



Province of the  
**EASTERN CAPE**  
SOCIAL DEVELOPMENT

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Chief Information Officer

**STANDARD OPERATING PROCEDURE: INFORMATION AND KNOWLEDGE MANAGEMENT PROCESS**

Approval Date	19 February 2019
Commencement Date	19 February 2019
Review Date	19 February 2020
Periodical Review	Annual
Resources	Internal staff, Budget, ICT equipment
Intent of SOP	To document the Standard Operating Procedure (SOP) for identification, capturing, storing and sharing of knowledge; allowing for re-use by other departmental employees. Also, for the creation and maintenance of a knowledge management portal where this knowledge will be made available.
Objectives)	To provide integrated strategic direction and support to achieve good governance at all times
Scope	This SOP applies to all Departmental employees as each employee plays a vital role in the sharing of knowledge, generating new knowledge as well as acquiring knowledge.
Definitions	KM – Information and Knowledge Management Department – Eastern Cape Department of Social Development ISB – Management Information Services Definition of Terms

	<ul style="list-style-type: none"> <li>➤ Information – collection of raw facts from which conclusions can be drawn.</li> <li>➤ Knowledge – information that is contextual, relevant and useful to undertake action to solve a particular problem.</li> <li>➤ Knowledge Management – process of capturing and documenting an individual's knowledge and then sharing that knowledge within the organization and effectively using it in order to enhance the organization's performance, productivity and effectiveness, also to increase the organization's competitive advantage.</li> <li>➤ Tacit knowledge – knowledge that is personal, not easy to express and difficult to communicate to others, the person may not even be aware they have that knowledge.</li> <li>➤ Explicit knowledge – knowledge that is formal and codified. Can be easily communicated and shared because it has been documented.</li> <li>➤ Knowledge champions – people appointed by the department to promote, support and communicate knowledge management initiatives within the department.</li> </ul>
<p><b>Desired Performance</b></p>	<ul style="list-style-type: none"> <li>➤ The Department will become a smart organization which is an example to other entities in KM.</li> <li>➤ The Department will practice both incremental and radical innovation.</li> <li>➤ The Department will start to become a learning organization, integrating learning and knowledge management.</li> <li>➤ The Department will become a best practice establishment with continuous improvement.</li> </ul>
<p><b>Key Performance Indicator</b></p>	<p>Number of Strategic Business Intelligence Reports produced.</p>
<p><b>Principles &amp; values</b></p>	<p>The following principles underpin Information and Knowledge Management process:</p> <ul style="list-style-type: none"> <li>➤ Promote a culture of learning and knowledge sharing within the Department.</li> <li>➤ Enhancing better use of information in order to achieve better results.</li> <li>➤ Leverage business intelligence and knowledge management capacity for better organizational communication.</li> <li>➤ Evaluate the intellectual capital existing within the Department.</li> </ul>
<p><b>Compliance Measures</b></p>	<p>Generic Norms and Standards focusing on the following critical areas:</p> <p><b>Consistent:</b> Information and Knowledge Management programs facilitated and implemented within prescribed policies, strategies and legislations.</p> <p><b>Organizational:</b> Organizational norms and standards ensuring a sound Knowledge Management culture is adhered to by all employees of the Department.</p> <p><b>Strategy:</b> Alignment and conformance to IKA Approach and Provincial KIM Strategy.</p>

	<p>Process: Process norms and standards outlining the step by step activities for performing particular tasks.</p> <p>Outcome norms and standards: Description of the tangible results of actions taken to improve service delivery, efficiency and effectiveness of employees in performing their duties, and creating a knowledge sharing culture in the Department.</p>
<p><b>Performance Measures</b></p>	<ul style="list-style-type: none"> <li>➤ Development of an easy to access, user-friendly IKM Portal that will be the main source of internal information for all Departmental officials.</li> <li>➤ Effective utilization of the IKM Portal</li> <li>➤ Best practices identified, shared and implemented</li> <li>➤ Improved performance</li> <li>➤ Informed personnel</li> <li>➤ Better decision making</li> </ul>
<p><b>Process Input / Output Data</b></p>	<ul style="list-style-type: none"> <li>➤ User credentials</li> <li>➤ Information types</li> <li>➤ Research data</li> <li>➤ Staff directory</li> <li>➤ Best practices</li> <li>➤ Policies</li> <li>➤ Annual reports</li> <li>➤ Project data</li> <li>➤ Lessons learned</li> <li>➤ Strategies</li> <li>➤ Service Delivery Model</li> <li>➤ Business Processes and Standard Operating Procedures.</li> <li>➤ Service Charter and Service Standards</li> <li>➤ Electronic forms</li> <li>➤ Departmental reports</li> </ul>

