



**INSTITUTE OF LOCAL GOVERNMENT
MANAGEMENT OF SOUTH AFRICA
(ILGM)
CONFERENCE**

The Importance of Knowledge
Management for Local
Government

22 November 2018

PURPOSE



1. Raise the importance of knowledge and information management in local government
2. Build a working relationship with **local** and **district** municipalities on knowledge management

SALGA STRATEGY AT A GLANCE (2017-2022)

MANDATES

1. Lobbying, Advocacy & Represent
2. Employer Representation
3. Capacity Building
4. Support and Advice
5. Strategic Profiling
6. Knowledge & Information Sharing

GOAL 1:
Sustainable, Inclusive Economic Growth Underpinned by Spatial Transformation

GOAL 2:
Good Governance & Resilient Municipal Institutions

Inspiring Spatial Justice & Social Justice through Integrated Management of Space, Economies & People

GOAL 3:
Financial Sustainability of Local Government & Greater Fiscal Equity

- **Information and Communication Technology**
- **Data Intelligence**
- **Innovation**
- **Research and Knowledge Management**

- **Effective and Efficient Administration**
- **Marketing and Communication**
- **Strategic Partnerships**

VALUES

Responsive

Innovative

Dynamic

Excellence

What is Knowledge Management?

WHAT IS KNOWLEDGE MANAGEMENT?



Knowledge Management - processes of capturing, developing, sharing and effectively using organisational knowledge to achieve set objectives

Knowledge management is **about the people** - it is built on the belief that the most valuable resource of organisations is the knowledge of its people

Knowledge management is not technology – technology is an enabler

WHAT IS KNOWLEDGE MANAGEMENT?



Knowledge management is included in the ISO 9001: 2015 - this means **knowledge and its management** are core part of international quality standards

International Organization for Standardization (ISO) has recently released a standard on Knowledge Management

South Africa, through the South African Bureau of Standards (SABS) is working on developing the local version.

Importance of Knowledge Management for Municipalities

WHY KNOWLEDGE MANAGEMENT IN LOCAL GOVERNMENT?

Challenges faced by the Local Government sector

(Source: LGTAS, B2B & AG Reports)

1. **High turnover** of technical & professional staff
2. **Limited resources** – requiring that risk & cost must be managed effectively to provide the best development impact
3. In some cases – a strong **dependence on consultants** which often leaves the municipalities in a position of having to consistently “re-purchase” advice and intellectual property.
4. **Inability** in some municipalities to deliver on the core set of critical **municipal services**.
5. Poor financial management e.g. poor audit outcomes
6. **Corruption & fraud**



- Poor quality of work
- Poorly, services and products
- Repeat work / duplication efforts
- Longer times to locate relevant materials
- Insufficient use of funds and resources
- Loss of institutional memory

WHY KNOWLEDGE MANAGEMENT IN LOCAL GOVERNMENT?

Effective management of knowledge and information resources can assist the municipality to:

1. Improve **accountability** through effective management of information resources;
2. Make informed **decisions**;
3. Increase level of **collaboration** internally and externally;
4. Improve **partnerships** with stakeholders;
5. Capture knowledge of **retiring** employees
6. Retention of the Municipality's **institutional memory**.



- Increase efficiency
- Better responsiveness
- Enhanced decision-making
- Greater accountability
- Reduced costs
- Motivated staff
- **Good governance**
- **Improved service delivery**

Examples of Implementing KM in Local Government

AREAS TO WORK ON

- 1. Document Processes / Standard Operating Procedures** - You can only manage and improve what is documented. Start with problem areas (supply chain, customer service)
- 2. Work of Consultants** - protected, stored, accessible and remain the ownership of the municipality
- 3. Study tours and delegations** - capture record of the travels and key lessons and benefit for the municipality
- 4. Retiring employees** - identify retiring employees five years or more before they retire, select those with critical skills and arrange for skills transfer. This process cannot be done in months of retirement
- 5. Learn from peers and others** - the solutions are often not far away. Identify problem areas and approach SALGA to identify municipalities / organisations you can learn from

KNOWLEDGE MANAGEMENT TOOLKIT

- Defines Knowledge Management for Local Government
- Determines where you are and how to move forward
- 16 tools that can be applied
- How to implement and measure.



LOCAL GOVERNMENT

KNOWLEDGE MANAGEMENT TOOLKIT

*Building Local Government
Capacity in Knowledge Management*

Local Government Knowledge and Information Management Forum

LG KNOWLEDGE AND INFORMATION MANAGEMENT (KIM) FORUM

- SALGA and COGTA are working together to establish a Forum on Knowledge and Information Management for Local Government
- The Forum is for LG practitioners in Records Management, Libraries & Knowledge Management
- The purpose of the Forum is to share good practices, innovations and collectively advocate for issues that needs attention and improvements.
- We are planning the first meeting in February/March 2019. Please encourage your municipalities to participate

IN CONCLUSION



Leadership and executive support plays a key role in ensuring the success of KM.

Nothing makes greater impact on an organization than when leaders model the behaviour they are trying to promote amongst employees.



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THANK YOU

*Tell me, I'll forget,
Show me, I may remember.*

*But involve me and I'll
understand.*

Lao Tzu ~600 BC