

KNOWLEDGE MANAGEMENT FOR SERVICE DELIVERY IN THE SOUTH AFRICAN PUBLIC SECTOR

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TABLE OF CONTENT

1. INTRODUCTION
2. KNOWLEDGE MANAGEMENT IN GENERAL
 - Knowledge management in context
 - Why Knowledge management?
 - Knowledge management for service delivery – value proposition
3. SERVICE DELIVERY IN SOUTH AFRICAN PUBLIC SECTOR
 - Spheres of government in service delivery in South Africa
4. LINKING KNOWLEDGE MANAGEMENT TO SERVICE DELIVERY
 - FINDING 1: There are multiplicities of complex interacting agents contributing to poor quality service delivery
 - FINDING 2: The leveraging of knowledge management for service delivery is misunderstood in the public sector in general
 - FINDING 3: In South Africa, the public sector is committed to improving the quality of service delivery across all spheres of government particularly in local government
 - Why the need for KM for service delivery
1. CRITICAL SUCCESS FACTORS FOR KNOWLEDGE MANAGEMENT TO DRIVE SERVICE DELIVERY EXCELLENCE
2. EXAMPLES OF KM TOOLS e.g. FRAMEWORK, KMA PORTAL

INTRODUCTION

- **The purpose of this paper is to share with the Conference the findings of the research conducted on Knowledge Management for Service Delivery in the South African Public Sector in 2007/2008 .**
- **The concern was why is it that after the new Government in South Africa took office in 1994 and have addressed so many of the service delivery challenges, service delivery strikes have continued from the community and public servants perspectives.**
- **Experiences from different countries (e.g. Canada, United States, Australia, New Zealand) have shown that service delivery through knowledge management can be fast tracked. There is unfortunately no African experience on how knowledge management can be leveraged to improve service delivery.**
- **Part of this study was to come up with models on how to leverage KM for service delivery particularly to avert service delivery strikes that continue to take place in South Africa.**
- **The South African experiences from this research are more African than European and can be modelled and shared in the continent to improve service delivery in local government. Thus the reason for this presentation.**



KNOWLEDGE MANAGEMENT

KNOWLEDGE MANAGEMENT IN CONTEXT

WHAT IS KNOWLEDGE MANAGEMENT?

Ask 100 different people and you will get 100 different definitions

- The definition of knowledge management is difficult
- Myths about KM abound e.g. capturing knowledge held in peoples heads
- Researchers and practitioners have yet to agree on a definition
- Many people believe that knowledge management is information or has to do with information technology, document management, building information portals, etc.



My understanding of KM from the Knowledge Management Africa perspective is creating value by leveraging human capital and institutional capability to deliver quality services in a smart and sustainable manner.

WHY KNOWLEDGE MANAGEMENT?

WHY ALL THE NEW INTEREST, GLOBALLY, IN KNOWLEDGE MANAGEMENT?

The increased interest in knowledge management has created blocks of KM around the globe, with initiatives such as Knowledge Management Europe and Knowledge Management Africa

- Generate and share knowledge to improve service delivery
- Share best practice and provide a total value-added package to communities we serve
- Create and innovate new products and services as service delivery demands change e.g. on energy, food security, water challenges
- Share knowledge across government – create open society and e-government learning
- Build capacity of knowledgeable knowledge workers across government (multi-skilling and skills-transfer)
- Build customer relations by providing better customer solutions and communication – knowledge society and knowledge economy
- Avoid repeating mistakes that end up being costly and impacting on service delivery
- Avoid duplicating work by reinventing the wheel and causing a delay in delivery services to the populace

KM VALUE PROPOSITION



To position Knowledge Management as a tool for Service Delivery in general we should:

- use knowledge to **add value to products and services**
- use knowledge to **build institutional and human capacity**
- use knowledge to **innovate new products and services**
- use knowledge to **solve complex development problems**
- use knowledge to **improve business practices**
- use knowledge to **improve decision-making**
- use knowledge to **manage and grow a valuable knowledge asset**
- use knowledge to **grow our economies e.g. knowledge economy**
- use knowledge to **improve the quality of life of our communities**

