



PSPPD
PROGRAMME TO
SUPPORT PRO-POOR
POLICY DEVELOPMENT

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FROM EVIDENCE TO ACTION

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**planning, monitoring
& evaluation**

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



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Editorial

This special edition newsletter delves into the intricacies of knowledge management and provides some enlightening information on what knowledge is and how knowledge, when effectively managed, can empower people to use information to increase their performance, make more-informed and better decisions, and improve overall public service delivery. South Africa is beset by poverty, unemployment and inequality, a triple burden that is devastating the lives of millions. To climb out of the morass, the country needs to grow its economy in faster and more innovative ways. The only way to accomplish this is to create a public sector that has a deeper awareness of society's needs and has the capacity to respond to ever-changing environments in speedy and cost-effective ways.

The PSPPD II encourages government departments to manage and use the knowledge that is currently available within their units, and is supporting them to nurture their skills base and explore avenues to generate new and better-quality knowledge. The consolidation of existing knowledge, the generation of new knowledge, and the emancipation of departments from what has been called their silo mentality and hoarding of information, have the potential to turn the public sector into an efficient entity capable of formulating good, workable solutions for improving service delivery. Our feature article examines the concept of knowledge management in relation to the National Development Plan, the role it plays in capacity building and the opportunities it provides for skills development, learning and the sharing of information and ideas. It considers the creation and storage of knowledge, technology, the barriers to accessing information, networking and how people, as the creators and users of knowledge, are responsible for the ultimate success of an institution's effective knowledge management.

We take a look at the new tools that technology is advancing in the field of knowledge management, list exciting trends, and reflect on the use of social media as a knowledge management tool for the public sector. We present an overview of the work being done at the Wits Knowledge Hub for Rural Development and explore a case study on how evidence is communicated to policy-makers. Finally, we end off with a list of useful resources that gives great tips and information on knowledge management. We hope you enjoy our special edition as much as we did putting it together.

» *For more information about the Learning Facility, visit our website at www.learningfacility.org*

Shaping the future through knowledge

National Development Plan 2030: Our future - make it work

Knowledge, according to the Oxford dictionary, is defined as facts, information, and skills acquired through experience or education, while "knowledge management", very broadly speaking, is the practice of generating, capturing, and disseminating this knowledge. Sounds simple enough. And in fact, knowledge management (KM) is something that we have probably all carried out to some degree at one point or another, even if we never had a name to apply to it or even knew we were doing it. However, far from being simple, KM can be a tricky process to get right – chiefly because it not only relies on technological systems to be able to be implemented, but also because it relies on people using these systems properly if KM is to be effective.

Furthermore, even among KM practitioners, there is no one universally accepted definition of what KM is, which makes it difficult to quantify and standardise. That said, there are some commonly shared ideas on what it is, and why it is important – and all seem to come to the same conclusion: organisations need KM to work better.

Why bother with knowledge management?

This eye-catching headline jumped off the front page of an article by Britehouse (<http://bit.ly/1XuuyWn>), an innovative division of Dimension Data, in June last year. The article discussed some interesting views on knowledge management, and why some organisations are reluctant to put to use the invaluable in-house knowledge assets they possess.

"Knowledge is the only input or resource you don't have to buy", says the author, quoting Nevena Sloan, GM of Portals and Collaboration Digital at Britehouse. "The information freely available in an organisation's employees and its history is a massive competitive resource that no organisation could afford if it had to pay for it."

Yet any time an employee leaves a company or transfers to another department, the knowledge that they have acquired over the course of their career goes with them – and this can have serious consequences for the people they leave behind. Who will continue what they have started? How will the new person know where to start? These are questions that all entities must face at some point, but surprisingly few take steps to provide definitive solutions to them. So why are so many organisations reluctant to put KM systems in place? After all, as the Britehouse article pinpoints, "no other asset would be allowed to lie unexploited in the way that information is."

The answer is that some know KM is important but have difficulty identifying what needs to be preserved or passed on and struggle to implement a successful KM framework due to a lack of proper objectives, tools and methodology, while others just aren't able to decide

what methods of KM are best for them. There are also those that find the benefits of KM difficult to measure definitively, and so they undervalue it and focus their energy on things that they consider to be more worthy of their time. And of course, some simply don't see the need.

Knowledge is (development) power

The focus on a developmental state in South Africa has generated a greatly increased need for new types of knowledge in order to address an expanded range, diversity, and complexity of factors that will determine the State's development effectiveness. This has led to more rigorous approaches to research, has enabled better informed decision-making, and has brought about a revolution in policy analysis that has become known as evidence-based policy-making (EBPM), an approach that is globally recognised for its potential to contribute to more effective policy.

