



planning, monitoring
& evaluation

Department:
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DPME Knowledge Management Maturity Assessment Report

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1. Introduction

The Department of Planning, Monitoring and Evaluation (DPME) is the custodians of the National Development Plan (NDP). Its mandate is to facilitate delivery plans for the strategic cross cutting priorities of government. It monitors and evaluates the implementation of the plans and performance of municipalities, frontline services and national and provincial departments and also assess them to ensure their alignment. It also promotes good planning and M&E practices within government. The mandate of the Department is derived from *Section 85(2) of the Constitution of the Republic of South Africa* (DPME Strategic Plan, 2015-2020).

DPME is a knowledge organisation that gathers and uses research and data evidence for planning, monitoring and evaluation in order to establish gaps in meeting the NDP goals and 14 outcomes of government and ultimately contribute towards improved service delivery (DPME, 2016/17 Annual Report). The DPME delivers on its mandate by amongst other methods, accessing data and using data and research related information from various organs of state (KM Strategy, 2018).

The DPME has identified a Knowledge Management gap, which impacts negatively on its ability to adequately deliver on its mandate timely and proactively. The management of information accumulated in the department is fragmented. Information is not systematically captured, packaged, stored, sufficiently shared and utilised in order to fulfil the DPME mandate and inform continuous improvements (Ledwaba & Hans, 2013). The knowledge management gap in the DPME means that available evidence is not accessible when needed to inform policy decisions. Strengthening knowledge systems is therefore, one of the key focus areas for the DPME over the medium term.

The Department acknowledges that data, research and knowledge management are critical components in serving the internal needs of the DPME (DPME, 2018). The DPME has therefore identified the need to improve its knowledge management function and institutionalise knowledge management in order to adequately deliver on its mandate and be proactive and more responsive. One of the activities that the DPME has undertaken in order to improve on its mandate is the development of a knowledge management strategy. It has also conducted a knowledge maturity assessment that will feed into the KM strategy of the Department. This report is therefore aimed at presenting the results of the KM maturity assessment.

2. Background

The DPME contracted an external organisation to conduct a Knowledge Management audit in 2012. The audit was aimed at investigating the status of KM and related systems, processes and technology in the Department. The audit report indicated that there is an abundance of information within the Department but illustrated that the information is not used optimally because of the gaps in KM within the department. It was found that there is a problem of information flow since there are no good systems for gathering, capturing, sharing and analysing data and information (Ledwaba, 2012).

The audit report also found that information in the Department is stored in the M-drive and website. These platforms were said to be difficult to navigate, did not have updated and backed-up information. Concerns about the M-drive were about its accessibility, complexity and manageability (Ledwaba, 2012). It was also highlighted that the organisation lacks a culture of communication and dissemination/sharing.

DPME generates valuable lessons and best practices through its learning networks and M&E forums, and reports generated. The wealth of information in DPME is not utilised to its full potential due to the fact that information is not always accessible. This inaccessibility is further exacerbated by the lack of an information sharing culture within DPME (Ledwaba & Hans, 2013).

The report also identified that most individuals were not aware of existing KM supporting technologies within the organisation and identified that there is a lack of structured information/storage, slow or no access to the internet, server unavailability and intranet. Some of these problems still exist within the DPME environment.

The audit report results indicate that there is a clear business case for KM in the DPME. It argues that impediments to knowledge sharing will have to be overcome in order to effectively institutionalise knowledge management within the Department (Ledwaba & Hans, 2013). The KM audit report asserted that the implementation of KM in the Department ought to overcome certain hurdles such as management buy-in, training, culture of sharing, IT support and governance, and stakeholder management. Management buy-in was rated high in the list of hurdles. Training and the culture of sharing were the second highest. It therefore proposed that DPME strengthens existing KM enabling tools and technologies and embeds a knowledge-centric and knowledge sharing culture in its business processes (Ledwaba & Hans, 2013).

In 2013, a KM strategy, architecture and optimization project was undertaken by the DPME in partnership with a consultant in order to develop a KM strategy. The strategy was consolidated with a KM implementation plan as well as a KM architecture, optimization platforms and communication tools. This document guided the strategic direction of KM within the Department (Ledwaba & Hans, 2013). The DPME KM strategy was adopted in 2014. Currently, a revised strategy is underway. In order to inform the current strategy, a KM maturity study was undertaken in the third quarter of the 2018/19 FY and the results of this study are shared further in this report.

3. Aims and Objective

The aims of the report are to report the results of the KM maturity study and use them to inform the development of the KM strategy. A Knowledge Management Maturity Assessment was therefore conducted to establish KM progress within the DPME.

4. Methodology

In order to address the aims of the study, a quantitative study was undertaken. Questionnaires were distributed using the internal DPME mail. The Communications Unit assisted in distributing the questionnaire to the entire DPME. The questionnaire covered a number of KM dimensions. This included KM leadership and Governance, Business alignment, People and culture, Technology, Knowledge processes, Learning and innovation, Monitoring and evaluation, and Knowledge dissemination and communication. The questionnaire had a range of scores, from 0 for not being aware or not knowing, 1 denoting very poor to 5 denoting very good.

A convenience sampling strategy was used to collect data. DPME Employee that were willing and could afford their time to respond to the questionnaire participated. A sample of 21 employees participated. Figure 1 below, provides a description of the sample of participants.

Table 1: Sample description

Gender	Freq (%)	Years of service at DPME	Freq (%)	Highest level of education	Freq (%)	Position	Freq (%)	Branch/unit	Frequency (%)
Male	10 (48%)	- 1 year	0	PHD	1 (25%)	CD/ higher	2 (10%)	Corporate Services	3 (14.3%)
Female	11 (52%)	1-3 Years	5 (23.8%)	Masters	8 (10%)	Director	7 (33%)	EEKS	7 (33.3%)
		4-5 Years	1 (4.8%)	Degree	5 (10%)	DD	7 (33%)	NPC Secretariat	0
		5-7 Years	3 (14.3%)	Honors	4 (25%)	ASD	3 (14%)	Public Sector Monitoring & CD	3 (14.3%)
		7+ years	12 (57.1%)	Diploma	3 (30%)	Supervisor	1 (5%)	Planning Coordination	3 (14.3%)
						Intern	1 (5%)	Sector Monitoring	4 (19.0%)
								Other	1 (4.8%)
			21 (100%)		21 (100%)		20 (100%)		21 (100%)

As illustrated in Table 1 above, 21 employees responded to the survey. The number of male (n = 10) and female (n = 11) participants was almost the same. The majority of participants were either directors or deputy directors (n = 14; 66.6%), had Master's Degrees (n = 8; 10%) and, more than 7 years at DPME (n = 12; 57.1%) and were from the Evaluations Evidence and Knowledge Systems (EEKS) Branch (n = 7; 33.3%).

There was no participation from the National Planning Coordination Secretariat. The demographics illustrate that most employees that participated had more years in the DPME, held middle and senior management positions and were also from the Branch that initiates the study.