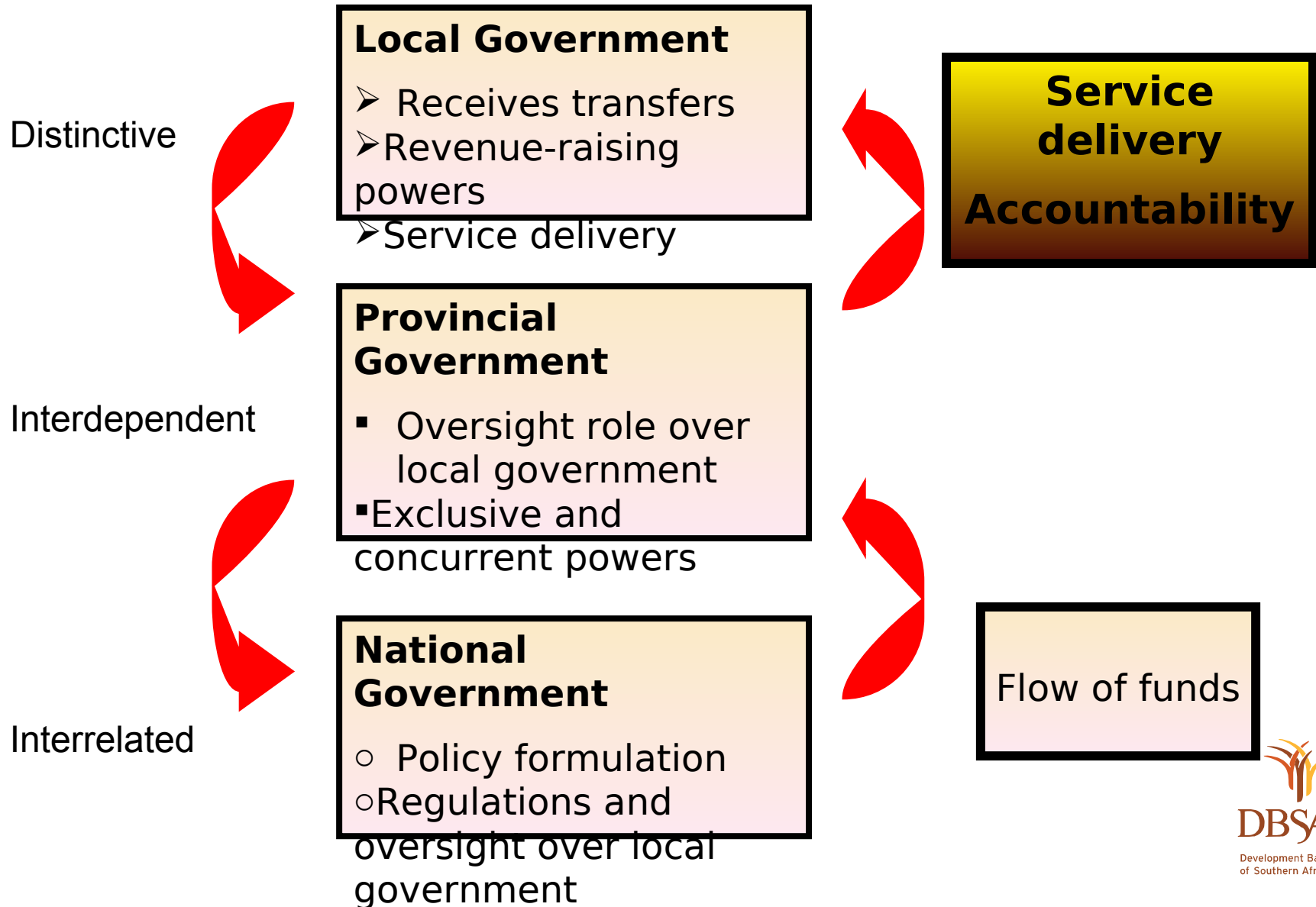
VALUE PROPOSITION FOR AFRICAN GOVERNMENTS

WHY KNOWLEDGE MANAGEMENT IS IMPORTANT IN THE PUBLIC SECTOR?