No.	Task Name	Task Procedure	Responsibility	Supporting Documentation	Service Standard
1	Appoint IKM Champions	<ul style="list-style-type: none"> <li>Identify employees that will be appointed as IKM Champions to promote, support and communicate knowledge management initiatives within the department.</li> <li>Draft appointment letters for IKM Champions and obtain signatures from the relevant stakeholders.</li> <li>Appoint IKM Champions</li> <li>Inform the appointed IKM Champions about the IKM Approach.</li> <li>Provide training for the IKM Champions.</li> </ul>	Deputy Director: IKM Director: MIS HOD	<ul style="list-style-type: none"> <li>List of identified IKM Champions</li> <li>Signed IKM Champions appointment letters</li> </ul>	Ongoing
2	Develop IKM Portal/Knowledge repository	<ul style="list-style-type: none"> <li>Research and select the best and cost effective technology to use in the development of the IKM portal.</li> <li>Collect and document functional and information requirements</li> <li>Develop a user friendly, interactive IKM portal for employees to easily access the knowledge they require.</li> <li>Populate portal with all relevant documents with all the relevant information, e.g. policies, strategies, reports.</li> </ul>	Deputy Director: IKM Assistant Director: Web Developer Assistant Director: Web Management and Graphics	<ul style="list-style-type: none"> <li>Departmental policies</li> <li>Departmental strategies</li> <li>Departmental reports</li> <li>Developed IKM portal</li> </ul>	3 Months
3	Identify Information, knowledge and collect best practices	<ul style="list-style-type: none"> <li>Identify best and explicit knowledge</li> <li>Collect best practice throughout the Department</li> <li>Approve information and knowledge to be shared.</li> </ul>	Deputy Director: IKM IKM Champions Director: MIS	<ul style="list-style-type: none"> <li>Approved information and knowledge to be shared</li> </ul>	Ongoing
4	Capture and document Knowledge	<ul style="list-style-type: none"> <li>Document all the best and explicit knowledge in the Department to allow easy access by Departmental officials.</li> <li>Document all best practices collected.</li> <li>Capture all best and explicit knowledge into the portal.</li> <li>Capture all best practices identified.</li> <li>Publish all relevant documentation on the portal to allow for Departmental employees to access and re-use as and when needed.</li> </ul>	IKM Champions Deputy Director: IKM	<ul style="list-style-type: none"> <li>Forms</li> <li>Templates</li> <li>Business processes</li> <li>SOPEs</li> <li>Research Data</li> <li>Research papers</li> <li>Reports</li> <li>Intellectual Capital</li> <li>Best practices documents</li> </ul>	Ongoing
5	Conduct knowledge sharing session and promote a learning process	<ul style="list-style-type: none"> <li>Facilitate knowledge sharing sessions within the Department based on the best practices identified</li> </ul>	Director: MIS Deputy Director: IKM IKM Champions	<ul style="list-style-type: none"> <li>Documented Knowledge</li> </ul>	Ongoing