5. Results

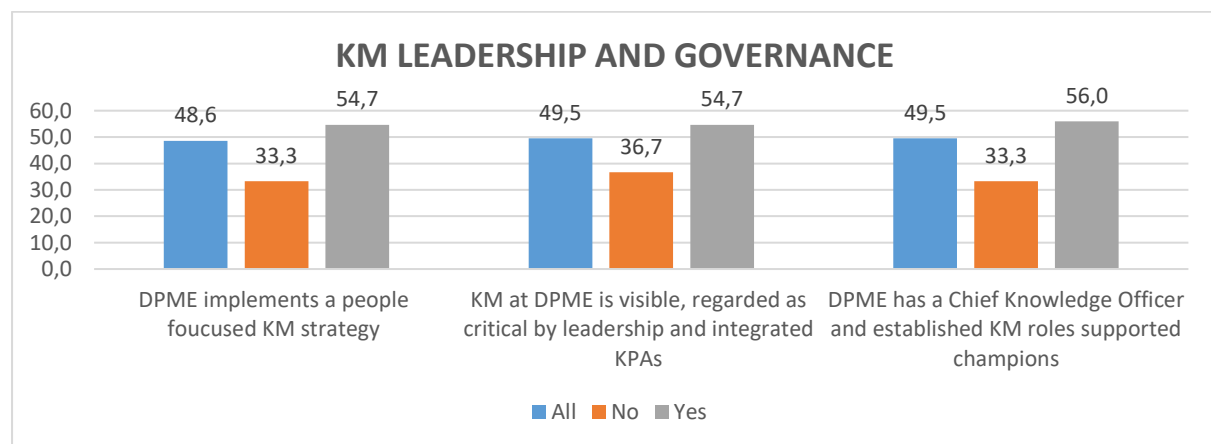
This section of the study presents the results of the study based on the information that was gathered through the distributed survey questionnaires. As previously alluded in the methods section, information gathered focused on eight KM dimensions. This report integrates survey results from 21 participants, distinguishing between those aware of the KM strategy (Yes), those unaware (No), and the overall perception (All).

5.1 KM Leadership and Governance

The bar chart presents survey results on **Knowledge Management (KM) leadership and governance** within DPME. It compares responses from all participants (blue bars), those unaware of KM initiatives (orange bars), and those who are aware (gray bars).

The leadership and governance dimension sought to uncover whether participants were aware of the existence of a KM strategy and champion within the department and whether KM was supported by the Executive and recognised as a strategic priority in the DPME. It also sought to ascertain whether participants were aware of the existence of guidelines, policies and tools that were aligned to the IT infrastructure to pursue KM goals.

Figure 2: Responses for Knowledge Management (KM) Leadership and Governance



As reflected in the chart above, the 48.6% of all respondents agreed that DPME has a people-focused KM strategy. Among those unaware of the KM strategy, only 33.3% acknowledged this aspect. However, 54.7% of those aware of the strategy affirmed that DPME has a people-focused KM strategy. This suggests that exposure to KM initiatives leads to a stronger perception of a people-centred approach.

About 49.5% of all participants acknowledged the existence of a CKO and indicated that KM is visible and regarded as critical by leadership. Among those unfamiliar with the KM strategy, only 33.3% recognized the CKO role and 36.7% recognized KM's visibility, while about 54.7% and 56%, respectively of those aware of the strategy confirmed awareness. This disparity highlights the need for improved awareness campaigns and leadership advocacy to ensure broader recognition of KM and suggests that even though leadership structures supporting KM exist they may not be widely communicated across the department.

Generally, the results illustrate that there is a growing certainty about KM leadership and governance and a sense of an improvement in leadership and governance of KM as compared to the 2018 survey scores, when there was no KM strategy.

How can the DPME improve the visibility of the knowledge management function?

Participants provided valuable insights on how to improve the visibility of KM within the DPME and the following key themes emerged from their responses. There were suggestions that:

Regular Communication and Awareness Campaigns be conducted: Many respondents emphasized the need for continuous engagement through updates, newsletters, and awareness campaigns in the form of weekly updates to all DPME officials, through various forums of the department, and meetings and sharing of KM material regularly, and conducting KM sessions with different levels of employees.

Conducting structured Workshops and Training Sessions was another highly recommended approach. Some participants suggested the creation of community forums amongst internal staff. Responses highlighted the necessity of hands-on learning opportunities to enhance KM adoption.

The **Appointment of Knowledge Management Champions** in each branch or directorate was a common recommendation. There were claims that establishing KM champions per chief directorate/branch and training them can improve the understanding and value of KM. This strategy was asserted to help sustain KM efforts across the department.

Centralized KM Tools and Storage Systems

Participants emphasized the importance of creating a centralized KM portal where employees can easily access and store knowledge. One respondent highlighted, “The key factor for me is understanding the specific rules regarding where and how we should store the information we generate monthly and quarterly.” Another added, “To boost the visibility of the knowledge management function within DPME, creating a centralized knowledge portal with accessible resources is essential.”

Leadership and Performance Integration

Leadership involvement was seen as a critical enabler for KM adoption. One participant emphasized, “Support and buy-in of leadership are crucial for setting the tone, and incorporating knowledge management into performance indicators incentivizes participation.” This suggests that KM initiatives should be embedded within organizational performance metrics.

Conclusion: Strengths and Opportunities

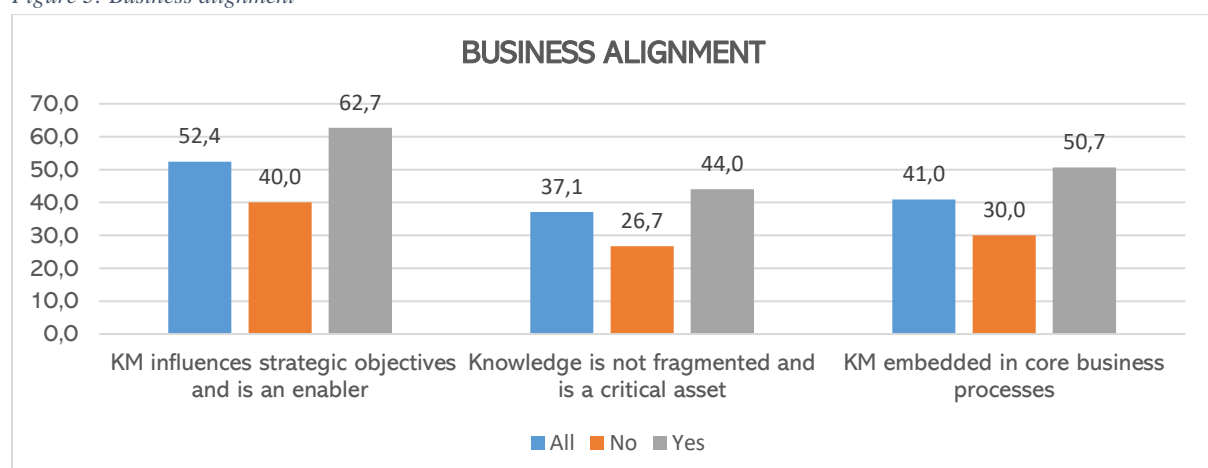
The survey results highlight key strengths in KM leadership and governance within DPME. There is a growing recognition of KM's importance, with improvements noted compared to previous years. The presence of a CKO, KM strategy, and established governance committees is a positive step toward institutionalizing KM within the department. Additionally, KM is increasingly seen as people-focused and visible within leadership structures.

