



KWAZULU-NATAL PROVINCE

HUMAN SETTLEMENTS
REPUBLIC OF SOUTH AFRICA

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KNOWLEDGE MANAGEMENT POLICY

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ACRONYMS

CFO	Chief Financial Officer
COO	Chief Operations Officer
COP	Community of Practice
DoHS	Department of Human Settlements
DPSA	Department of Public Service Administration
ECT	The Electronic Communications and Transactions
EXCO	Executive Committee
HoD	Head of Department
HR	Human Resources
IT	Information technology
IGR	Intergovernmental Relations
KM	Knowledge Management
MANCO	Management Committee
MIOS	Minimum Interoperability Standards
MISS	Minimum Information Security Standard
NARS	The National Archives and Records Services
PAIA	Promotion of Access to Information
PAJA	Promotion of Administrative Justice
POPIA	Protection of Personal Information Act

DEFINITIONS

In this guideline, the following words shall unless otherwise stated or inconsistent with the context in which they appear, bear the following meaning:

“Community of Practice” (CoP) means a group of people who share and develop their knowledge in pursuit of a common purpose or task, even though they do not necessarily work in the same department or organisation.

“Employee” means person who works for the Department of Human Settlements and includes temporary employees, contractors of contracted service providers, of any of the corporate entities forming part of Human Settlements.

“Executive Management” means a team of individuals which comprise of the Director General, at the highest level of the Department of Human Settlements who have the day –to-day responsibilities of managing the department.

“Exit Interview” means a final formal meeting between an employee who is leaving and the employer, to find out reasons for leaving and views on the organisation

“Explicit Knowledge” means knowledge that can be captured and written down in the documents or databases. Explicit knowledge can be structured or unstructured and includes patents, instruction, manuals, written procedures, best practices, documents, database, spread sheets, lesson learned and research findings. Unstructured knowledge includes e-mail, images, training courses, audio and videos.

“Implicit Knowledge” means the tacit knowledge in that it is often unspoken but refers to social and cultural norms. It is knowledge of share of beliefs, values and expectations.

“Information” means data that is organised, patterned, grouped and/or categorized.

“Knowledge” means the acquisition, understanding and interpretation of information. Knowledge is used to refer to a body of facts and principles accumulated by humankind over the course of time.

“Knowledge Café” means an informal meeting area for the exchange of knowledge. Cafés can be virtual meeting rooms as well as real ones

“Knowledge Centre” means a place of the department intranet used to share individual and institutional memory.

“Knowledge Champion” means a facilitator of knowledge transfer through advocacy for knowledge sharing, support of KM initiatives at a high level by linking colleagues to knowledge resources outside of their immediate context. The person must be a director level.

“Knowledge Creation” means passing of the knowledge to others. It takes place in a workshop setting, through e-mails discussions, office notes, and translation into languages.

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“Knowledge Harvesting” means a process of capturing and transferring the know-how in an expert’s head into information assets that can be used to improve corporate performance and develop an institutional memory.

“Knowledge Inventory” means a list or database of knowledge entities – their sources, users and uses.

“Knowledge Management” means a process and activities that involves collecting, collation, sharing packaging, dissemination and use of knowledge in decision making and enhancing the process as well as efficiency of service delivery within departments and public service.

“Knowledge Management Forum” means knowledge creation facilitation forum composed of representatives from various department Strategic Business Units.

“Knowledge Mapping” means the process of identifying core knowledge and the relationship between knowledge elements.

“Knowledge Repository” means a store of knowledge. While the term typically refers to explicit forms of knowledge, such as documents and databases, it can also refer to human-held knowledge.

“Knowledge Sharing” means practical learning. It takes place in field implementation, during participatory research in team and partners discussion, in workshops etc.

“Knowledge Storing” means making knowledge accessible and visible through database on our web-based information system through intranets, regular projects and team filling systems, archiving, etc.

“Knowledge Use” means application of organisation policies and practice in guiding both practical decision and organisational procedures and individual behaviour. It entails motivating individuals to share knowledge and gain benefits from knowledge creation, knowledge storing and knowledge sharing.

“Knowledge User” means an individual who accesses documents stored in a knowledge repository and applies the knowledge to his or her tasks.