At the same time though, there is a marked disparity in the quality of existing knowledge in South Africa, particularly around poverty and inequality, with both policy-makers and researchers identifying the difficulty in finding reliable and up-to-date information as a key challenge to being able to adopt the EBPM approach – and the body of good research that does exist, and could be used to inform policy development, is currently largely fragmented and typically not to be found in an accessible form. In other words, at this point in time, being able to access and use the existing knowledge is one of the biggest challenge facing the developmental state.

Furthermore, the high turnover of policy-makers within and across government departments means that the public sector is faced with the loss of institutional memory as those previously trained in EBPM leave, taking with them all their knowledge and skills in this field.

Which knowledge management approach is best?

This understood, the general consensus now is that knowledge and learning reside within people, and they are obtained through people's relationships and experiences. The management of this knowledge therefore lies in developing a culture that embraces learning, sharing, changing, and improving outcomes through collective intelligence and knowledge. Importantly, the essential part of managing knowledge is to ensure it is shared and used to achieve a desired result. Both private and public sector organisations have realised it is not just the accumulation of knowledge that is important, but having systems in place that promote personal relationships, reflections and sharing of knowledge.

Data storage and access

Data storage, within and outside of government, is crucial, and although the need to establish knowledge repositories is known, strategies to ensure that these data storage mechanisms operate effectively and are responsive to the specific needs of both policy-makers and researchers have not yet been fully developed.

In terms of EBPM, the ideal situation for government researchers and policy-makers alike is one in which they know what research has been conducted, can access relevant documents and academic research papers, and have the tools and capacity to use research findings to make policy decisions.

A recent systematic review of barriers to and facilitators of the use of evidence by policy-makers revealed that the most frequently cited factor for increased evidence use is the availability and access to research and improved dissemination. The results of the 2015/16 PSPPD diagnostic study into public sector knowledge management systems and capability confirmed this finding, describing access to data as "difficult" and concluding that no common and effective practices or mechanisms exist and that many government departments lack the skills and resources to run an efficient knowledge management system, citing barriers as being a bureaucratic style of working, no administrative support or champion for KM, lack of funding, inadequate computers and bandwidth, no systematic gathering of information, research agendas not aligned to policy needs, inadequate capacity to translate research into policy, lag between commissioning research and results, and training on EBPM reserved for senior policy-makers (not programme managers) and hence not widely supported.

"In a world in which the internet makes information ubiquitous, what counts is the ability to use knowledge intelligently. Knowledge is the systemically integrated information that allows a citizen, a worker, a manager, or a finance minister to act purposefully and intelligently in a complex and demanding world."

While there is some evidence of repositories for commissioned research in some provinces, strategic plans, policies and reports are stored haphazardly on departmental websites or intranets and often inter-departmental politics also hinders collaboration. The diagnostics further revealed that policy-makers more often than not did not know what evidence was available or where to find it and that there is limited access to academic databases, resulting on a reliance on 'grey' literature on the internet.

The role of technology – and its limits

While being able to find the right information easily and quickly is more important than ever, technology cannot be the sole solution. Connecting to peers and experts across the organisation that can guide you in finding the information relevant to the decision you need to make is essential. Suc-



Successful KM is about developing ways to knit together both tacit and explicit knowledge. To do that, we must ask basic questions: Do we know what we “do” know and where that information is? Do we know what we “do not” know, and need to know, and where we might get that information?

However, the smart use of technology in KM is a very important enabler. Technology accumulates, sorts, and stores data, and is continuously devising leaner and smarter ways to streamline and enhance the flow of information. It is a powerful tool that allows users to find the right information effortlessly and rapidly, encourages greater interactivity among individuals and organisations, and presents opportunities to handle knowledge in new and innovative ways. Technology not only enhances access to information, but opens up virtual platforms for people to converse, share ideas and experiences, and increases an awareness of what knowledge is available. In fact, it has been predicted that smart technology, which is evolving at a swift pace, will have the biggest near-term impact on KM in the future.

Categorising knowledge

Generally, a knowledge management system must contain more than just documents, reports and files. Knowledge is usually categorised in one of three ways: 1) Explicit knowledge, which is information or knowledge that is set out in tangible form, such as words, scientific formulas, codified procedures, or universal principles; 2) Implicit knowledge,

which is not set out in tangible form but could be made explicit; and 3) Tacit knowledge, which is difficult to set out in tangible form.