However, opportunities exist to further enhance KM visibility and engagement. Awareness campaigns, workshops, and structured KM training can bridge the knowledge gap among employees. Establishing KM champions and integrating KM into daily operations will reinforce its relevance. Strengthening leadership advocacy and linking KM initiatives to performance indicators will further ensure long-term sustainability. By implementing these strategies collectively, DPME can create a strong knowledge-sharing culture, enhance institutional memory, and maximize the impact of KM on organizational efficiency.

5.2 Business Alignment

The graph on Business Alignment provides insights into the current state of KM integration and business alignment at DPME.

Figure 3: Business alignment



The highest level of agreement (62.7%) to the statement that KM influences strategic objectives and acts as an enabler was observed from respondents that were aware of the KM strategy. However, among those unaware of the KM strategy, only 40% were in agreement, indicating a gap in understanding its strategic importance.

The rating score amongst those respondents that were aware of the strategy was 44% in response to the perception regarding knowledge fragmentation as compared to 26.7% amongst those that were not aware of the strategy. This suggests that knowledge management practices are not yet fully integrated across all operational areas, leading to potential inefficiencies in knowledge sharing. Lastly, the score regarding whether KM was embedded in core business processes had a score of 50.7% amongst those that were aware of the KM strategy as compared to 30% of those not aware. This indicates that employees with more exposure to KM initiatives recognize its integration into business operations.

What does the DPME need to do to improve the integration of the knowledge management function to business processes?

The survey responses suggest that awareness, executive support, and systematic integration are key areas requiring improvement for KM to be effectively aligned with business processes. Close to a third of participants suggested that DPME should improve awareness by making KM sessions compulsory and conducting training workshops to clarify its role. One respondent emphasized that these workshops should “explain the role of employees in integrating knowledge management into business processes.”

More than a third of the respondents suggested that KM should be embedded in daily activities, operational workflows, and strategic planning session to ensure that KM is not seen as an additional burden but rather as an integral part of their work. A respondent highlighted that KM champions should “work closely with their units to improve alignment,” reinforcing the need for dedicated personnel to drive KM efforts at the departmental level.

Another significant theme was the role of technology in facilitating KM integration. Close to a third of participants proposed the creation of a centralized KM system or repository, emphasizing that guidelines for storing critical information (such as high-level reports) should be established. Additionally, participants suggested that KM should be embedded into employees’ Key Performance Areas (KPA) and supported by executive buy-in at EXCO, EMC, and branch meetings.

There seem to be a growing awareness and willingness among employees to integrate KM into daily operations. A significant portion of respondents (over one-third) support embedding KM into strategic planning and KPAs, indicating readiness for deeper institutionalization. Some of the suggestions for integrating KM into business processes are presented in the diagram below:



Bridging the awareness gap through compulsory KM training sessions and targeted communication can enhance understanding across all levels of DPME. Strengthening executive buy-in by presenting KM insights in leadership meetings (EXCO, EMC) will encourage broader departmental integration. Developing a centralized KM system will improve institutional memory and streamline knowledge-sharing practices. Embedding KM into workflows and performance indicators can ensure its sustainability and alignment with business objectives. By implementing these strategies, DPME can solidify KM's integration into business processes and enhance its overall effectiveness as a critical organizational function.

5.3 People and Culture

The people and culture dimension elicited information aimed at ascertaining whether participants perceived DPME as having a culture and level of trust in sharing knowledge and whether the department's experts were effectively used in sharing platforms. It also aimed to ascertain whether participants thought non-senior management staff members had access to strategic information of the department.

Figure 4: People and culture



The People and Culture survey results reveal a moderate level of awareness and participation in KM activities. The figure above illustrates that the rating scores for awareness of and eagerness to participate in KM activities was only 30% of respondents that were unaware of the KM strategy and 56% for those aware. This gap suggests that those more familiar with KM recognize its importance, while others may lack sufficient exposure.

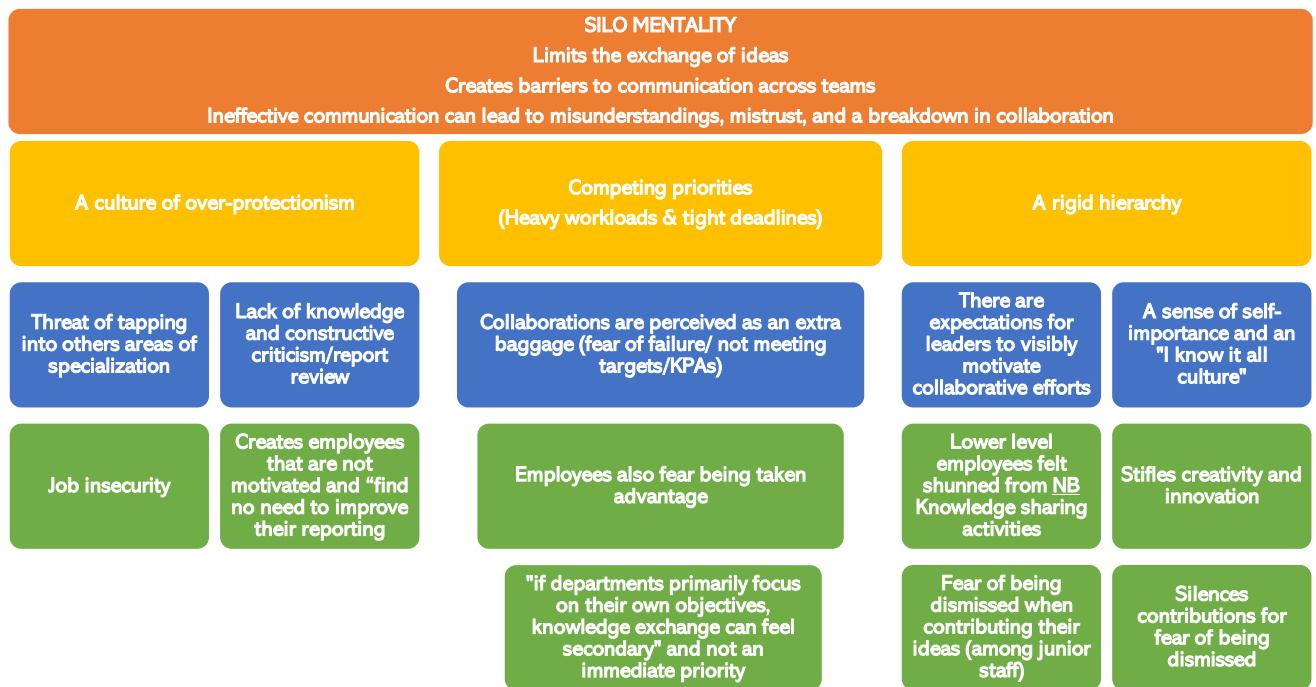
The rating score was 23.3% of respondents unaware of the KM strategy in response to whether DPME employees work collaboratively and have Communities of Practice (CoPs), and the score was about 37.3% of those aware of the strategy. The relatively low percentages suggest that collaboration is not yet an ingrained organizational practice.