“Portal” means A portal is a single point of entry on the Web or an intranet a wide range of information and knowledge resources and tools that enable a person to do their job more effectively.

“Storytelling” means the use of stories in the organisational context, as a way of sharing knowledge and helping the process of learning.

“Tacit Knowledge” means knowledge that the people have in their minds. This knowledge is less concrete and is more valuable because it provides context for people, places, ideas and experiences. It requires extensive personal contacts and trust to share effectively. Is highly personal, hard to formalise and difficult to communicate to others.

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1. INTRODUCTION

The Department of Public Service and Administration (DPSA) approved and published the National Knowledge Management Strategy Framework (NKMSF) in 2019. Knowledge Management (KM) focuses on the creation, sharing and effective use of knowledge within the Organisation utilizing the KM processes of capturing, organizing, storing and sharing knowledge and information within an organisation. It aims to make knowledge accessible to everyone who needs it, in the right context at the right time.

Knowledge Management is defined as the explicit and systematic management of vital knowledge and its associated process of creation, organisation, diffusion, use and exploitation in pursuit of business objectives (Skyrme 2011). Departments are required to determine, define, develop and set service delivery targets to meet the needs of their citizens. It is therefore essential for employees to understand the context within which problems arise and identify possible interventions that can be made to resolve these problems. The KwaZulu-Natal Department of Human Settlements has come to a realization that Knowledge Management is the basic foundation for efficient and effective service delivery service excellence. As a result, it has recognized the need to develop and implement an appropriate value-adding Knowledge Management Policy (KM).

The purpose of a KM policy is to establish guidelines for the dissemination and sharing of existing knowledge within the organisation and promote continuous learning and cultural exchange, enhance operational efficiency through the proper use of intellectual capital and encourage initiatives, procedures and tools that allow for the actual and effective use of intellectual capital

Furthermore, the KM policy has been developed to assist the department in identifying its knowledge assets and details directives/guidelines for storing the knowledge and sharing it across the organization and key stakeholders. The knowledge which employees acquire through processes such as studies, conferences and on-the-job training should be shared and re-used within the department. Knowledge management is about applying the collective knowledge of the entire workforce to achieve specific organisational goals.

2. POLICY STATEMENT

A good Knowledge Management policy will enable Knowledge Management to be embedded within the structure and culture of the organisation. It ensures that Knowledge Management is fully institutionalised by Department of Human settlements to identify objectives and prioritise key actions. It is a tool that can be used to determine the maturity level of the department's knowledge management.

3. PURPOSE

The purpose of the policy is to enable the Department of Human Settlements to become a learning organisation and make knowledge management an integral part of its work

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processes. The policy is designed to guide Human Settlement's employees on the identification, creation, sharing, storing and use of knowledge at all levels.

4. OBJECTIVES

The objective of this policy is to;

- a) Facilitate the goal of ensuring that the right knowledge is available to the right people at the right time for efficient and effective service delivery in order to enhance service excellence and promote best practices;
- b) Ensure that strategic knowledge is harvested and shared effectively to enhance departmental performance and quality service delivery;
- c) Establish a culture change and promote knowledge sharing to management and amongst all employees;
- d) Improve knowledge dissemination to encourage intensive learning and innovation towards resolving service delivery challenges;
- e) Build the knowledge base through partnership and establish a knowledge hub and that is accessible internally and externally;
- f) Prevent the loss of valuable information and knowledge by creating a knowledge sharing environment and preserve critical knowledge and encourage employees to share and use the preserved information;
- g) Encourage innovation by creating an open and transparent environment with good practice and documentation managed and shared appropriately;
- h) Create awareness of existing knowledge and knowledge management through continuous capacity building and mentorship;
- i) Provide guidance on how to manage knowledge in the department by encouraging continuous organisational learning;
- j) Prevent loss of knowledge when employees leave the department by capturing and storing such information for future use and provide effective access information by establishing repository where harvested information is stored.

5. GUIDING PRINCIPLES

KM Policy promotes collaboration among government departments to improve service delivery. As the Department of Human Settlements, it is our principal resource and mandate to implement service delivery activities in the department.