When knowledge is locked into systems or processes, as Greg Griffith of Konica Minolta SA says, “it has a higher inherent value than when it can simply ‘walk out of the door in people’s heads.’”

The way of the future

While developing these systems and processes may seem like a daunting task, with the right tools it can be done. We have those tools and, as the National Development Plan (NDP) tells us, “developments in science and technology are fundamentally altering the way people live, connect, communicate and transact, with profound effects on economic growth and development. Science and technology are key to equitable economic growth, because technological and scientific revolutions underpin economic advances, improvements in health systems, education and infrastructure.”

“The only form of investment that allows for increasing returns is in building the stocks and flows of knowledge that a country (or company) needs, and in encouraging new insights and techniques,” emphasises the NDP, and if we want to fulfil the Plan’s vision of creating a capable and developmental state that is able to address the twin challenges of poverty and inequality, we need to start investing now.

Now trending in knowledge management

- **Tagging the solution** - Organising and classifying content coherently and consistently is critical to ensure that the search functionality of a KM system delivers accurate results. KM software now allows for content to be tagged and organised as soon as it's created, enabling users to cut through swathes of confusing content and home in on pertinent information accurately and easily. As search indexing methods continue to mature, so will the speed of retrieving the relevant information increase.
- **The human connection** - An exciting new development that is unfolding in the search indexing field is the technology of cognitive learning. Developers and subject matter experts are able to programme this cognitive computing system to understand linguistic nuances, meaning and relationships specific to their industry or profession. The system is capable of using natural language processing and machine learning to identify pertinent information from large amounts of data. This 'artificial brain' is able to leverage the expertise from the information it processes, not just the connection.
- **Virtual partners** - Knowledge management systems are becoming more collaborative than ever, giving peers and experts an opportunity to communicate with each other in real time. High levels of engagement and participation are required for knowledge sharing and collaboration to be successful. Opportunities are being provided to allow all individuals within an organisation to participate and have their say. Through collaboration and sharing of information, the same mistakes are not repeated and time is not wasted reinventing solutions, processes, and proposals. In this way, everyone benefits from the best the organisation has to offer.
- **In the mind's eye** - Long lists, elaborate file names and spotty functionality are being replaced by images to help users navigate more easily. The visual aspect of KM systems is evolving and text-based lists will be replaced with images when it comes to searching for files and documents. Visualisations allow for more efficient knowledge transfer and absorption.
- **The power of tech** - Online tools and mobile apps are a powerful way to communicate information. Apart from personal self-expression, more and more organisations, think tanks, universities and governments are seeing the value of using digital tools to present their work or research findings in a dynamic and attractive way. These days there are better ways of presenting information than through the traditional PowerPoint presentation. Innovative platforms that allow users to tell a story using social web material are increasing in popularity. Videos are also powerful and efficient tools for disseminating information. YouTube bears testimony to the increasing use of audio-visual language. Research and data are made more human by telling stories people can identify with.
- **Tracking the talent** - In all organisations there are individuals whose roles and positions are critical in securing the organisation's success. If these individuals leave the company, they take their knowledge with them. This can be prevented by capturing their knowledge and expertise into systems and processes. The future is dictating a different kind of knowledge management, one that moves from identifying information to action in shorter time frames. Organisations themselves are seeing the benefit of developing action plans to identify, develop and transfer the knowledge contained in critical positions.

Spotlight on...

The Wits Knowledge Hub for Rural Development



This world-class laboratory for rural research promotes policy-to-action in Africa

The Wits Knowledge Hub for Rural Development is tasked with tackling the complex problems surrounding rural development in one of the most densely populated and poorly resourced areas in South Africa.

The hub was established in late 2013 with seed money, donated by the Department of Science and Technology (DST), for infrastructural additions to the internationally renowned Wits Rural Facility research base located on the boundary of Mpumalanga and Limpopo near the Kruger National Park.

Despite its brief existence, the hub has become a world-class facility focused on research science and innovative solutions to resolve the difficulties surrounding rural development. It is deeply involved in community interests, and supports key national government programmes through research solutions, job creation and skills development.

The hub is receiving accolades as a site for knowledge production, learning and innovation and the translation of research evidence. It actively promotes the use of research evidence in policymaking decisions that affect rural development in South Africa and its involvement in collaborative programmes has already changed attitudes regarding rural people's access to land.

The hub aims to outline clearer paths towards sustainability and shows how future activities can integrate with other government initiatives. As it develops, its activities will include on-site training and capacity development (bringing government, nongovernment organisations and university researchers together in joint courses), skills development, knowledge transfer, support for small and medium business enterprises, and rapid response inputs into municipal strategic planning documents and programmes like the Department of Environmental Affairs' Wildlife Economy and the DST's agri-innovation hubs. It aims to transform the Wits Research Facility into an internationally renowned research synthesis centre.