The rating score of employees aware of the strategy in response to they believed employees within the DPME share and harvest knowledge, and mentor others was 44% as compared to only 26.7% of those unaware of the strategy. This discrepancy indicates that mentorship and knowledge exchange are not fully embedded within the departmental culture.

The insight on the graph illustrates that the DPME has a long way to go to improve the people dimension of KM and change the culture within the DPME. Comparing score from the 2018/19 FY to the 2024/25 FY scores, it is clear that going forward, the DPME ought to inculcate this culture.

What stifles the culture of collaboration and knowledge sharing in the department?

The culture of collaboration and knowledge sharing within the Department faces significant challenges. Both qualitative insights and quantitative data indicate that silo mentality, over-protectionism, hierarchy, and competing priorities hinder effective knowledge management. The diagram below provides insight on what stifles collaboration:



Silo Mentality and Over-Protectionism

Nearly half of the participants identified a silo mentality as a major barrier to collaboration. Several examples highlighted how branches present similar topics independently, indicating a lack of cross-departmental coordination. Participants linked this issue to competition between teams, where employees fear sharing information due to concerns about job security and professional recognition.

Additionally, a culture of over-protectionism was reported, where employees hesitate to collaborate due to territorialism over areas of specialization. One participant described this as an “I know it all” culture, where employees are reluctant to accept guidance, which hinders growth.

Rigid Hierarchy and Lack of Inclusion

Several participants highlighted hierarchy as a barrier to knowledge sharing. Employees often find themselves excluded from meetings relevant to their roles, which limits their exposure to critical knowledge. Some only receive access to discussions when a senior colleague is absent, leaving them unprepared to engage effectively. One participant argued that the DPME has “A rigid hierarchy [which] can stifle creativity and innovation, as employees may feel they cannot contribute their ideas without fear of being dismissed” and another stated that the lack of constructive criticism and review of reports creates employees that “find no need to improve

their reporting”. The rigidity of the hierarchy therefore, discourages open idea exchange, making innovation and collaboration difficult.

Competing Priorities and Workload Pressure

Half of the participants pointed out that individual performance targets often take precedence over collaborative work. Employees feared being seen as failing in their roles, which discourages knowledge-sharing efforts. Moreover, tight deadlines and heavy workloads made collaboration seem like an additional burden rather than an integrated process. Employees prioritize immediate tasks, seeing knowledge-sharing activities as secondary or non-essential.

Leadership Gaps and Lack of Incentives

A few participants emphasized the lack of leadership visibility in promoting collaboration and argued that without explicit incentives, employees have little to no motivation to share insights. The participant suggested that leadership should establish shared goals, incentivize collaboration, and provide supporting tools to counteract silos.

Poor Knowledge Management Systems and Analytics

Some participants argued that DPME builds systems but lacks strong analytics, meaning that knowledge is not effectively translated into insights and individuals are not motivated to collaborate and produce publishable material. One participant argued that DPME is known for building systems but poor in analytics. The participant further argued that “the centre of DPME does not cohere. Information does not cascade to users, the analytical part of the DPME is not emphasised and valued. Very rarely do we see rigorous data analysis conducted by DPME so that it can inspire. What is visible is system building”. There was also a sense that the “lack of supportive tools, such as shared digital platforms or knowledge repositories, can make sharing cumbersome and less likely to occur naturally” stifling efficiency and collaboration.

The DPME strengths are that there is moderate awareness of KM, suggesting a foundation upon which to build more engagement especially amongst those that were aware of the KM strategy. There was also about slightly more than a third of employees that recognized the value of KM and expressed willingness to participate in CoPs, which illustrates that there is a working base that the DPME KM can work upon.

Opportunities for improvement within the DPME include: Breaking down silos by encouraging inter-departmental knowledge-sharing forums and ensuring project collaboration across branches. Creating leadership-driven incentives for collaboration and integrating knowledge-

sharing expectations into daily work by linking them to Key Performance Areas (KPA's). Implementing structured digital platforms to streamline knowledge exchange and increase visibility of existing expertise. Fostering a more inclusive environment by ensuring employees at all levels are invited to relevant discussions and decision-making processes. By addressing these cultural and structural barriers, DPME can enhance collaboration, knowledge sharing, and organizational efficiency.

Suggestions for improving a culture of knowledge sharing and collaboration

The DPME has significant potential to enhance collaboration by leveraging leadership commitment, structural improvements, and behavioural shifts.

Structural and Process Improvements

- Develop a standardized knowledge-sharing workflow to institutionalize collaboration within the department.
- Make knowledge-sharing sessions and platforms regular and mandatory through structured workshops and digital collaboration tools.
- Implement after-action reviews and debrief sessions for projects to promote continuous learning.
- Establish functional knowledge-sharing platforms, centralized databases, and digital tools to facilitate seamless exchange of information.

Leadership and Management Role

- Leaders should model collaborative behaviour by actively participating in knowledge-sharing initiatives.
- Management should take the lead in integration efforts, ensuring alignment between branches and fostering inter-departmental cooperation.
- Introduce explicit collaboration expectations in performance agreements, cascading them from managers to all employees.
- Leaders should reinforce the importance of collaboration, ensuring it is recognized and rewarded.

Cultural and Behavioural Changes

- Build a positive and inclusive work environment that fosters trust, innovation, and engagement.

- Encourage active participation in knowledge-sharing activities and create spaces for open discussions.
- Address bottlenecks and workplace conflicts promptly to ensure smooth communication and cooperation.
- Shift the approach towards demand-led sharing rather than forcing participation, ensuring that data-driven insights drive collaboration.