The Knowledge Management Policy intends to create a knowledge hub/portal where employees of the department shall access relevant information which will assist them in their development and daily operations within their work spheres. A knowledge portal must be

created where relevant knowledge worth sharing with employees shall be placed for easy access by all Department of Human Settlements employees

The policy will be guided by the following principles:

The Department of Human Settlements;

- a) Implements different projects/programs to ensure that service delivery management accords priority importance to knowledge management;
- b) Takes knowledge management specifically into account in all human resource aspects, and places priority on fostering a conducive and motivating learning environment;
- c) Recognizes the importance of information and communication technology for knowledge management, especially in facilitating exchange of knowledge across geographical distances, and invests in its development in accordance with the needs of the organization;
- d) Encourages the introduction, use and development of tools for knowledge capturing, recording, storing and sharing and learning within and between its projects and programmes, and more broadly throughout the organization;
- e) Re-assures the use and development of tools for knowledge and learning within and between its projects and programmes, and throughout the department;
- f) Recognises the importance of communication technology in facilitating knowledge exchange amongst employees and work closely with its partners and stakeholders in fostering knowledge sharing and take an active role in knowledge exchange programmes as its disposal;
- g) Recognizes that not all operational staff feel comfortable with using information technology, writing reports or making public presentations. In such cases, it supports individuals in developing these skills and/or other skills required to capture their knowledge by other means;
- h) Ensures that all individuals in the organisation are expected to respect the knowledge of other people;
- i) Encourages employees to convert their knowledge into an explicit form that can be readily shared with others and are expected to share their knowledge, both tacit and implicit nature in appropriate platforms;
- j) Identifies Communities of Practice (CoP) to encourage an ongoing commitment, collaboration and knowledge sharing;
- k) Identifies Knowledge Centres;
- l) Creates knowledge Map for resources and assets, showing what knowledge exists in the department and where it can be found and how the knowledge moves around the department from where it is to where it is needed;

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- m) Appoints KM Champions and establish a KM Forum.

5.1 POLICY REQUIREMENTS

5.1.1 The department must establish knowledge hub/portal which comprise all relevant information which intends to create awareness, enhance expertise, productivity and service delivery through the following;

- a) Presentation and webinars;
- b) Orientation programmes for the newly appointed employees;
- c) Departmental Forums e.g. IGR forums, District Housing forum meetings, etc.;
- d) Government departmental Forums e.g. Operation Sukuma Sakhe, etc.
- e) Executive Management Forums (Exco and MANCO);
- f) Budget and Expenditure Advisory Committee, etc. ;
- g) Trainings programmes, and Consumer Education.

NB. The DoHS must make sure that no insensitive information shall be placed on the departmental portal.

5.1.2 The established KM Forum must:

- a) Develop Terms of Reference of knowledge management;
- b) Promote role of knowledge and knowledge management in their day-to-day processes and procedures;
- c) Promote the use of best practise in knowledge identification, capture, retention, utilization, and sharing of collective know-how on programmes and projects;
- d) Undertake knowledge management awareness campaigns and Initiatives;
- e) Establish knowledge Retention and Transfer Process Initiatives;
- f) Have an oversight on the establishment of knowledge management Repository and platform;
- g) Promote establishment of communities of knowledge sharing networks;
- h) Promote knowledge sharing culture and collaboration;
- i) Undertake staff capacity building on knowledge management procedures, processes and Techniques;
- j) Establish knowledge Leadership and define Subject Matter Expertise;
- k) Publish knowledge resources including best practices and lessons learnt reports;
- l) Undertake knowledge management performance and Monitoring and Evaluation;

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- m) Establish measures to manage knowledge transfer among officers travelling abroad on official international assignments.

6. LEGISLATIVE AND REGULATORY FRAMEWORK

The Policy is informed by the following Legislation:

6.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA OF 1996

6.1.1 SECTION 32

(1) Everyone has the right has the right to access information.

6.2 THE NATIONAL ARCHIVES AND RECORDS SERVICES (NARS) OF SOUTH AFRICA ACT NO. 43 OF 1996

Records created and kept by governmental bodies must be properly managed and cared for.

6.3 MINIMUM INFORMATION SECURITY STANDARD OF 1996 (MISS)

Necessary procedures and measures must be taken to safeguard state information against unauthorized disclosure. All classified documents must be stored in accordance with instructions while not in use. Classified documents that are not in immediate use must be locked away in a safe storage place. This must be done in terms of chapter 3 section 2 and chapter 4 section 3 of MISS, 1996.