The Department of Science and Technology has identified the hub as a key regional champion and research provider

Dr David Bunn, the director of the hub, says the DST approved the hub's proposal in 2010 and described it as a site for knowledge production, learning and innovation, translation, and policy application directed at development challenges facing rural South Africa. It has adopted a 'hub and spokes' framework, in which the 'hub' provides organisational and infrastructural support and the integration of research knowledge, and the 'spokes' are clusters of projects that generate knowledge and engage with public authorities and communities in support of development projects.

Dr Bunn says: "Some of the hardest work in our first three years was laying the foundation for a network of powerful partners. Today that network includes the Department of Environmental Affairs (DEA), UNESCO's Kruger to Canyons Biosphere, and South African National Parks. We also have a web of relationships with another 100 key institutions and agencies, and are very proud of the success the Bushbuckridge Research Forum is achieving. We established this forum for academic, government, and non-profit organisations needing to share research on the wider Bushbuckridge region."

One of the key goals of the hub is to ensure that research evidence, which is often extremely technical, is rephrased and explained in a way that is clearly and easily understood. The first policy briefing document they released has major implications for the roll out of government's bio-economy strategy. Other research briefs are in production.

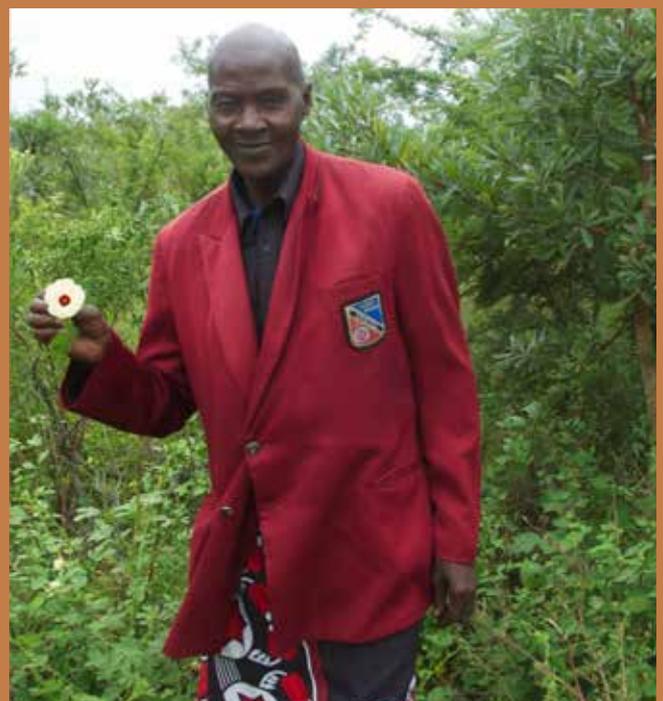
Dr Bunn states that one of their highly successful initiatives has been the internationally renowned People First Tourism project which uses cellphone-based booking systems for international and local tourists wanting household tourism experiences in homestays and volunteer programmes. This

project created six small business ventures, and another 10 are in the offing.

Another very successful project, run by Professor Wayne Twine, involves collaboration with the 300-member strong Kukula Traditional Healers' Group in order to establish protocols for the sustainable harvesting of medicinal plant materials in protected areas. Other projects of note include the IMAGINE programme, run by Dr Melissa McHale, bringing international teams to work on water quality in villages along the western edge of Kruger, developing computer learning centres in eight Bushbuckridge schools (working with the Buffelshoek Trust and Vodacom) and setting up a strategic partnership with the University of Venda, which may see the expansion of the Knowledge Hub principles to that campus.

The Wits Knowledge Hub for Rural Development has brought great value to a range of government, non-profit and community stakeholders across the two provinces. Future projects include: involvement in the roll out of the bio-economy master plan for Bushbuckridge; research support for the development of agri-parks and agri-hubs; assisting in the coordination of benefit-sharing and community participation in the buffer zone west of the Kruger National Park; and working even more closely with the Hub's sister institution, one of Africa's leading public health research units, the Medical Research Council/e Wits Rural Public Health and Health Transitions Unit (Agincourt) to determine ways in which research conclusions derived from their massive databank could assist in the more nuanced policymaking for rural South Africa.

» Visit the website at <http://www.knowledgehub.wits.ac.za/> and <http://www.agincourt.co.za>



All about EBPM: How well is research communicated to policy-makers?