Knowledge-Sharing Initiatives and Engagement Strategies

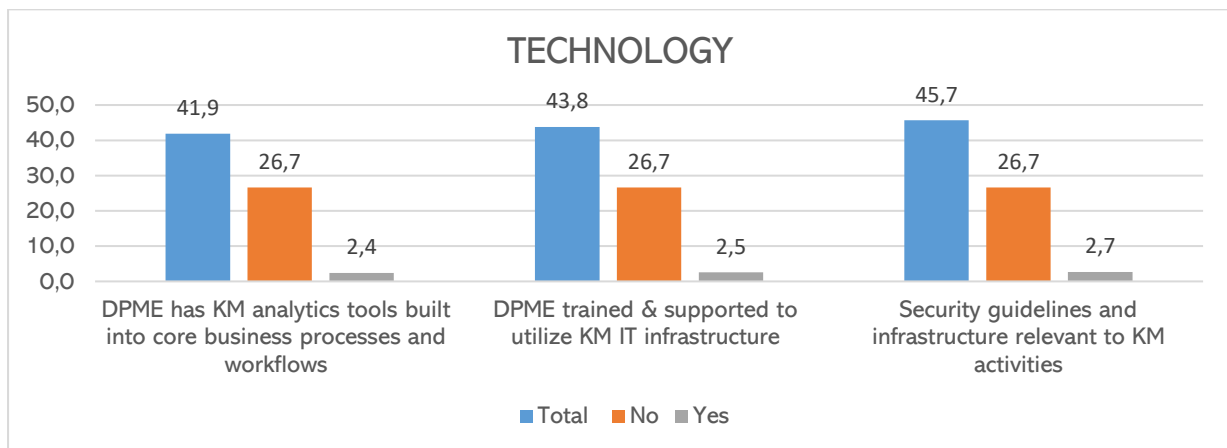
- Organize cross-departmental projects, workshops, and knowledge exchange sessions such as "lunch-and-learn" events.
- Ensure that sessions foster deep reflections on project interconnectivity and their impact across branches.
- Create KM champions to facilitate and embed knowledge-sharing practices into daily operations.
- Use trust-building activities and team engagements to break down silos and encourage interdepartmental collaboration.

Opportunities going forward for improving the culture of sharing and collaboration within the DPME include embedding knowledge-sharing into policy for enforcement and sustainability. Investing in digital collaboration tools for easier information access and governance. Aligning performance incentives with collaborative efforts, ensuring that knowledge-sharing is valued and rewarded. Fostering a learning culture where employees see knowledge-sharing as a tool for professional growth rather than an extra burden. By addressing structural barriers, leadership engagement, and cultural resistance, the DPME can transition towards a collaborative, knowledge-driven organization.

5.4 Technology

The technology dimension aimed to ascertain whether employees perceived the DPME as IT or people focused and also whether they thought the organisation has technology and KM tools that are built into core business processes to support the flow of knowledge. It also aimed to understand whether employees felt that they were empowered and supported to use IT for knowledge sharing and whether the organisation applies new technology in support of knowledge sharing.

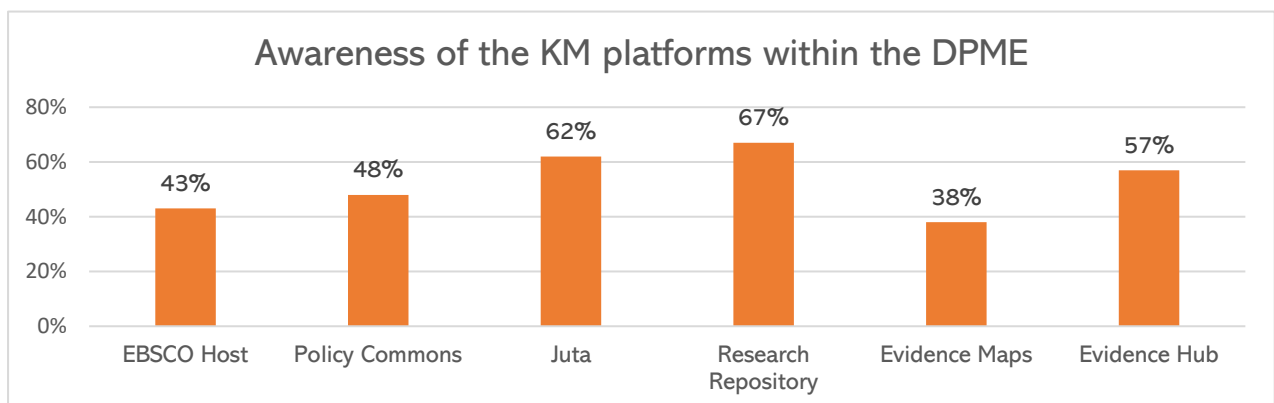
Figure 5: Technology



The figure above, illustrates that most (40%) participants indicated that they were not aware of the availability of technology and tools built into core businesses within the department to support knowledge flow. Only 25% of participants were in agreement even though none strongly agreed. Participants that indicated that the current KM strategy focuses more on technology than people were 50%, most of the participant were neutral and only 15% disagreed.

The results on the technology dimension seem to indicate that there is a sense that there is not enough integration between technology, KM tools and business processes.

Participants' awareness of Research and KM Facilities within the DPME



A total of 21 participants responded to the survey regarding their awareness of six research and KM platforms within DPME. The **most recognized** platforms were the *Research Repository* and *Juta* amongst participants. **Moderately recognized** platforms were *EBSCO Host* and *Policy Commons* and the **least recognized platforms** were the *Evidence Map Platform* and *Evidence Hub*. This suggests a need for improved communication and training around their

availability and usage and could also suggest that these platforms are either underutilized or not adequately promoted within the organization.

How to improve usage of the KM platforms

By increasing awareness and usage of these KM tools, DPME can enhance its knowledge-sharing culture, improve research capabilities, and facilitate evidence-based decision-making.

Given that some platforms have low awareness levels, the RKM Unit should:

- Conduct targeted training and awareness sessions to educate employees on the purpose and benefits of these research and KM platforms.
- Integrate KM into daily workflows and encourage the use of these platforms in day-to-day operations, research activities, and decision-making to enhance engagement and utilization.
- Improve communication and ease of access to these platforms through internal communication channels, induction programs, and periodic reminders.
- Improve user support and engagement through a help desks or user guides to assist employees in navigating these platforms effectively.

How can knowledge management help support your workflows and add value to your work?

The responses from the 21 participants highlight several ways in which knowledge management (KM) can support workflows and add value to their work. A central theme that emerged was the need for efficient access to information. Many respondents emphasized the benefits of having a centralized system, such as an electronic document management system, that would allow easy retrieval of relevant documents, reports, and insights, particularly for recurring projects. This would reduce the time spent searching for information, enhance responsiveness, and support timely decision-making. There were, however concerns regarding the availability of data and the time needed to analyse it, suggesting that improving these areas would be crucial for KM's success.

The concept of knowledge sharing also emerged as crucial in improving workflows. By creating a system where knowledge is shared across units and directorates, employees would better understand how their day-to-day tasks integrate with the work of others. Respondents pointed to the need for greater system integration and updates to ensure that knowledge management tools effectively support workflows and decision-making. Below are some suggestions for improving workflows and value add:

Enhancing Information Access and Retrieval

- Implement a **centralized electronic document management system** for easy access to reports, documents, and insights.
- Reduce **time spent searching for information** by organizing knowledge repositories effectively.
- Ensure **timely decision-making** by providing readily available, relevant information.

Facilitating Knowledge Sharing and Collaboration

- Establish **systems for cross-unit knowledge sharing** to improve workflow integration.
- Encourage **collaboration between directorates** to minimize redundancy and streamline processes.
- Develop **clear roles and responsibilities to reduce duplication** of effort and enhance accountability.

Integrating KM Tools with Existing Systems

- Ensure **KM tools are embedded into daily operations** for seamless knowledge transfer.
- Provide **easy access to commonly used templates, documents, and best practices**.
- Support **knowledge flow between units** to enhance efficiency, confidence, and innovation.