6.4 MINIMUM INTEROPERABILITY STANDARDS OF 2017 (MIOS)

There should be collaboration among government departments to improve service delivery. MIOS sets out the government's technical principles and standards for achieving interoperability and coherence among information system across the public sector.

6.5 PROMOTION OF ACCESS TO INFORMATION ACT NO. 2 OF 2000 (PAIA)

The South African public have the right of access to information held by public bodies which would enable them to exercise and protect the rights.

The information officer of the public body concerned must compile in at least three official languages a manual containing sufficient detail to facilitate a request for access to a record of the body. This must be in line with section 13(1), section 14(1) (d), section 17(1) and section 51(1) of PAIA, 2000.

6.6 PROTECTION OF PERSONAL INFORMATION ACT NO. 4 OF 2013 (POPIA)

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South African institutions should collect, process, store, and share another entity's personal information in a responsible manner and held accountable should they abuse or compromise individual's personal information.

Personal information may only be processed if processing protects a legitimate interest of the data subject. A responsible party must secure the integrity and confidentiality of personal information and must destroy or delete a record of personal information or de-identify it as soon as reasonably practicable. This must be done in terms of section 2 (1), section 11(1) (d), section 14(1), section 19(1) and section 55 (1) of POPIA, 2013.

6.7 PROMOTION OF ADMINISTRATIVE JUSTICE ACT NO. 3 OF 2000 (PAJA)

The culture of accountability, openness and transparency must be created to promote efficient administration and good governance in the public administration.

6.8 STATE INFORMATION TECHNOLOGY ACT NO. 88 OF 1998

Use Information Technology to improve the efficiency of public bodies and service delivery to the public. Provision of IT Information System (IS) and related services in a maintained IS security environment.

6.9 THE ELECTRONIC COMMUNICATIONS AND TRANSACTIONS ACT NO. 25 OF 2002 (ECT)

Promotes legal certainty and confidence in respect of electronic communications and transactions.

7. KNOWLEDGE PROCESSES

7.1 Knowledge creation and use

- a) The development of a culture of sharing and learning that can promote effective Knowledge Management starts with Department of Human Settlement (DoHS) Executive Management Level. With management leadership buy-in, the implementation of KM will be quicker and smoother;
- b) The Department of Human Settlement's Strategic Plan, Annual Performance Plan and Individual Directorate Operational Plans;
- c) The DoHS staff are encouraged to develop new ideas and interventions by considering best practises of other stakeholders such as other sector departments;
- d) DoHS staff are encouraged to collaborate and seek ideas from other sources that operate in the same environment as theirs;

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- e) The department's Performance Management & Development Unit must make sure that Job descriptions of all staff (new and old) contain specific mention of knowledge management tasks included in their workplan;
- f) When recruiting new personnel, Human Settlements must consider overall needs for building organisational knowledge, looking at wider competences, and how the new recruit will contribute as a team member to organisational knowledge;
- g) Training must be planned in consultation with Organisational Development Directorate and experiences should be shared wherever possible within the relevant unit/section.

7.2 Knowledge Sharing

- a) Staff members who participate in a significant training, seminar, workshop, etc. (locally and abroad) share with others what they learned, particularly in practice, and/or a short note on the training itself. If the event was important the information/some abstract or detailed article about the event should be developed and disseminated via the relevant platforms;
- b) Senior officials specifically encourage, recognize and where possible reward knowledge sharing and empowerment initiatives;
- c) DoHS staff members participate in internal face to face meetings (including Staff meeting) to share ideas and experiences wherever appropriate;
- d) All employees should capture their knowledge by compiling reports, public presentation, information session or information technology methods;
- e) DoHS employees should work closely with service providers and stakeholders in fostering knowledge sharing and take an active role in knowledge exchange programmes as its disposal;
- f) Employees from various directorates of DoHS should seek out ideas from projects and programmes not run by their directorates, especially those operating on the same or similar themes they are working on;
- g) Encourage DoHS employees to convert their tacit knowledge into an explicit form that can be readily shared with others;
- h) Teamwork is strongly promoted through adequate time allocation for team meetings and team building exercises (including appropriate social events) and recognising good team performance;
- i) The information may be shared using SharePoint, shared folders, OneDrive, Intranet, or the internet, emails, WhatsApp and social media platforms e.g Facebook, X, etc. or hardcopies to be stored in the departmental registry.