- **All governments around the globe are interested in two broad objectives:**
 - **providing quality services**
 - **maintaining acceptable, just, orderly and secure society**
- **Governments believe that if these two objectives are met then freedom from ignorance, unemployment, poverty and crime will be attained.**
- **As the public sector continues to work with the private sector and the two learn from each other, the public sector begins to acknowledge the importance of KM and to recognize its value in product development and service delivery.**

SERVICE DELIVERY

SPHERES OF SOUTH AFRICAN GOVERNMENT IN SERVICE DELIVERY



LINKING KNOWLEDGE MANAGEMENT TO SERVICE DELIVERY

FINDING 1: THERE ARE MULTIPLICITIES OF COMPLEX INTERACTING AGENTS CONTRIBUTING TO POOR QUALITY SERVICE DELIVERY

The main complex interacting agents are:

- **Level of institutional capacity**
 - Public servants working conditions e.g. police and nurses
- **Level of integration and coordination**
 - Silo mentality and uncoordinated service delivery plans
- **The quality of human capital**
 - Lack of skills and commitment
- **The capacity to spend financial allocations**
 - Fraud and corruption
- **Organisational culture**
 - Values and beliefs (culture of entitlement)
- **Performance management**
 - Culture of non-performance
- **Bureaucratic structure/institutional arrangements**
 - Complex decisionmaking process and systems