Optimizing Workflows and Driving Continuous Improvement

- Use KM to **improve analytical capabilities** and inform decision-making.
- Facilitate **after-action reviews** and lessons-learned documentation for process enhancement.
- Promote a **culture of continuous learning and professional development** through shared experiences.

Addressing Data Availability and System Integration Challenges

- Improve **data availability and accessibility** to enhance informed decision-making.
- Allocate **time and resources for data analysis** to derive meaningful insights.
- Regularly **update and integrate KM tools** with organizational systems to ensure effectiveness.

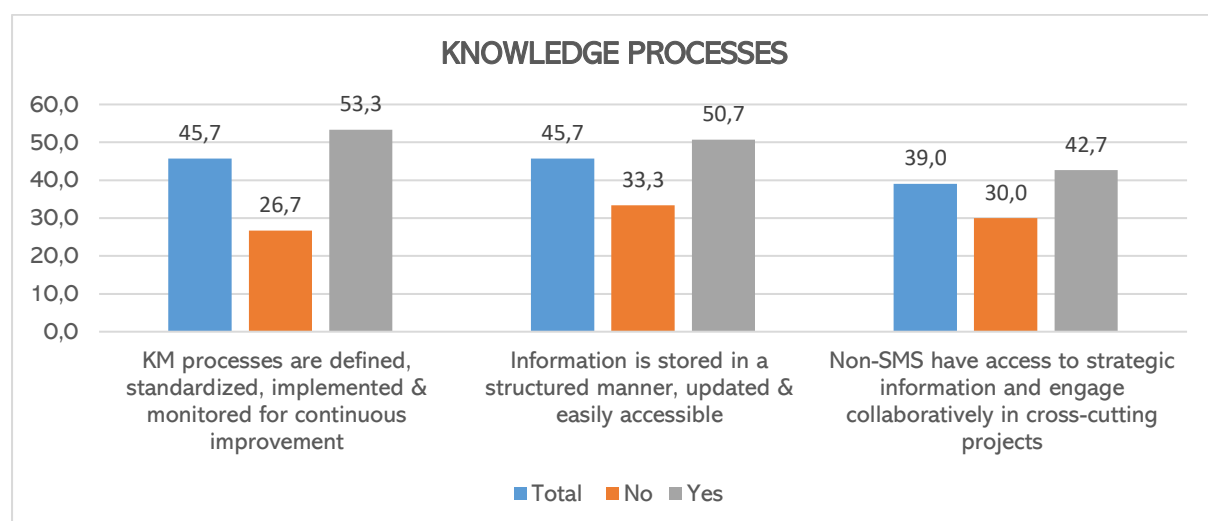
By implementing these strategies, KM can streamline workflows, reduce duplication, enhance collaboration, and support evidence-based decision-making, ultimately adding significant value to the work of employees.

In conclusion, knowledge management, when properly implemented, can significantly improve workflows by providing timely, accessible, and trustworthy information, reducing duplication of effort, and fostering collaboration. By streamlining access to past insights and fostering a culture of knowledge sharing, it can add considerable value to the work processes of the participants

5.5 Knowledge Processes

The knowledge process dimension aimed to ascertain whether participants perceived KM processes as defined and standardised across the department and whether knowledge generated within the department is constantly updated, managed and used for timely reporting. It also aimed to ascertain whether training on incorporating knowledge processes to normal work practices was available to employees.

Figure 6: Knowledge processes



The figure above illustrates that more than 60% of participants perceived knowledge management (access, update, retrieval and dissemination) as fragmented. About 45% indicated that knowledge generated within the department is not constantly updated, synthesised and timely reported and about 55% indicated that knowledge processes for sharing, documenting, classifying and searching are not adopted as normal practices within the department.

The lowest scores were on information management, standardisation of KM within the department and the training aimed at enabling employees to incorporate knowledge processes to normal work processes.

How can knowledge management help support your workflows and add value to your work?

Most participants (42%) indicated that the implementation of an electronic document management systems or central repository “where all information, documents and reports within the DPME are stored [can help] ease searching” and accessing trustworthy information timely can help support workflows and add value to their work. A participant argued that “the problem is not workflow, it is data availability and time to analyse it”. Participants thus argued that if information is stored more efficiently in a centralised and accessible portal, the organisation will be able to be more responsive, efficient and easily meet its targets timely. Suggestions were that KM systems within the department be more integrated and up to date and for the DPME to “develop policies and ICT tools that would support the workflow of knowledge between and amongst units”. These were some of the sentiments:

By systematically capturing, organizing, and sharing institutional knowledge, KM ensures that key insights, data assets, and practices are readily available, which in turn enhances efficiency and decision-making when the department is doing projects that recur (i.e. 5 yearly reviews). Employees will not need to start searching from scratch and this will ease their workload and improve responsiveness

Knowledge management can streamline workflows by providing easy access to past insights, resources, and lessons learned, reducing duplication of effort and saving time. With an efficient KM system, commonly used documents, templates, and best practices are readily accessible, enabling staff to work more efficiently and confidently. KM can also enhance decision-making by consolidating relevant data and previous project outcomes, offering a solid foundation for planning and risk management. Additionally, a culture of knowledge sharing encourages innovation, as teams can build on each other's ideas and successes, driving continuous improvement across projects. By embedding KM into workflows, DPME can leverage existing knowledge assets, optimize processes, and ultimately achieve better, more consistent results.

Some of the value adds of KM pointed out by participants included that it can help develop an understanding of “how our day to day integrate with other directorates”, “minimize duplication of effort”, and a few participants argued that gaining knowledge from others colleagues’ experiences will not only help them grow professionally but will also “inform the analysis work

that we do and the engagement on policy, planning and reporting issues”, which subsequently “enhance the work of each units”.

Awareness of KM platforms within the RKM Unit

The responses from the 21 participants provide varied perspectives on the use of the DPME knowledge management (KM) platforms, highlighting both positive experiences and areas for improvement. Some participants expressed awareness of the platforms but had not yet used them, indicating that there is interest, especially within certain directorates, but perhaps limited engagement or access. Others who have used specific KM tools, like journal subscriptions, found them to be easy to use, though issues arose when using platforms such as the evidence map, where slow download speeds led to frustration. The evidence hub also presented challenges, with users reporting difficulties in logging in multiple times, suggesting that technical issues may be a barrier to greater engagement.

Several participants noted that the range of KM products available on the platform is somewhat limited and does not cater to the diverse needs of all units within DPME. There were suggestions that the procurement process may play a role in this, as more specific or specialized resources may be excluded due to cost considerations. Additionally, some participants found the platforms to be more user-friendly for those familiar with academic research but difficult to navigate for others, particularly if they do not receive regular reminders or updates about how to use the platforms.

Improvements that were commonly suggested included enhancing access to the platforms, such as automating download or view functions on tools like the research repository, evidence map, and evidence hub. It was also recommended that clearer communication be made regarding the platforms' value and how they can support DPME's work, potentially through workshops or awareness campaigns at branch or chief directorate levels. Some respondents suggested that making these platforms more user-friendly and ensuring smoother technical experiences would increase usage.