7.3 Knowledge Storage

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- a) DoHS staff members may contribute actively to the documentation, not only written documents but also photographs, journals, films, etc. This can be done by staff members who have skills in this regard, or by professionals;
- b) In principle, staff handovers are conducted face to face (in addition to written forms), over a sufficient period of time to allow the sharing of tacit and implicit knowledge;
- c) For persons retiring or leaving the organization, an exit interview is held, focusing on knowledge transfer. A final report or at least some written exit record (if necessary, by the supervisor) is also essential;
- d) Mentorship programmes must be instituted to enable experienced staff to transfer knowledge to new or inexperienced staff;
- e) Persons leaving one position to take up another within the department of Human Settlement must write a final report, focus on “lessons Learned” (both positive and negative experiences - at the organizational and the individual levels);
- f) An exit interview must be conducted by the incumbent and immediate supervisor with the support of Human Resource Management Unit;
- g) Any information shared or stored may be used using IT systems such as SharePoint, Shared Folders or OneDrive.

7.4 Knowledge Preservation

- a) The HR Directorate and the relevant Sections/Units heads identify scarce and critical skills to ensure that these skills of the individual employees are not lost when the employee holding such skills leaves the organisation;
- b) Human Settlements shall be committed to the sharing of lessons learned not only amongst the projects/events but also amongst all employees.

7.5 Security and Integrity

- a) All knowledge and information shared, captured, encoded and recorded in various formats ranging from digital, audio, video to paper copies will form part of the department’s organisational knowledge /intellectual/property, and can be accessed by all employees according to prescribed security levels;
- b) Employees should understand their responsibility to safeguard sensitive information;
- c) Outsourced agencies should be informed that all information and knowledge developed under the guidance of and funded by the department will form part of Department’s intellectual property;
- d) Employees who wish to access documents for which they do not have permission must request permission from the relevant line Supervisors;

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- e) Permission to publish any material on website/SharePoint/mobile/ social media/audio podcast, etc will be sought from the relevant Directorate, and or Deputy Information Officer;
- f) Any employee who wants to share departmental knowledge with external stakeholders shall seek permission from the supervisor and Deputy Information Officer;
- g) All knowledge and information products captured by the departments will be made accessible to employees, subject to the approval by the relevant line manager. This will include knowledge and information captured by means of knowledge-based exit interviews, communities of practice and online discussions and other such forums.

NB: No sensitive information shall be placed on the departmental knowledge portal - This will be informed by provisions relating to Protection of Personal Information Act 4 of 213 (POPIA). DOHS employees must ensure that they understand that it is crucial to protect sensitive information to make sure that the integrity of the department is not compromised.

7.6 Promoting Innovation

- a) Human Settlements recognises the importance of communication technology in facilitating knowledge exchange amongst employees;
- b) Continuous knowledge creation through dynamic interplay of tacit and explicit knowledge leads to innovation;
- c) Information Management Systems & Technology must ensure that relevant IT systems enable accurate, reliable and useful information to be captured, disseminated and accessed;
- d) The Department of Human Settlements shall pursue excellence and innovation in the use of Information and Communications technology to enhance public service delivery.

8. KNOWLEDGE MANAGEMENT TOOLS AND PLATFORMS FOR CREATING, STORING AND USING KNOWLEDGE IN THE DEPARTMENT OF HUMAN SETTLEMENTS

The use of a wide range of knowledge management tools helps to ensure effective creation sharing, storage and use of tacit and explicit knowledge, as well as implicit knowledge.

The following tools and platforms may be available to support the department in developing knowledge management

TOOLS & PLATFORMS	ACTION
1) After Action Review	This may include information that is gathered after a project or activity to determine its success.
2) Benchmarking	Improves performance by comparing performance indicators with similar organisations and learning from the practices of the best.