WHAT SHOULD BE DONE TO ADDRESS THESE

KM FOR QUALITY SERVICE DELIVERY

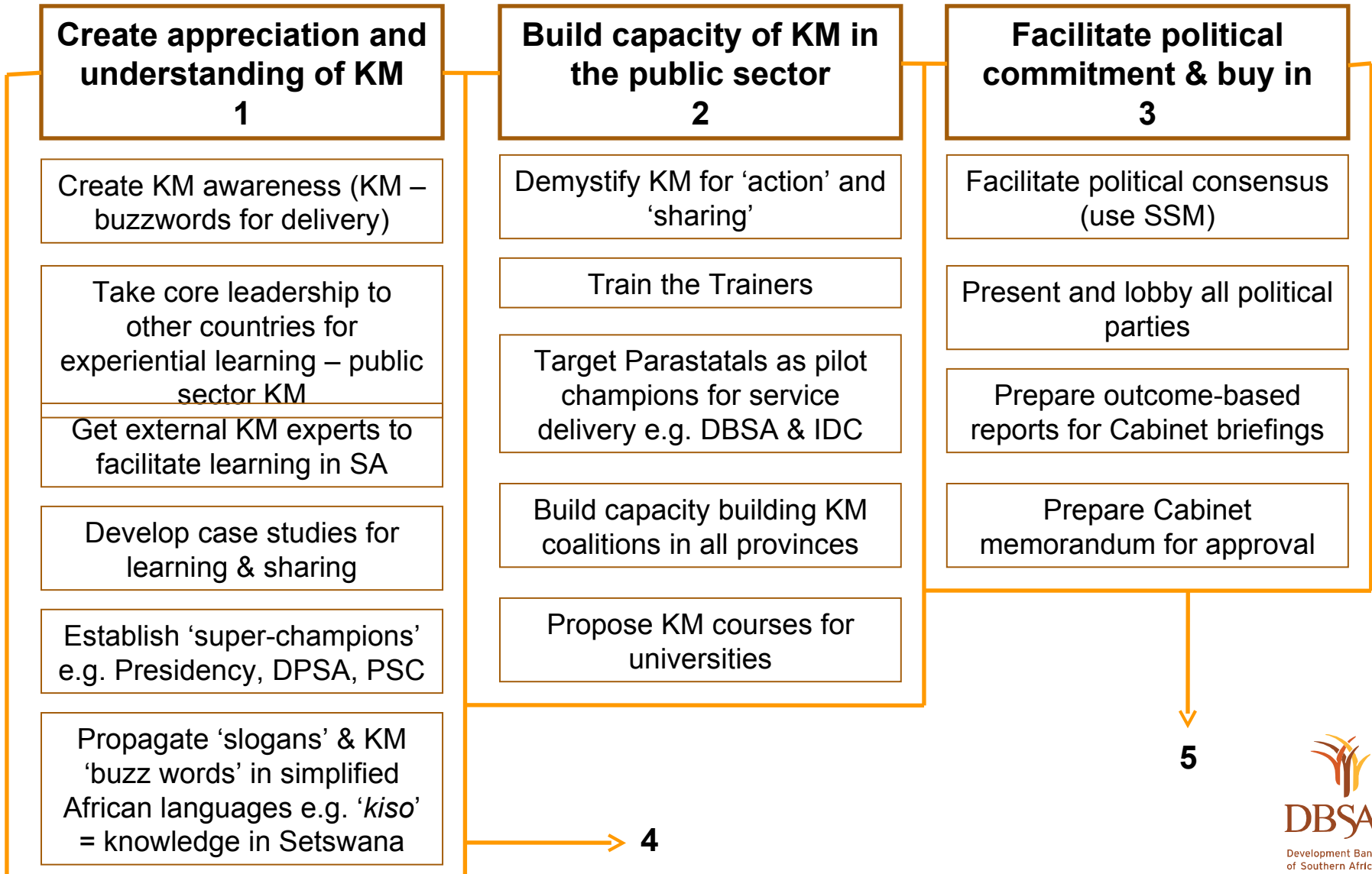
DRIVERS

- Restructuring of public service
- Transformation of service delivery
- Human resource development and training capital
- Institution building and management
- Good employment conditions and labour relations
- Skills, experience and knowledgeable human capital
- Professional service ethics (e.g. people-first—bathopele)
- Intergovernmental service integration and coordination frameworks
- Stringent performance management systems
- Contracting frameworks – Peoples contracts and reporting back
- Predictability of service and clear communications measures
- Service Level Agreements and accountability matrix

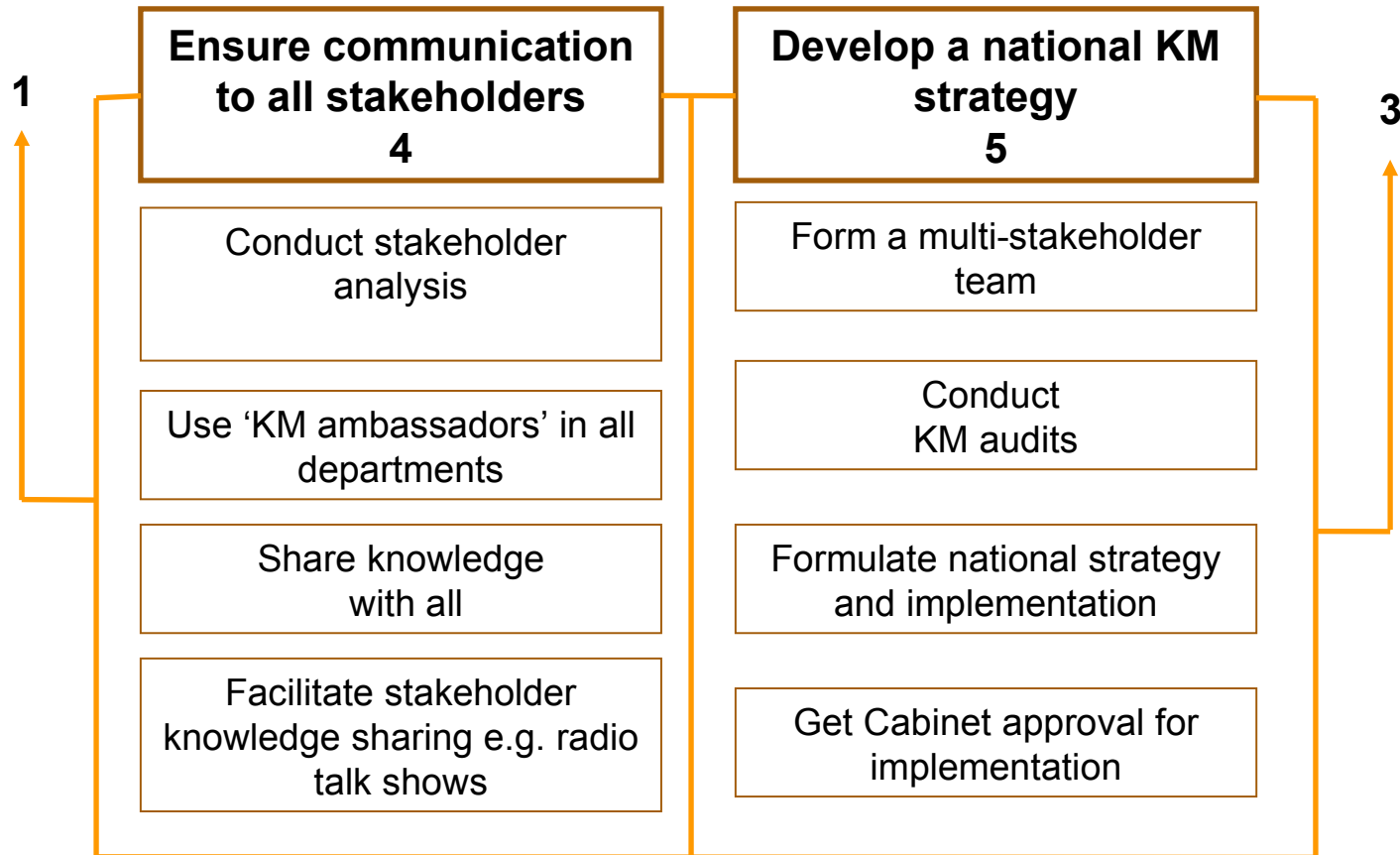
FINDING 2: THE LEVERAGING OF KNOWLEDGE MANAGEMENT FOR SERVICE DELIVERY IS MISUNDERSTOOD

