMPLICATIONS

The Policy was sent to all employees through Communication Services for comments and inputs. It will be placed on the departmental intranet for ease access by employees after approval.

6. PERSONNEL/HUMAN RESOURCE IMPLICATIONS

All employees are expected to comply with the requirements of the Policy upon approval.

7. FINANCIAL IMPLICATIONS

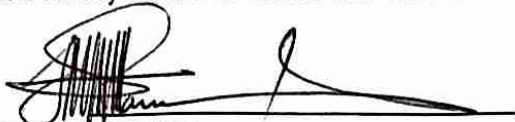
Approval of policies
None.

8. LEGAL IMPLICATIONS

The Legal Services Unit confirmed compliance of the Policy with the legal requirements.

9. RECOMMENDATIONS

It is hereby recommended that the attached Policy be approved for implementation.



M J MAMOGALE

DIRECTOR: STRATEGIC OPERATIONS

RECOMMENDATIONS SUPPORTED/~~NOT SUPPORTED~~




D F MUTHAPO

CHIEF DIRECTOR: GITO

Date: 17/05/2021

RECOMMENDATIONS APPROVED/~~NOT APPROVED~~/~~APPROVED WITH AMENDMENTS~~



NS KGOPONG

HEAD OF THE DEPARTMENT

Date: 17/05/2021



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM**

KNOWLEDGE MANAGEMENT POLICY

2021

TABLE OF CONTENTS

No	Contents	Page
1.	Acronyms	3
2.	Definitions	3
3.	Background	4
4.	Introduction	5
5.	Purpose and objectives	5
6.	Authority of the policy	6
7.	Scope of application	6
8.	Principles	6
9.	Legal Mandates	6
10.	Policy pronouncements	7
11	Roles and responsibilities	8
12	Default	10
13.	Inception Date	10
14.	Policy review	10
15.	Enquiries	10
16.	Approval	10

Knowledge Management Policy

1. ACRONYMS

DPSA : Department of Public Service and Administration

HOD : Head of Department

LEDET: Limpopo Department of Economic Development, Environment and Tourism

2. DEFINITIONS

2.1 'LEDET knowledge community' means LEDET employees who share information of a given topic through continuous learning and sharing of knowledge;

2.2 'communities of practice' means groups of people who share a passion for something that they are acquainted with and who interact regularly in order to improve their knowledge;

2.3 'Department' means Limpopo Department of Economic Development, Environment and Tourism;

2.4 'employee' means all male and female persons who are appointed in terms of the Public Service Act, 1994 as amended within the Department of Economic Development, Environment and Tourism;

2.5 'explicit knowledge' means knowledge that can be captured and written down in documents or databases, it can also be structured or unstructured;

2.6 'information' means data that is organised, patterned, grouped, and/or categorised;

2.7 'knowledge' means the acquisition, understanding and interpretation of information which comprises of a body of facts and principles accumulated by human kind over the course of time;

Knowledge Management Policy

- 2.8 'knowledge centre'** means a place on the departmental library, intranet or website used to share individual and institutional memory;
- 2.9 'knowledge creation'** means the formation of new concepts and ideas created through interactions amongst individuals;
- 2.10 'knowledge management'** means managing, sharing, utilising and creating knowledge and information of an organisation;
- 2.11 'knowledge sharing'** means passing of knowledge to others. It can take place in situations such as a workshop setting, through e-mails, discussions, office notes, and translation into other languages;
- 2.12 'knowledge storing'** means making knowledge accessible and visible through database on the web based information system such as intranet and team filling systems, archiving;
- 2.13 'knowledge use'** means application of knowledge to organisational decisions;
- 2.14 'learning organisation'** means an organisation that promotes systems thinking, encourages proficiency, responsibility and commitment in knowledge sharing and supports team learning; and
- 2.15 'tacit knowledge'** means knowledge that is difficult to share or transfer to others, it is attained through intuition, insight, experience and personal wisdom.

3. BACKGROUND

Knowledge is a critical asset of any organisation and it assists in providing sound policy advice and decision-making, organisation effectiveness and continuous improvement in service delivery. There is loss of irrecoverable knowledge within the

Knowledge Management Policy

Department through retirement, staff turnover and lack of skills transfer.

4. INTRODUCTION

Knowledge management is a management approach that focuses on the nurturing, enrichment and exploitation of the Department's information and knowledge resources and assets. It uses various practices to capture, process, disseminate, use and manage both tacit and explicit information. The knowledge which employees acquire through processes such as studies, conferences and on job training should be shared and re- used within the Department.

5. PURPOSE AND OBJECTIVES

5.1 The purpose of this policy document is to:

- 5.1.1 prevent the loss of valuable information and knowledge by creating a knowledge sharing environment.
- 5.1.2 enable employees in the Department to avail information voluntarily for preservation.
- 5.1.3 maximise knowledge management in the Department.
- 5.1.4 preserve critical knowledge and encourage employees to share and use the preserved information.
- 5.1.5 create awareness of existing knowledge.

5.2. The objectives of this policy are as follows:

- 5.2.1 Provide effective access to information by establishing repository where harvested information is stored.
- 5.2.2 Provide guidance on how to manage knowledge in the Department by encouraging continuous organisational learning.
- 5.2.3 Ensure that strategic knowledge is harvested and shared effectively to enhance

Knowledge Management Policy

departmental performance.

5.2.4 Prevent loss of knowledge when employees leave the Department by capturing and storing such information for future use.