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TOOLS & PLATFORMS	ACTION
3) Case Studies	Captures activities, events or challenges and how they were addressed, resolved or dealt with in lessons learnt, good practices or processes.
4) Communities of Practice	Bring together groups of people who share and learn from one another, face-to-face or virtually. This will assist to establish Terms of Reference of the Knowledge Management Committee.
5) Directory of Experts	Developing a list of experts in specific areas for future reference.
6) Exit Interviews	Gathering information either tacit or explicit and knowledge from employees who are leaving the department.
7) IT Based Tools	Information Technology tools or systems that are created to meet knowledge management goals in the department and these may include, SharePoint, Intranet, OneDrive, etc.
8) Knowledge Cafés	Bring people together to have open, creative conversations on topics of mutual interest.
9) Knowledge Centres	A place either virtual or physical for collecting, organising, and sharing knowledge and information.
10) Knowledge Champions	Nominated employees to coordinate knowledge management messages and activities consistently across the department
11) Knowledge Events	Events such as conferences, seminars, Izimbizo, Indaba, cabinet lekgotla, etc. that you can attend in order to gain knowledge and keep up to date with new information and insights.
12) Knowledge Fairs	Events designed to showcase information about an organisation or a particular topic.
13) Partnerships	Formalised, mutually beneficial relationships that the department establishes with stakeholders such as tertiary institutions, NHBRC, etc
14) Peer Assist	Bringing together a group of peers to elicit feedback on a problem, project, or activity, and draw lessons from the participants' knowledge and experience.
15) Storytelling	The art of telling stories in order to engage an audience – A storyteller conveys a message, information and knowledge in a manner that is easy to understand and creative.
16) Study Tours and Delegations	Help participants connect with experts outside their own working environment and gather new knowledge and creative ideas by means of site visits and planned interaction.

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9. SCOPE OF THE POLICY

This policy is applicable to all employees within the KZN Department of Human Settlements including those designated as permanent, probationary, contract employees and DOHS Interns and Work-Integrated Learning students.

It is important to note that the KM Policy cannot override or supersede any provisions of POPIA, PAIA, MISS, or any other applicable legislation governing information security, data protection and access to information.

In cases where a conflict arises between this policy and legislative requirements, the relevant statutory will take precedence.

10. ROLES AND RESPONSIBILITIES

ROLE PLAYERS	RESPONSIBILITIES
KM Champion	<ul style="list-style-type: none">▪ Identified employees who will be responsible to coordinate, oversee and distribute knowledge management messages and activities consistently across the department.▪ Act as departmental representatives for knowledge management initiatives.▪ Linking their departmental colleagues to knowledge and information resources outside their immediate context.▪ Demonstrating and communicating a positive, constructive and helpful attitude towards knowledge sharing and learning behaviours.▪ Communicating specific knowledge management messages to colleagues in the department.▪ Collecting feedback and stories about knowledge management needs, the impact of initiatives, and ideas for improvements or innovations.▪ Participating in sharing, networking and training sessions.
KM Forum	<p>The departmental KM Forum should comprise representatives from the following sections of the department:</p> <ol style="list-style-type: none">1) The office of the Head of Department2) The office of the Chief Financial Officer3) Integrated Planning4) Policy Research and Product Development5) Human Resource Management6) Organisational Development7) Supply Chain Management8) Information Management Systems & Technology9) Service Delivery Innovation10) Communication Services11) Legal Services12) Contract Management

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ROLE PLAYERS	RESPONSIBILITIES
	<p>13) Municipal Support and Consumer Education 14) Intergovernmental Relations 15) Project Management 16) Special Projects 17) Transformation Programmes 18) Property Management 19) General Auxiliary & Assets 20) Rental Tribunal 21) Risk Management & Advisory Services 22) Monitoring and Evaluation</p> <p>The Knowledge Management Forum which is appointed by the HoD must;</p> <ul style="list-style-type: none"> ▪ Ensure compliance with the policy. ▪ Provide guidance and make recommendations regarding KM matters. ▪ Oversees and provide advice on the implementation and management of knowledge management. ▪ Provides the capacity and strategic direction for information knowledge and appropriate change management in the department. ▪ Coordinate KM activities within organisation, collect information and prepare KM reports. ▪ Reviews the knowledge management processes with regards to knowledge harvesting and sharing to key employees exiting the department.
The office of The HoD	<ul style="list-style-type: none"> ▪ Appoint knowledge management champions within the department. ▪ Have an oversight of the Knowledge Management Forum (KMF). ▪ Ensure that all units within the Department are represented in the KMF. ▪ Ensure that all employees within the department comply with this policy.
The office of the Chief Financial Officer	<ul style="list-style-type: none"> ▪ Provide high level strategic, leadership and policy direction.
Executive Management	<ul style="list-style-type: none"> ▪ HoD, CFO, COO, and Chief Directors should ensure that all employees within their units comply with KM policy. ▪ Identify resources and assistance to roll out knowledge management, ▪ Identify the highest priority service delivery opportunities using knowledge management.
Integrated Planning	<ul style="list-style-type: none"> ▪ Coordinate knowledge management practices within the department ▪ Liaise with all coordinators of knowledge platforms within the department that promote knowledge sharing.