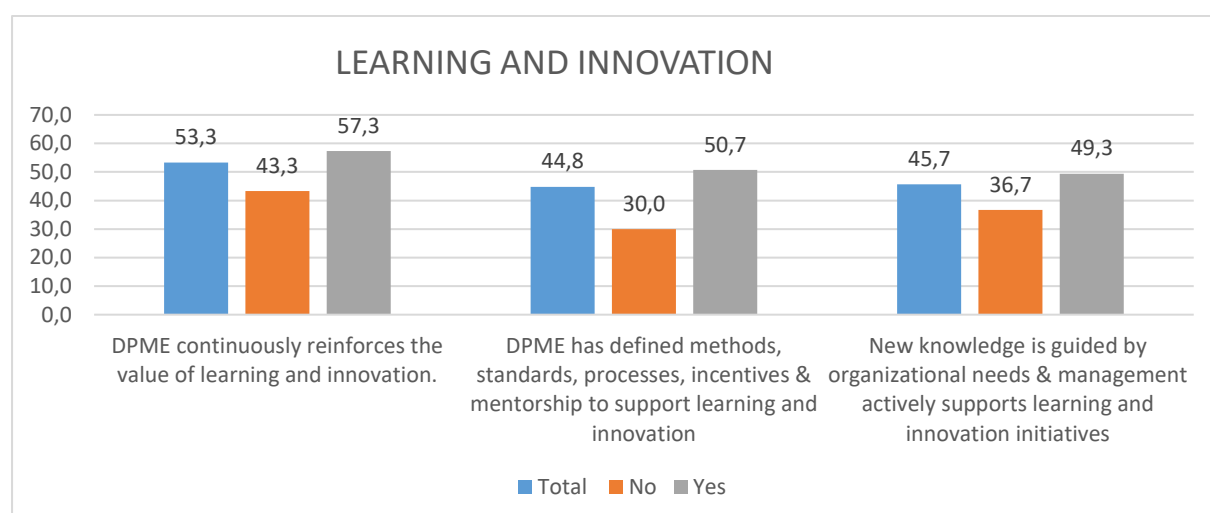
Despite these challenges, there were also participants who found certain platforms useful. For instance, Policy Commons was highlighted as being beneficial by one participant, although other tools were not as widely used or found to be valuable. In general, while there is interest in the platforms, there seems to be a need for improvements in communication, accessibility, and usability to encourage broader and more consistent engagement with the KM tools across DPME.

In conclusion, while there is a clear interest in the DPME KM platforms, the feedback suggests that issues related to access, technical difficulties, and limited communication about the platforms' benefits hinder their full potential. Improvements in these areas could increase their value and usage across the organization.

Learning and Innovation

The learning and innovation dimension aimed at eliciting information to ascertain whether participants perceived of DPME as an organisation that promotes and rewards learning and innovation and has defined standard and processes built into the processes of the organisation that deal with learning and innovation, and whether this is supported by the Executive.

Figure 7: Learning and Innovation



The figure above illustrates that 40% of the participants indicated that they were not aware of any standards and processes for dealing with innovation in the department and only 5% indicated that they were aware. About 25% indicated that they were not aware of standards and processes for learning that are built into key processes within the department and 35% indicated that they did not exist. It was however, interesting that even though a number of participants indicated that the DPME did not have standards and processes for dealing with learning and innovation. There was however, a sense that the department does reinforce organisational learning, as 50% indicated this.

The lowest scores were on standards and processes guiding innovation and learning within the department. There was however, a sense that the organisation reinforces a culture of learning.

How the culture of learning and innovation can be improved at DPME

To improve the culture of learning and innovation at DPME, there are several key areas that need to be addressed, based on the feedback provided by the participants.

Leadership Support and Modeling: Many respondents highlighted the importance of leadership in fostering a culture of learning and innovation. Leaders at DPME should actively demonstrate a commitment to collaboration, knowledge sharing, and continuous learning. By modeling collaborative behavior and engaging in knowledge-sharing activities themselves, leaders can encourage employees to follow suit. This can help create a more open and supportive environment that values creativity and innovation.

Creating Space for Innovation: Several participants suggested that DPME should provide space and time for employees to test new tools, develop innovative solutions, and experiment without the fear of failure. Establishing an “innovation hub” or “idea exchange” sessions, where employees can brainstorm and pilot new ideas, would help to promote creativity and problem-solving. Additionally, failure should be reframed as a learning opportunity rather than a setback, allowing employees to feel supported as they explore new approaches.

Training and Professional Development: A common theme in the responses was the need for better access to training and professional development opportunities. Many employees felt that training programs were either limited, not widely available, or not adequately supported due to budget constraints. To address this, DPME should invest in training programs that expose staff to emerging tools, methodologies, and trends. It is also important that these training opportunities be inclusive and accessible to all employees, regardless of their level or role. Additionally, implementing policies that encourage mentorship, coaching, and self-driven projects could help build a more innovation-oriented culture.

Cross-Departmental Collaboration and Peer-to-Peer Learning: Peer-to-peer learning and cross-departmental collaboration were identified as weak areas in the organization. To improve this, DPME could foster a greater sense of community through networks, collaboration, and knowledge-sharing events. Platforms such as SAMEA, the Africa Evidence Network, and the NSG could be leveraged to encourage more inter-departmental interaction and expose employees to new ideas and practices. Regular knowledge-sharing sessions, hackathons, and joint projects could also help employees learn from one another and collaborate on solving shared challenges.

Policy and Structural Changes: Some respondents noted that DPME's current culture is more compliance-driven, with limited space for innovation. There is also a concern about the lack of policies that encourage innovation or provide clear direction on how to foster it. To address these concerns, DPME should revisit its policies to allow for greater flexibility and support for innovation. This includes creating a more dynamic and adaptable environment that encourages employees to propose new ideas, experiment, and challenge the status quo. A clear framework for change management and innovation could help to overcome resistance and create a more progressive workplace culture.

Awareness and Communication: Many respondents highlighted that there is a lack of awareness about the opportunities for learning and innovation within DPME. To improve this, there should be more frequent communication about the available platforms, resources, and benefits associated with a culture of learning. Workshops, awareness sessions, and regular updates on new opportunities for innovation and learning could help engage employees and encourage them to take part in these initiatives.