Examining effective communication policies



Evidence-based policy-making (EBPM) requires that researchers and policy-makers collaborate and communicate effectively with each other, but the divide between these two communities has made collaboration and communication extremely difficult in the past.

However, as demonstrated by a 2013 research project supported by the William and Flora-Hewlett Foundation's Population and Poverty Research Initiative (PopPov), some degree of success in communicating results and having impact is achievable with a high level of commitment on the part of researchers, funders and stakeholders. The research produced four case studies from South Africa, Zambia, Burkino Faso and Malawi on how research evidence is communicated to policy-makers, and provided an overall indication of the situation in Africa.

A summary of the findings (below) highlights some major points to be considered when developing a communication policy, and challenges and successes of the research may provide insights to researchers who seek to generate policy-relevant evidence and share actionable results with policy-makers.

Time constraints

Addressing time constraints and other obstacles in the communications between researchers and policy-makers is critical; the priorities of researchers and policy-makers may conflict with one another. Research initiatives often take several years to execute, complete data analysis, and develop findings, while policy-makers might not hold office for the duration of the research process. Problems also arise when research findings conflict with already established programmes and priorities. In this case, decision-makers may not trust the findings, or simply may not be interested in pursuing them.

“Policy-makers and advocates agree that using evidence to inform decisions is essential for good policy-making and programme design. But many researchers continue to encounter challenges in sharing their research findings with policy-makers.”

Professional services

Engaging professional services such as a communications firm to assist in approaching high-level officials and crafting appropriate messages can relieve researchers of some tasks. However, unless these professionals can understand the research findings and are adept at translating them for a non-technical audience, researchers still have to spend a lot of time simplifying the results.

Collaboration with communication intermediaries who specialise in fields similar to the research topics can facilitate communication of specific findings, while making researchers aware of culturally appropriate messaging can also help engage the public and public officials.

Although the initial investment in research translation can be costly, the skills that researchers develop – the ability to make non-technical presentations and to write for policy audiences – have the potential to alleviate time burdens as researchers become more familiar with communication tools and strategies.

Early engagement

The Zambia case, in contrast with the South Africa case, highlights the importance of early engagement of stakeholders in the research endeavour. Involving government authorities in the development of the research questions paves the way for having them listen to the results. The engagement of one important stakeholder also opens doors to communication with other stakeholders positioned to use the research results in their funding and programming decisions.

Collaboration

To create an environment where research can inform policy, both researchers and decision-makers must collaborate and jointly invest in the process of bringing evidence to policy by creating incentives for researchers to consider or discuss policy implications and for policy-makers to seek out research results or to help shape research agendas.

» *To view the full [Communicating Research to Policymakers: Researchers' Experiences](http://www.prb.org/Publications/Reports/2014/poppov-communicating-research.aspx) brief, please visit <http://www.prb.org/Publications/Reports/2014/poppov-communicating-research.aspx>.*



Getting to grips with evidence that works

The *What Works Network* is the initiative to keep your eye on if you're a policy-maker or researcher in South Africa today. Why? Because this international fledgling network is carrying out cutting-edge research in its efforts to embed robust evidence at the heart of local and national policy-making. And that's not all ...



The **What Works Network** is an independent, world-leading initiative that was established in England in 2013 with the aim of changing the way government and frontline practitioners make decisions in the delivery of public services. The network, albeit still very young, has already established seven independent What Works Centres and two affiliate members, and is producing a growing body of research evidence in the areas of education, health, crime, local economic growth, and early interventions. It is helping to ensure that policy decisions and professional practice are based on robust evidence of what works and place a strong emphasis on delivering value for money and better outcomes for all.

In its first report of collected findings, which it proudly released at the end of 2014, the network states that the heart of its mission is the generation and collation of evidence. The What Works Centres systematically assess and synthesise the evidence on what works within their field of expertise and the network urges commissioners and practitioners to draw on the growing body of outputs from the Centres. The network also urges policy-makers to help the Centres find out what works by robustly evaluating the impact of their policies.

The report emphasises, however, that it is pointless if the evidence it generates does not reach the professionals who need it. Although the centres are staffed by leading experts, they do not produce scholarly outputs; their outputs are designed to be widely accessible, fully public and easily understood through summarising the evidence and providing clear and practical advice. They develop practical toolkits and guidebooks, and use innovative infographics to get their messages across, such as the Teaching and Learning Toolkit, a ground breaking example of how complex and inaccessible research findings can be presented in useful ways.