No.	Task Name	Task Procedure	Responsibility	Supporting Documentation	Service Standard
	<b>culture within the Department</b>	<ul style="list-style-type: none"> <li>Facilitate interdepartmental knowledge sharing session with cross functional teams in different sections within the Departments</li> <li>Facilitate knowledge sharing and knowledge learning amongst the Departmental employees</li> </ul>		<ul style="list-style-type: none"> <li>Documented best practices</li> </ul>	
6	<b>Update knowledge stored in knowledge repository</b>	<ul style="list-style-type: none"> <li>Receive request for knowledge to be captured or updated</li> <li>Identify knowledge that needs to be captured or updated on the portal</li> <li>Update/maintain best practices on the portal</li> </ul>	KM Champions Deputy Director: KM	<ul style="list-style-type: none"> <li>Approved information and knowledge to be shared</li> <li>Best practices documents</li> </ul>	Ongoing
7	<b>Maintain IKM Portal</b>	<ul style="list-style-type: none"> <li>Perform software maintenance/upgrade for the portal</li> <li>Perform changes in the layout and functionality of the portal when the need arises</li> <li>Fix errors/bugs that may arise from the portal</li> </ul>	Deputy Director: IKM	<ul style="list-style-type: none"> <li>Documented plans and maintenance plans</li> <li>Documented bugs and errors</li> </ul>	Ongoing
8	<b>Practice incremental and Radical Innovation</b>	<ul style="list-style-type: none"> <li>Meet with other units in the Department to implement innovation ideas</li> <li>Approve innovation ideas</li> <li>Apply the innovation framework to improve internal processes of the Department</li> </ul>	Deputy Director: KM IKM Champions Director: MIS	<ul style="list-style-type: none"> <li>Documented innovative ideas</li> <li>Innovation framework</li> </ul>	Ongoing
9	<b>Conduct monitoring and evaluation</b>	<ul style="list-style-type: none"> <li>Organise quarterly sessions with KM Champions</li> <li>Report on progress and submit issues or challenges experienced at District, Area and Service levels</li> <li>Establish if there are any training and change management needs and ensure that they are addressed</li> </ul>	Deputy Director: KM KM Champions	<ul style="list-style-type: none"> <li>Attendance register</li> <li>Issues report</li> <li>Training needs report</li> </ul>	Ongoing
10	<b>Report on IKM Initiatives Performance</b>	<ul style="list-style-type: none"> <li>Report on KM performance through MIS monthly Reports</li> <li>Report on KM Initiatives of the ICT OPS meetings</li> <li>Report on KM status and Initiatives to Top management</li> </ul>	Deputy Director: KM Director: MIS	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly reports</li> <li>Annual reports</li> </ul>	Ongoing

**PROCESS RISKS**

Name of the Risk	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Control Description	System / Manual
Coordination Role	Lack of cooperation from employees in terms of imparting KM Processes	H	H	Ensure approval of the KM policy, SOP and Business Process. Conduct awareness session and appoint KM champions. Provide user-friendly platform for submission, sharing and maintenance of information	Manual
Human Capital	Loss of knowledge due to employees leaving the Department without the knowledge of KM unit	H	H	To collaborate with HR and ICT Engineering to obtain information on employees leaving the Department.	Manual
Budget	Traveling and accommodation for KM sessions throughout the Province.	H	H	Director MIS should make budget available to secure tools of trade.	Manual

**LEGISLATION, POLICIES, PROCEDURE, & OTHER DOCUMENTATION (i.e. SOPs)**

Document Name	SECTION DESCRIPTION	Effective Date (if applicable)
<b>Promotion of Access to Information Act (PAIA)</b>	This act states that everyone has the right of access to information held by the state and any information held by another person that is required for the exercise or protection of any rights. This act ensures transparency, accountability and effective governance of all public and private bodies.	Act No. 2 of 2000
<b>The Protection of Information Act</b>	This act is to provide for the protection from disclosure of certain information; and to provide for matters connected therewith.	Act No. 4 of 1982
<b>State Information Technology Act</b>	This is to provide for the establishment of a company that will provide information technology, information systems, and related services to, or on behalf of participating departments and in regard to these services, act as an agent of the South African Government; and to provide for matters connected therewith.	Act No. 88 of 1998
<b>Minimum Information Security Standards Act (MISS)</b>	This is the standard for minimum information security measures that any institution must put in place for sensitive or classified information to protect national security.	1998
<b>Electronic Communications and Transaction Act</b>	This act provides for the facilitation and regulation of electronic communications and transactions; to provide for the development of a national e-strategy for the Republic; to provide universal access to electronic communications and transactions and the use of electronic transactions by SMEs; to provide for human resource development in the electronic transactions; to prevent abuse of information systems; to encourage the use of e-government services; and to provide for matters connected therewith	Act No. 25 of 2002
<b>Public Service Regulations</b>	The Public Service Act constitutes the general legislative framework for the administration of the Public Service. It sets the general rules governing the duties, powers and conditions of service of persons employed in the Public Service.	Act No. 108 of 1994

**AUTHORIZATION**

Authorization:	Name:	Comments	Signature:	Date:
Quality Checked By: Director: Management Information Services	N.A. Mezzi	The process must be reviewed and updated annually upon approval date.		07/02/2019
Recommended By: Chief Information Officer	P.M. Chetyan			8/12/19
Approved By: HOD	N.Beast	AS RECOMMENDED		19/02/19
Distribution and Use of SOP	District Directors, Service Office Managers, Area Managers, Assistant Directors and all staff members			