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ROLE PLAYERS	RESPONSIBILITIES
Policy, Research and Product Development	<ul style="list-style-type: none"> Develop knowledge management policy. Coordinate, store and share all policy and research information and knowledge Conduct Information sessions within the internal and external stakeholders. Undertake policy review after once in every MTEF cycle or when the need arises.
Human Resource Management	<ul style="list-style-type: none"> Align knowledge management with the skills and requirements set out in the strategy established by the department. Align knowledge management with employee's performance agreements. Awareness-raising and training, as well as the efficient use thereof. Promote working methods and environments that favour the sharing of ideas and knowledge.
Organisational Development	<ul style="list-style-type: none"> Champions of Knowledge Management. Responsible for information and knowledge support in various departmental units within the department. Manage day to day operations of the knowledge management unit.
Supply Chain Management	<ul style="list-style-type: none"> Establish a centralized knowledge repository that contains relevant information for supply chain processes and suppliers for all relevant stakeholders. Create knowledge management software that enables excellent supply chain knowledge management that encourages a culture of knowledge sharing and innovative practices within an organization e.g Document360 etc.
Information Management Systems & Technology	<ul style="list-style-type: none"> Creating tools and systems that meet knowledge management Goals. Improve collaboration, locates knowledge sources, mines repositories for hidden knowledge, captures and uses knowledge and in some way enhance the KM process. Screening of all information before it is placed on the departmental portals. Support sharing of information through SharePoint, shared folders, OneDrive, Intranet, internet, emails, WhatsApp and other social media platforms e.g. Facebook, Instagram, etc.
Service Delivery Innovation	<ul style="list-style-type: none"> Oversee the implementation of knowledge management within the department. Enable delivery of KM departmental goals and targets. Enhance skills, knowledge and service delivery

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ROLE PLAYERS	RESPONSIBILITIES
Communication Services	<ul style="list-style-type: none"> Managing internal and external communications, media relations, stakeholder engagements, and knowledge management. Writing and distributing news releases and responding to media inquiries.
Legal Services	<ul style="list-style-type: none"> Vetting and authorisation of information before shared or uploaded on the departmental portal or any communication platforms. Ensure that the information published is accurate and approved
Contract Management	<ul style="list-style-type: none"> Assist with information and systems that form a key part of the Department's legal/contract knowledge.
Municipal Support and Consumer Education	<ul style="list-style-type: none"> Collaboration with department's various directorates, creating and sharing of the existing knowledge with departmental beneficiaries and stakeholders, e.g. Izimbizo, consumer education, etc.
Intergovernmental Relations	<ul style="list-style-type: none"> Improve collaboration among the different sector departments of government and foster the sharing of existing and new knowledge.
Project Management	<ul style="list-style-type: none"> Creating, sharing and storing of existing and new project knowledge with internal and external departmental stakeholders through various forums and systems.
Special Projects	<ul style="list-style-type: none"> Creating, sharing and storing of existing and new project knowledge with internal and external departmental stakeholders through various forums and systems.
Transformation Programmes	<ul style="list-style-type: none"> Creating, sharing and storing of existing and new project knowledge with internal and external departmental stakeholders through various forums and systems.
Property Management	<ul style="list-style-type: none"> Creating, sharing and storing of existing and new project knowledge with internal and external departmental stakeholders through various forums and systems.
General Registry	<ul style="list-style-type: none"> Ensuring the proper creation, maintenance, use and disposal of records to achieve efficient, transparent and accountable governance. Ensure that vital departmental records are preserved and made accessible. Securely storing information (both digital and paper format) that is no longer used regularly to make sure that only the appropriate people have access to the relevant documents.
Rental Tribunal	<ul style="list-style-type: none"> Collaboration with departmental units and creating, sharing and storing of existing and new project knowledge with internal and external departmental stakeholders through various forums and systems.
Risk Management & Advisory Services	<ul style="list-style-type: none"> Examine and determine the sufficiency of the departmental 's internal processes for reporting on and managing key risk areas.