“Being clear about what works in terms of achieving economic growth is... something that all public service leaders should be interested in... the focus on the evidence base, and on rigorous evaluation ...is certainly the right way to develop our thinking and our approach. Particularly in an environment in which every penny counts.”

Joanna Killian, Chief Executive of Essex County Council and Member of User Panel What Works

“The ultimate goal of the What Works Network is to support better public services. The Network, and Centres that compose it, are designed to do this by ensuring that the best evidence of ‘what works’ is available to the people who actually make the decisions; not only government ministers and council leaders, but also doctors, headteachers, police chiefs, children’s services professionals and many more.”

***Dr David Halpern,
What Works National Adviser***

The **What Works Network** forms strategic partnerships with local authorities, people, organisations, businesses, and statutory bodies that can best bring about an agenda for change. Its independent status underpins its work and ensures its conclusions can be trusted. Where gaps in the evidence are identified, some of the centres have the resources to generate new evidence through trials and evaluations.

In a nutshell, the **What Works Network** is all about working for sustainable change, finding cost effective solutions for service delivery, collaborating with partners, systematically studying and testing what works, communicating research findings, encouraging policy-makers to evaluate their policies, creating case studies for wider sharing and sustainability, and helping organisations get the skills and knowledge they need to use and interpret evidence.

As the network states in its report, “It is hard work, often involving trawling through thousands of studies to piece together what is, and is not, known about what works.”

» ***To read the full report and learn more about their stimulating work, please visit www.gov.uk/what-works-network.***

A proposed knowledge sharing model for the public sector



Traditionally, knowledge management has followed a formal, structured approach. But technological advancements over the years have dramatically altered the landscape.

Today, social media is offering people immediate and quick access to more insightful information that is available around the clock and from virtually any location. Mobile devices are becoming a powerful new set of tools that can support not only personal decisions, but business ones as well. This could very well lead to a paradigm shift which sees establishments moving away from customised and expensive knowledge management systems to mobile-based knowledge management apps.

Social media allows instant engagement and collaboration at a minimal cost, people know how to operate mobile devices, and they are accustomed to receiving information updates and links to downloadable documents, videos and audio clips through email alerts and text messages. Smart phones have evolved into powerful hand-held processors that are increasingly being used for accessing and using content, rather than just for calls.

Could this perhaps be a knowledge management route for the public sector to consider?

Peter Mhkize, at the School of Computing, University of South Africa, tackled this question in his 2014 study to evaluate the individual knowledge acquisition and sharing practices in the South African public sector. He specifically investigated the potential of social media as a formal, knowledge-sharing medium in the workplace.

His findings reveal that informal sharing of knowledge takes place in discussion forums within communities of practice through web-based, socially-orientated platforms, and that employees are engaging in not-yet institutionalised but effective knowledge sharing initiatives that involve collaborative engagement, communities of practice, learning through discovery and the co-creation of meaning. He observes that communities of practice are popular in the public sector and are established to solicit expert knowledge from those who have been using open-source software successfully.

However, despite the surge in the use of social media, the research suggests that social media is not being used to facilitate knowledge sharing in the workplace. The findings reveal that public sector respondents appear to be ready to adopt social computing in the workplace, and suggested that knowledge sharing should be a creative process. A strong recommendation emerging from the research is that because government departments are engulfed by infrastructural deficiencies, knowledge sharing platforms should be technologically designed so they are compatible with available resources to ensure their optimal use.

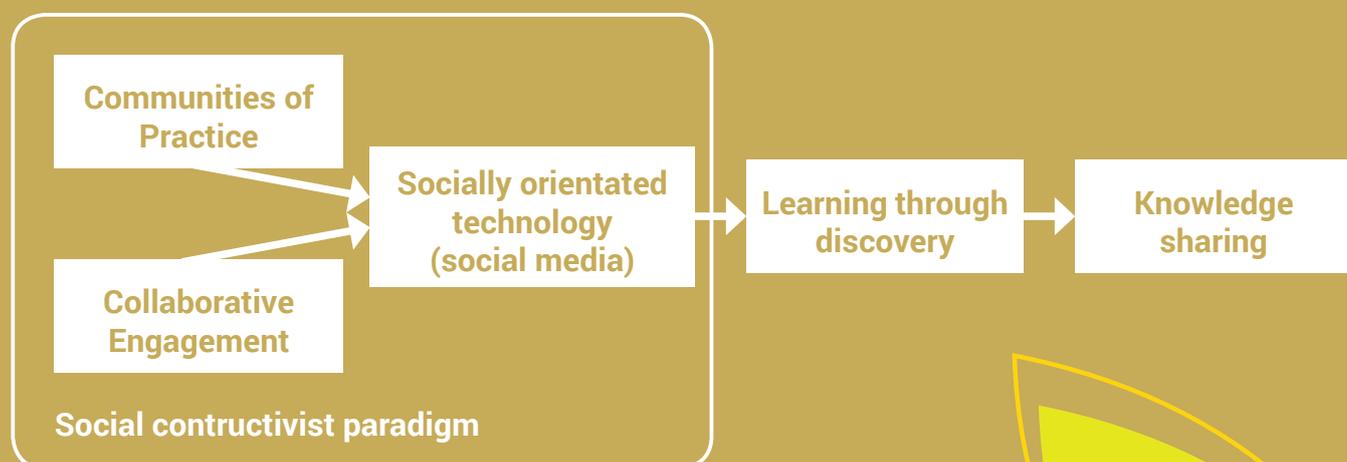
Mkhize's framework for the public sector