- **The public sector's knowledge and understanding about the leveraging of KM for service delivery is poor**
- **The KM prioritization for leveraging effective service delivery is non-existent**
- **There is no KM culture in the public sector**
- **There are few structures that drive KM for service delivery in the public sector e.g. GITO**
- **The public sector does not have the requisite skills and competencies to leverage KM for service delivery**
- **The public sector needs to fast track KM to bring about quality service delivery**

A FRAMEWORK FOR LEVERAGING KM FOR SERVICE DELIVERY



A FRAMEWORK FOR LEVERAGING KM FOR SERVICE DELIVERY



FINDING 3: THE SOUTH AFRICAN PUBLIC SECTOR'S COMMITMENTS TO IMPROVING QUALITY OF SERVICE DELIVERY

The South African public sector has introduced many service delivery improvement plans e.g.:

- Establishing Multi-Purpose Community Centres (MPCCs).
- The Batho Pele Gateway Portal for online knowledge sharing about government services.
- Employing community development workers to facilitate direct community access to government services, benefits and economic opportunities.
- Improving governmental relations by harmonizing planning between the three spheres of government.
- The public participation of political office bearers with communities (*izimbizo*).
- Other flagship projects such as Service Delivery Watch, Public Service Weeks and African Public Service Day as part of Batho Pele revitalization strategy.
- Department of Water Affairs and Forestry's water provisioning policies and structures, e.g. water committees to ensure access to potable water for all citizens.
- The Department of Provincial and Local Government's Project Consolidate, which was introduced to strengthen the institutional and human capacity of local government to deliver basic services.
- The National Treasury's contribution of its Municipal Infrastructure Grant and Municipal Infrastructure Investment Framework to improve service delivery.

WHY THE NEED FOR KM FOR SERVICE DELIVERY

- Having understood the importance of Knowledge Management and having appreciated the challenges facing local government and municipalities in providing basic services to their communities
- Having seen how the South African civil society and some members of the public service raise their concerns through strikes, and how through the examples given above on the South African public sector have responded to better and improve the quality of service delivery