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ROLE PLAYERS	RESPONSIBILITIES
	<ul style="list-style-type: none"> Mitigation of the higher risk of delay in implementing KM Awareness and practices
Monitoring and Evaluation	<ul style="list-style-type: none"> Creating, sharing and storing of existing and new project knowledge with internal and external departmental stakeholders through various forums and systems.

11. IMPLEMENTING THE POLICY

- a) The KM Policy will be implemented by all Department of Human Settlements employees;
- b) Human Resource Management (HRM) identify the training needs of employees through performance evaluations, feedback, and skill gap analysis;
- c) Awareness and training programmes must be created and channeled via the Communication Services directorate;
- d) HRM professionals will collaborate with employees and subject matter experts to design and deliver training programs that address these needs that are in line with Management knowledge;
- e) An HRM communication plan must be developed and delivered. Furthermore, communication about changes must be delivered to ensure that everyone understands what changes are taking place, why they are happening, and how they will impact their day-to-day work;
- f) By implementing knowledge management principles and HRM change management policies, the department will be able to deal with the challenges and guarantee efficient and prompt delivery of services. In addition, other benefits that can be achieved are:
 - **Reduced costs** – KM means no more reinventing the wheel or repeating the same mistakes, which can be costly and inefficient
 - **Motivated staff** – Employees have the opportunity to develop their skills and improve their performance and knowledge through group work and knowledge sharing, thereby improving employee satisfaction.
 - **Increased efficiencies** - Sharing knowledge and learning means that the lag time between ideas and implementation is shortened, while making information accessible reduces costs.
 - **Enhanced decision making**- KM harnesses global knowledge, lessons learned and good practices from other departments and, both locally and internationally
 - **Better responsiveness** - KM increases the quality and speed of communication between employees and senior officials, as well as with the public.

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- **Greater accountability-** KM ensures transparent, open systems that reduce the potential for corruption and unethical behaviour.
- **More democratic governance-** The public has access to information and so feels more connected and involved with government systems
- **Promote Batho Pele Principles** - Providing information is a requirement therefore available information about services should be at the point of delivery, for users who are far from the point of delivery, other arrangements will be needed. DOHS employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members and stakeholders.
- **Improved service delivery-** KM results in increased speed of response and better knowledge of customer needs, leading to satisfied customers

g) Knowledge Users must:

- Maintain awareness of the KM facilities
- Search and use the Knowledge Base for solutions
- Provide feedback on knowledge information received

12. REPORTING

- a) The Knowledge Management Champion through the Forum will coordinate KM activities within the department, collect the information and prepare KM reports and submit to the office of the HoD;
- b) The KM Forum will prepare and submit the KM annual evaluation reports on the implementation of KM programmes and initiatives;
- c) The Knowledge Management Champion and Forum will prepare an annual report on the status of the implementation of the Knowledge Management policy and share achievements, experience, challenges and good practices of Knowledge Management in the department;
- d) The Head of Department must ensure through the KM Champion and Forum that:
 - a three (3) year Knowledge Management Implementation Plan is submitted to the DPSA.
 - quarterly Knowledge Management implementation reports are submitted to the DPSA in line with the KM implementation reporting tool; and
 - annual reporting to the DPSA must be done through the KM Forum in terms of the DPSA implementation reporting template for KM development targets, attached as **Annexure 1**

13. MONITORING AND REVIEW

The monitoring and evaluation of this policy will involve a continuous process of collecting and analysing information and data on the implementation of KM activities. The measures to monitor and evaluate KM performance should be in line with the policy guided by the KM Forum.

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The Policy, Research and Product Development Directorate will undertake a policy review after three years or when the need arises.

APPROVED BY:

MR S.M. MBILI
HEAD OF DEPRTMENT
KZN HUMAN SETTLEMENTS

DATE

S.M. MBILI	INITIALS
HOD: KZN HUMAN SETTLEMENTS	