A proposed framework is offered by Mkhize that could provide conceptual insight into the design and development of a knowledge sharing mechanism in the public sector. It shows that knowledge sharing takes place within the social constructivist paradigm, which means that knowledge is created through social interaction and everybody involved equally contributes to the creation of knowledge.

Within this construct, collaborative engagement within communities of practices encourages the creation and sharing of knowledge – matters of interest are proposed to the communities, which members openly discuss, analyse and evaluate. The process exposes both new employees and experts to different perspectives and they learn from one another.

Mkhize advises that social media could enable flexible learning, collaborative learning and just-in-time, just-in-context, and lifelong learning, and enhance employees' access to knowledge in already flourishing and easy-to-use technology. "This is important for both business practice and academia as the framework could be applied to provide predictive and explanatory value to the theoretical development of knowledge sharing practices in the South African public sector as the biggest employer in the country," concludes Mkhize.

Mkhize's conceptual framework for knowledge transfer in the South African public sector



» See the full report for detailed information:
<http://dx.doi.org/10.4102/sajim.v17i1.620>

Resources

Events

2016 Southern African Knowledge Management Summit

» <http://sakmsummit.net>

Pretoria, 10–12 May 2016

This annual summit provides a platform to showcase and interrogate the strategic value and practices of knowledge management as a key management discipline for the 21st century. It is an opportunity for leaders and professionals in the knowledge management realm to connect and engage in robust dialogue, participate in stimulating introspection and learn about latest developments, opportunities and challenges.

Online training

Introduction to Sustainable Development, Columbia University

» <https://www.coursera.org/learn/sustainabledevelopment1>

This preview course covers three modules of Dr Jeffrey Sachs' longer course, *The Age of Sustainable Development*. The *Introduction to Sustainable Development* will give you an understanding of the key challenges and pathways to sustainable development – that is, economic development that is also socially inclusive and environmentally sustainable. This course is free. Participants need only register and start watching the video of the lectures.

» See more at: <http://capacity4dev.ec.europa.eu/km-ks/blog/online-training-sustainable-development-jefrey-sach#sthash.H02A4z8g.dpuf>

Tools

World Bank Knowledge Management Toolbox

» <http://wbi.worldbank.org/sske/guide/toolbox>

Every knowledge exchange initiative is a blend of instruments, activities, and delivery modes. This toolbox is your resource to plan for and select an appropriate mix to help participants realise their desired intermediate outcomes. It includes brief descriptions, practical how-tos, and case examples for a range of instruments and activities introduced in step 3 of this guide. The toolbox has two sections: Section 1: Instruments provide a detailed description of each instrument (vehicles for knowledge exchange), when and how to use it, and case examples; and Section 2: Activities provide detailed description of each activity (building blocks of instruments) when and how to use it, and case examples.

SDC KM tools

» https://www.shareweb.ch/site/Learning-and-Networking/sdc_km_tools/Pages/Home-SDC-KM-Tools.aspx

This website is managed by Swiss Development Cooperation Agency's (SDC's) Learning & Networking Team, which provides guidance for knowledge sharing and learning practices and advises and supports managers, collaborators and partners. The site hosts a range of useful knowledge management tools, links to the SDC networks, and learning experiences.

Useful links

Nurturing learning and innovation in large organisations such as the World Bank

» <http://capacity4dev.ec.europa.eu/km-ks/blog/nurturing-learning-and-innovation-large-organizations>

This video features Peter Senge (The Fifth Discipline) talking about nurturing learning and innovation in large organisations such as the World Bank.