Knowledge Management for Service Delivery in the Public Sector is the answer

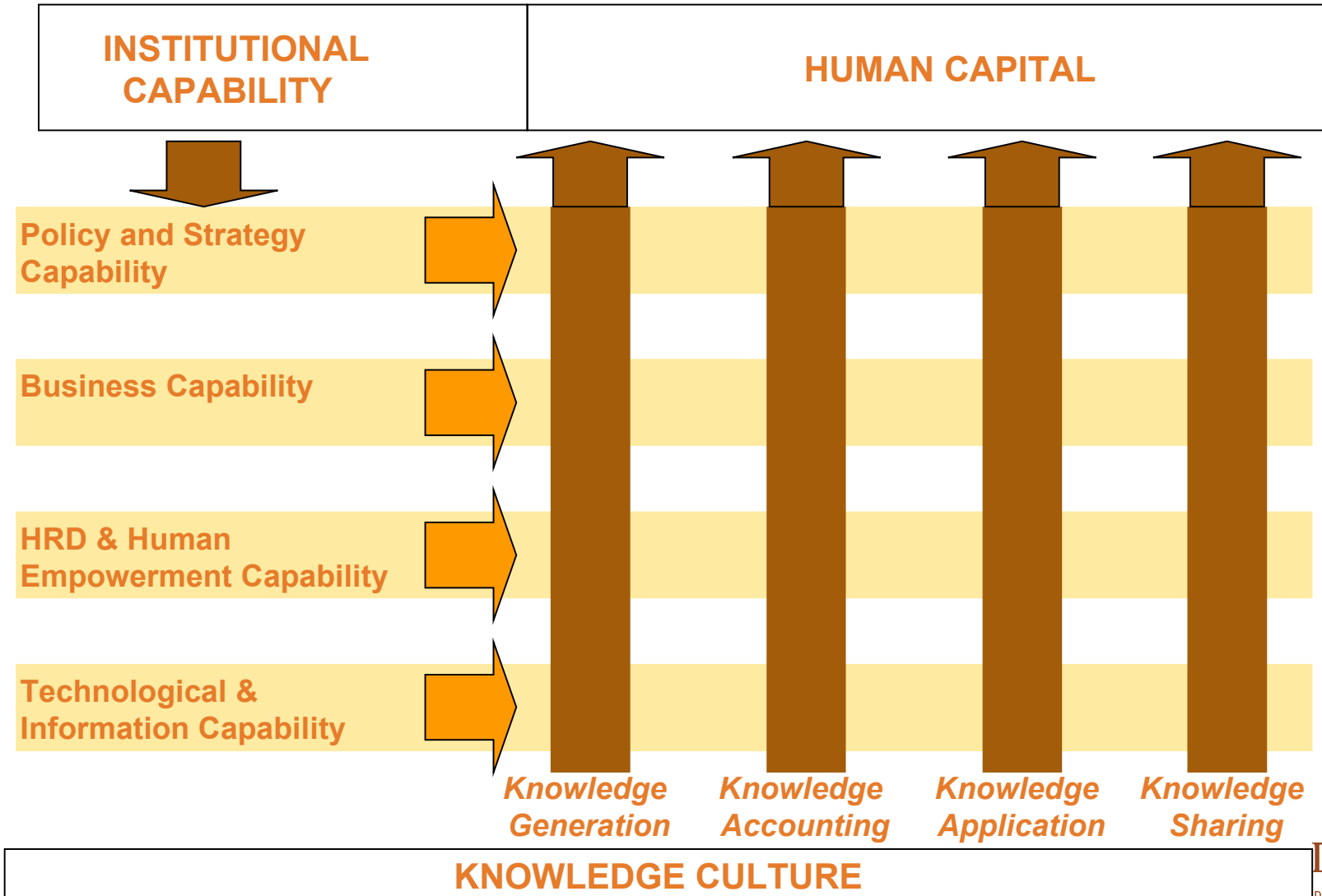
CRITICAL SUCCESS FACTORS FOR KNOWLEDGE MANAGEMENT TO DRIVE SERVICE DELIVERY EXCELLENCE

- **Vision & Strategy:**
KM strategy aligned with government's Vision & Strategy (example to follow)
- **Leadership:**
KM Top down process / leadership support and communication
- **Resources & Funding:**
Knowledge Management is expensive / requires extended resources
- **Project Management:**
Project management approach to implement
- **Communication:**
Marketing / Stakeholders roles / Partnerships
- **Education & Training:**
User training for knowledge sharing
- **Measurement:**
Impact of KM must be monitored and measured

CRITICAL SUCCESS FACTORS FOR KNOWLEDGE MANAGEMENT TO DRIVE SERVICE DELIVERY EXCELLENCE (continued)