5.2.5 Promoting the Knowledge Management programme to management and amongst all employees.

6. AUTHORITY OF THE POLICY

The policy is issued under the authority of the Head of Department (HOD) as the Accounting Officer for LEDET.

7. SCOPE OF APPLICATION

The Knowledge Management Policy is applicable to all employees within the Department of Economic Development, Environment and Tourism, Limpopo Province.

8. PRINCIPLES

8.1 Knowledge Management Policy is underpinned by the following principles:

8.1.1 Access to information and knowledge.

8.1.2 Effective capturing, retention and leveraging employee's tacit knowledge and intellectual capital for organisational decision making.

8.1.3 Enhance organisational knowledge through knowledge communities.

9. LEGAL MANDATES

The Knowledge Management Policy is guided by the following Legal Mandates:

9.1 The Constitution of the Republic of South Africa, Act 108 of 1996, as amended.

9.2 Public Services Regulation, 2016.

Knowledge Management Policy

9.3 Public Service Act 103 of 1994, as amended.

9.4 National Archives and Records Service Act 158 of 2002 .

9.5 Promotion of Access to Information Act 2 of 2000.

9.6 Promotion of Administrative Justice Act 3 of 2000.

9.7 Public Finance Management Act 1 of 1999;

10. POLICY PRONOUNCEMENTS

LEDET seeks to be a learning organisation and makes knowledge management part of its work process as guided by the 2013 Limpopo Provincial Knowledge Management Strategy and Implementation plan. Knowledge management enhances the efficiency of an organisation by ensuring that all employees have access to the expertise held within the Department.

10.1 THE BENEFITS OF KNOWLEDGE MANAGEMENT

LEDET intends to optimise the situational awareness amongst its employees which will in turn enhance departmental improvement. Knowledge Management will benefit the Department through the following:

10.1.1 Encouraging knowledge sharing.

10.1.2 Accumulating, storing and sharing specialised knowledge.

10.1.3 Capturing knowledge of key employees before they leave the Department.

10.1.4 Enhances the effectiveness and efficiency of the Department.

10.2 CREATION OF KNOWLEDGE PORTAL

10.2.1 Knowledge Management policy intends to create a digital platform where employees of the Department shall access relevant information which will assist them in their development and daily operations within their work spheres.

10.2.2 Knowledge portal will be created where relevant valuable knowledge worth

Knowledge Management Policy

sharing with employees shall be placed for easy access by all LEDET employees.

10.2.3 Departmental knowledge portal shall comprise of all relevant information which intends to create awareness, enhance expertise, productivity and service delivery such as the following:

- a. Presentations and webinars;
- b. Educational and organisational Interviews;
- c. Orientation programme for newly appointed employees;
- d. Departmental speeches;
- e. Interactive sessions;
- f. Trainings, departmental case studies; and forums.

10.3 KNOWLEDGE SHARING

10.3.1 Employees who have valuable knowledge can influence fellow employees with their knowledge and assist them in their development, career paths and in their daily operations.

10.3.2 Sharing of knowledge shall be voluntarily, no employee shall be compelled to share knowledge without his or her consent.

10.3.3 Any employee who wants to share departmental knowledge with the external stakeholders shall seek permission from the Department.

10.3.4 No sensitive information shall be placed on the departmental knowledge portal.

11. ROLES AND RESPONSIBILITIES

11.1 DIRECTOR: INFORMATION AND RECORDS MANAGEMENT

The Director: Information and Records Management Unit shall be responsible for the following:

11.1.1. Ensures all information which is placed on the departmental portal enhances good

Knowledge Management Policy

governance and best practices.

- 11.1.2 Screening of all information before it is placed on the departmental portal.
- 11.1.3 Ensures the appointment of knowledge management steering committee.
- 11.1.4 Develops knowledge management policy, strategic and implementation plan.

11.2 CHIEF KNOWLEDGE OFFICER OR DEPUTY DIRECTOR: KNOWLEDGE MANAGEMENT

The Chief Knowledge Officer shall have the following responsibilities:

- 11.2.1 To coordinate knowledge management practices within the Department.
- 11.2.2 To manage the day to day operations of the Knowledge Management Unit.
- 11.2.3 To develop Knowledge management metrics and benchmark knowledge Management processes.
- 11.2.4 To implement knowledge management programmes and establish a library or resource centre services in the Department.
- 11.2.5 To provide on-going training on knowledge management programmes.
- 11.2.6 To liaise with all coordinators of knowledge platforms within the Department that promote knowledge sharing.

11.3 KNOWLEDGE MANAGEMENT STEERING COMMITTEE

Knowledge management Steering Committee which is appointed by the HOD at the level of Deputy Directors upwards has the following responsibilities:

- 11.3.1 Oversees and provide advise on the implementation and management of knowledge management.
- 11.3.2 Provides the capacity and strategic direction for information, knowledge and appropriate change management in the Department.
- 11.3.3 Reviews the knowledge management processes with regards to knowledge harvesting and sharing to key employees exiting the Department.

Knowledge Management Policy

11.3.4 Prevents loss of institutional memories and intellect through encouraging knowledge sharing.

12. DEFAULT

Failure to comply with the provisions of this policy shall be dealt with in terms of the Public Service Disciplinary Code and Procedures as amended.

13. INCEPTION DATE

The inception date of this policy is 30 (thirty) days after approval by the HOD.

14. REVIEW

This policy shall be reviewed every 36 (thirty six months)

15. ENQUIRIES

Enquiries regarding this policy shall be directed to the Director: Information and Records Management.

16. APPROVAL

Approved by:



HEAD OF DEPARTMENT: LEDET



DATE