Knowledge Management for Development Journal (KM4D Journal)

» <http://journal.km4dev.org/index.php/km4dj/index>

The KM4D Journal focuses on knowledge management in development and includes diverse knowledge management approaches in large and small development organisations in the South and North. It offers peer-reviewed, practice-based cases, analysis and research on knowledge in development processes, and provides a forum for debate and exchange of ideas among practitioners, policymakers, academics and activists world-wide.

Weaknesses in monitoring practices in relation to performance and accountability principles: promoting joint monitoring could be a solution in developing countries

» <http://journal.km4dev.org/index.php/km4dj/article/view/280>

This article discusses monitoring capacity in the education sector of developing countries to meet the demands of the Ministry of Education for evidence-based data to meet performance and accountability principles supported by the Open Government partnership. This article is based on a case study in a developing country that illustrates an example of limits of monitoring practice characterised by a lack of financial and human resources and also an uncompleted decentralisation process. It concludes with original recommendations based on internal dynamics that promote joint monitoring processes and practices to improve monitoring capacity for employing Open Government principles in local development and to strengthen monitoring and evaluation capacities at a national level.

Knowledge assets of higher education institutions in Uganda: proposing a framework for assessing human, structural and relational knowledge assets

» <http://journal.km4dev.org/index.php/km4dj/article/view/248/0>

It is crucial that higher education institutions (HEI) are able to identify and measure their knowledge asset base to achieve a competitive edge in the market. This paper assesses the knowledge assets of HEI in Uganda by identifying and testing the relative importance and ranking of their indicators

based on their human, structural and relational assets. The results highlight key knowledge asset indicators; provide insight into the importance and ranking of the proposed indicators; and identify the main dimensions of knowledge assets. The paper confirms the usefulness of the framework and gives direction on building a strong knowledge asset base to prioritise the critical resources and performance measurements needed to advance higher education goals.

How to get a knowledge management strategy off the ground in West Africa

» <http://journal.km4dev.org/index.php/km4dj/article/view/236/0>

This story details the processes involved in developing a knowledge management strategy in the regional office of the UN Educational, Scientific and Cultural Organisation (UNESCO) in Dakar, Senegal (2011–2014). Efforts to develop the strategy were based on colleagues, culture, change and communication. The approach is being rolled out in other African regional offices.

Fit for the Purpose? Juxtaposing global development policy discussions on knowledge sharing with African realities

» <http://journal.km4dev.org/index.php/km4dj/article/view/228>

Knowledge sharing has become more topical in global development cooperation discourse, and is linked to the growing recognition of the positive growth and development effects of accentuating knowledge as a development resource. This recognition follows decades of underinvestment in knowledge infrastructure, higher education and innovation to focus on primary education. African states have had to cut budgets on science and education to qualify for concessional loans. A few states and entrepreneurs have been designing solutions and using technology to facilitate knowledge sharing and application. Still, Africa's challenges to exploit the opportunities that knowledge sharing offers to improve economies persist, despite promises of aid from global development partners. This paper analyses the state of knowledge infrastructure and concludes that correcting the situation will require a massive improvement in educational institutions.

Resources

Research is 'no panacea' for development, finds DFID

» <http://www.scidev.net/global/policy/news/research-is-no-panacea-for-development-finds-dfid.html>

Research is “not a panacea” for development in low-income countries despite making “important and significant contributions to socioeconomic development”, according to an impact review of public research by the UK Department for International Development (DFID). This article discusses the findings of the review and makes some interesting points on how we can help better define the role and value of knowledge.

South African Journal of Information Management

» <http://www.sajim.co.za/index.php/SAJIM/index>

This journal explores the latest developments and trends in information and knowledge management to offer research that can be used to further the application of sound information and knowledge management practices. The aim of this issue is to stimulate new research in the knowledge ecosystem which serves competitive intelligence (CI) by providing a forum for authors to report on new advances and findings on how knowledge ecosystems can support the role and function of CI.

What Works Review by DFID

» <http://capacity4dev.ec.europa.eu/km-ks/blog/what-works-review-dfid-0>

The What Works Review of the Use of Evidence in DFID was carried out by the What Works team in the Cabinet Office and the Evidence into Action team in DFID. This report provides valuable insight on how DFID deals with knowledge and, more specifically, the use of evidence in its external assistance operations. The review focuses on the three themes of generation, transmission and adoption of evidence and aims to provide a viewpoint and challenge DFID to build on current practice.

» **Related videos can be found at <https://www.youtube.com/playlist?list=PLQFgd9XCJ4aIQ32uFwHNfTCF7seuO6ULM>.**



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