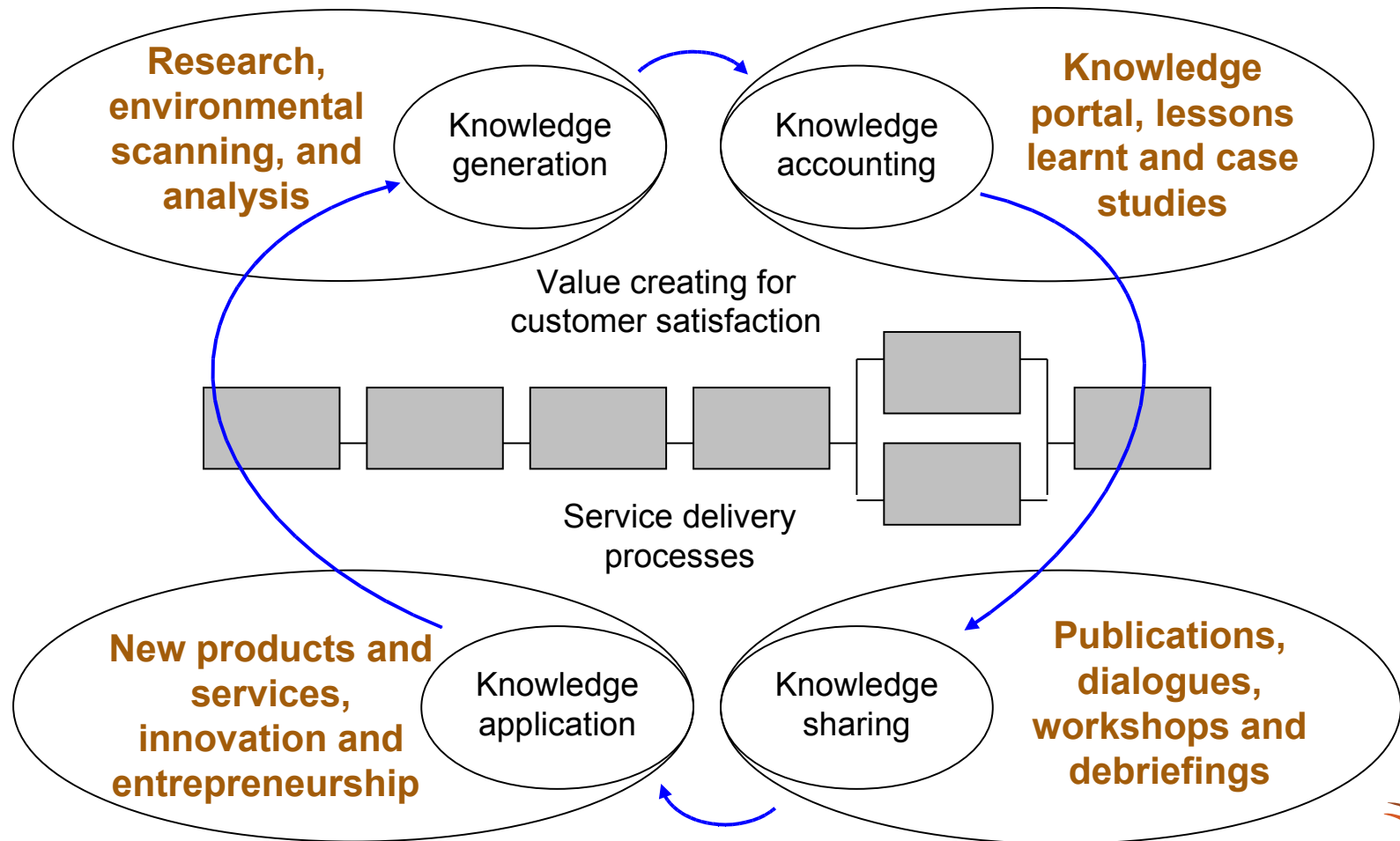
- **Incentives:**
Rewarding of knowledge sharing important, not only financial rewards for KM efforts
- **Technology:**
Not to be the end of all, only the enabler
- **Process:**
Fully embedded into existing business processes across government
- **Governance & People:**
Roles and responsibilities of various government structures must be clear
- **Value System:**
Conducive environment to foster development of a knowledge sharing Culture

Example 1: DEVELOPING A STRATEGY FOR KM FOR SERVICE DELIVERY



OTHER EXAMPLES OF KM FOR SERVICE DELIVERY: A DBSA CASE

Example 2: KM VALUE CHAIN FOR SERVICE DELIVERY



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This topic [Dropdown]

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- Councillors
- Municipal managers
- IDP
- Performance management
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|---|--|--|---|
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Making local government bylaws |
|  | Administration
Implementing effective municipal administration |  | Human Resources
Managing and developing municipal human resources |
|  | Councillors
Understanding councillor roles and responsibilities |  | Municipal Managers
Understanding municipal manager roles and responsibilities |
|  | IDP
Implementing integrated development planning |  | Performance Management
Achieving star municipal performance |
|  | Financial Management
Understanding municipal finance |  | Service Delivery
Introducing the technical aspects of municipal service delivery |
|  | Alternative Service Delivery
Delivering through external municipal service providers |  | Supply Chain Management
Buying municipal goods and services |
|  | Public Participation
An open, accountable process through which individuals and groups within selected |  | Local Economic Development
Public, business and non-governmental sector partners work collectively to create better |

Useful Information

- Government Warehouse
- Document Bank
- Legislation Library
- Muni Problem Solver

ECONOMIC GATEWAY



CPI February 2009 +8,6% y/y PPI

W?

output plunged by -15%y/y in February 2009, suggesting GDP further in the first quarter. The worst affected was the motor vehicles category, which fell by 37% y/y

INDICATOR TO ACCESS HISTORICAL AND RECENT DATA

Period	Percentage change
2008 Quarter 4	-1,8% q/q
February 2009	7,3% y/y
February 2009	8,6% y/y
24 March 2009	9,5%
24 March 2009	13,0%
December 2008	10,3% y/y
February 2009	R0,57bn

KEY TERMS

ons and terms explained
nding inflation

S

Announcement - PPI

ar forecasts-16 April 2009

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GDP - Quarter 1, 2009	Statistics 9 Africa

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establish KM platforms to create access to existing networks and to facilitate the sharing and utilisation of f

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KMAfrica is a continental participatory network; an agent and enabler of a platform for knowledge sharing and dynamic best practice in Africa

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To be the knowledge engine driving appropriate development solutions for Africa

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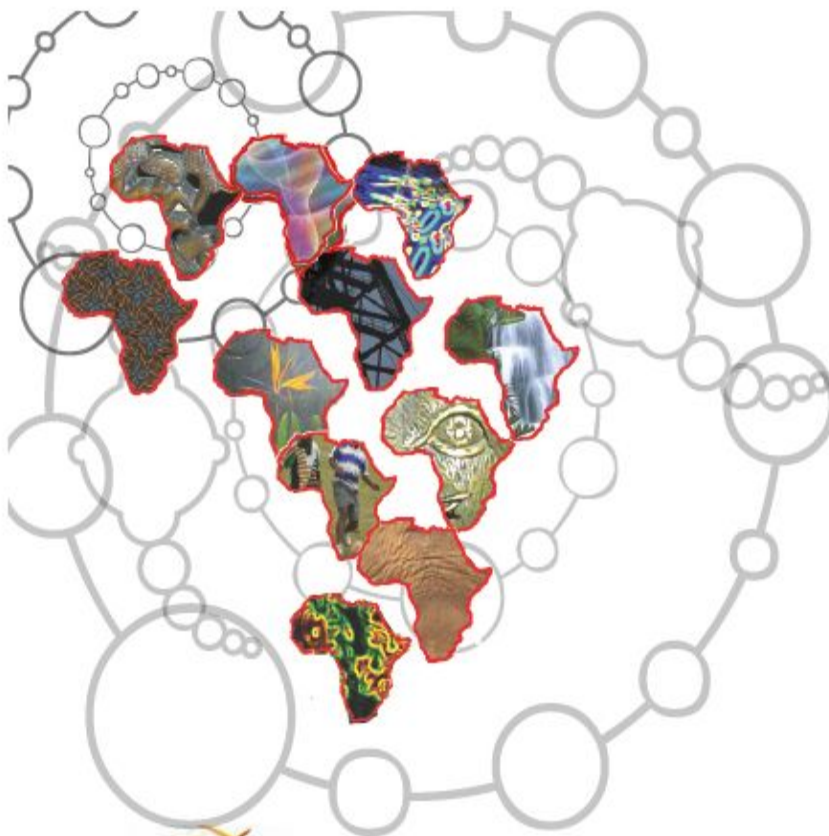
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KMAfrica is a continental participatory network; an agent and electronic platform for knowledge sharing and dynamic best practice in Africa

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To be the knowledge engine driving appropriate development solutions for Africa

MISSION

To enhance governance and service delivery through the use of knowledge as a fundamental resource in development and establish KM platforms to create access to existing networks and to facilitate the sharing and utilisation of knowledge



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CONCLUDING MESSAGE

- **As a continent we need to work together to mobilize KM (i.e. leveraging human capital and institutional capability) to deliver quality services in a smart and sustainable manner to address Africa's development challenges for Africans by Africans.**
- **It is for this reason that KMA as a continental initiative has become the engine that drives appropriate development solutions for our beautiful continent.**
- **Through KMA we advocate and enhance policy environment that retains rather than alienates African Indigenous Knowledge to deliver quality services to our populace.**

We thank the Government of Senegal, all our partners and participants for this knowledge sharing opportunity.

THE END

Thank you

Siyabonga

Merci

Comments & Questions

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