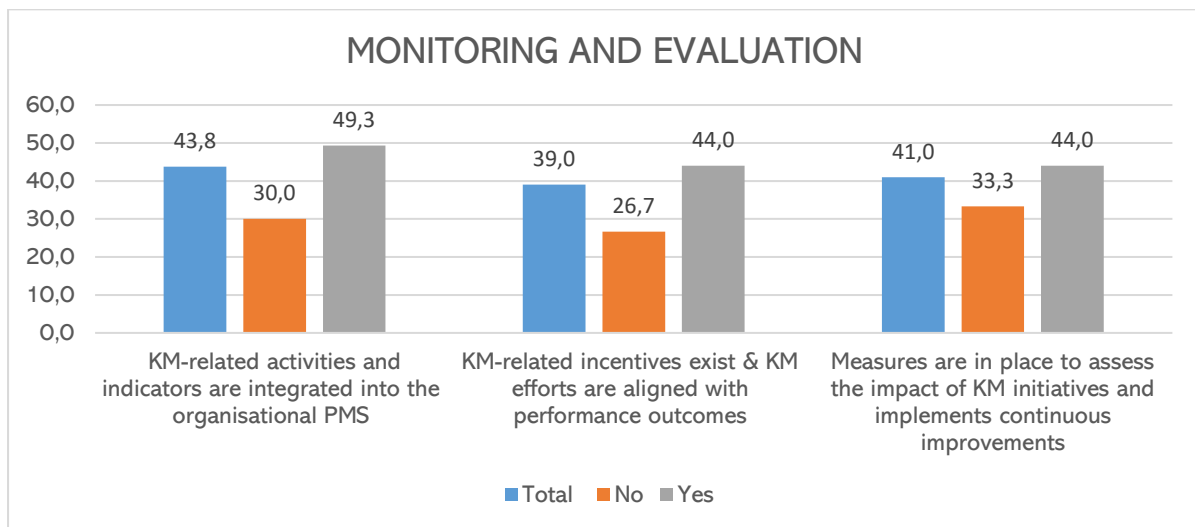
Support for Continuous Learning: Finally, some employees expressed that the department's culture is too rigid and that personal development plans (PDP) and continuous learning are not adequately supported. DPME needs to ensure that there is a clear and structured approach to supporting continuous learning, including encouraging employees to pursue further education through bursaries, providing access to relevant conferences, and offering resources for personal development.

In conclusion, improving the culture of learning and innovation at DPME requires a combination of strong leadership, better access to training and development, an emphasis on experimentation and collaboration, and a shift in organizational policies to support innovation. By creating a more inclusive and flexible environment, providing resources for continuous learning, and encouraging peer-to-peer interactions, DPME can build a culture that fosters creativity, knowledge sharing, and innovation at all levels of the organization.

5.6 Monitoring and Evaluation

The monitoring and evaluation dimension aimed to ascertain whether participants felt that KM measures were integrated into organisation's performance management system and departmental activities and whether processes and measures for monitoring and evaluating knowledge sharing activities and tools are in place and reviewed periodically.

Figure 8: Monitoring and Evaluation

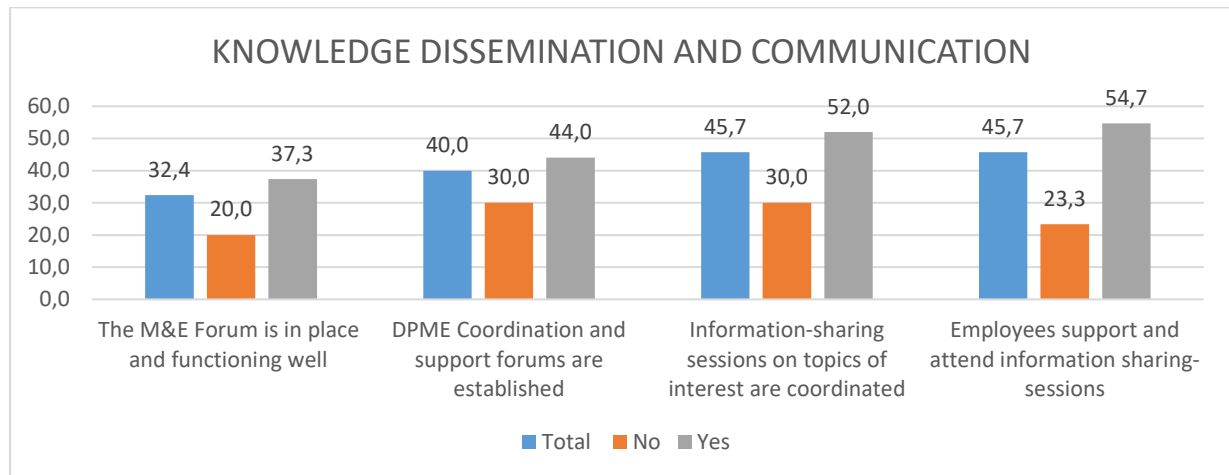


The figure above illustrates that most participants indicated a lack of awareness of almost all the variables elicited in the question. About 45% indicated that they were not aware of continuously improved practices and tools and knowledge processes for sharing that are periodically reviewed. Measures for evaluating the impact of knowledge sharing initiatives and for monitoring the implementation of knowledge sharing initiatives were not known by 40% and 35% of participants, respectively. Only between 10% and 15% of participants agreed to any of the statements reflected in the figure above. This is deeply concerning and illustrate that there may be poor alignment between M&E activities and KM activities.

Knowledge Dissemination and Communication

The knowledge and dissemination dimension aimed at ascertaining whether certain information sharing forums are established, coordinated and functioning within the organisation and whether information sharing sessions are coordinated and supported within the DPME.

Figure 9: Knowledge dissemination and communication

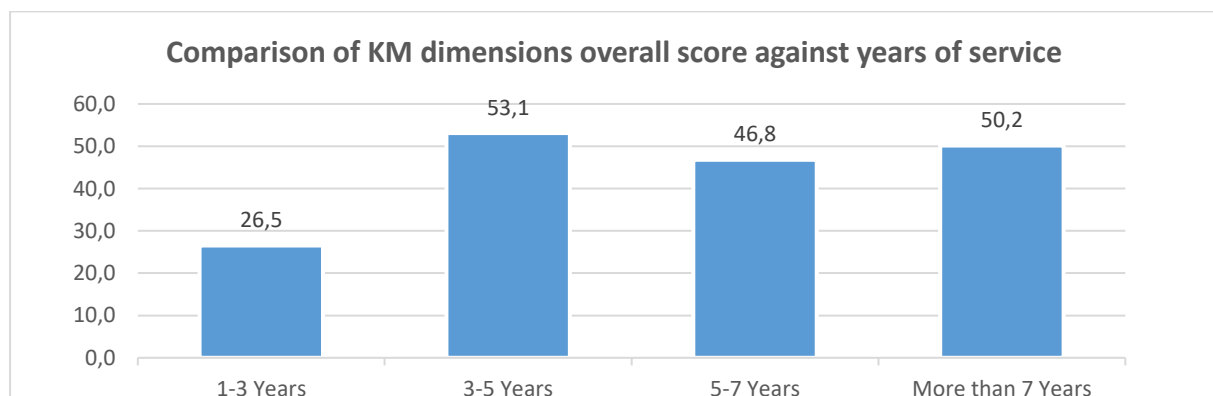


The figure above illustrates that 50% of the participants indicated that knowledge sharing sessions are facilitated within the department, with about 35% that were neutral and 5% that disagreed. About 55% indicated that there was a functioning M&E Forum in place but 30% indicated that they were not aware of DPME coordination and support forums, with only 25% of participants indicating that they are established support forums.

Only 15% of participants indicated that employees in the DPME support information sharing sessions, with most participants (45%) neutral on this and 30% in disagreement.

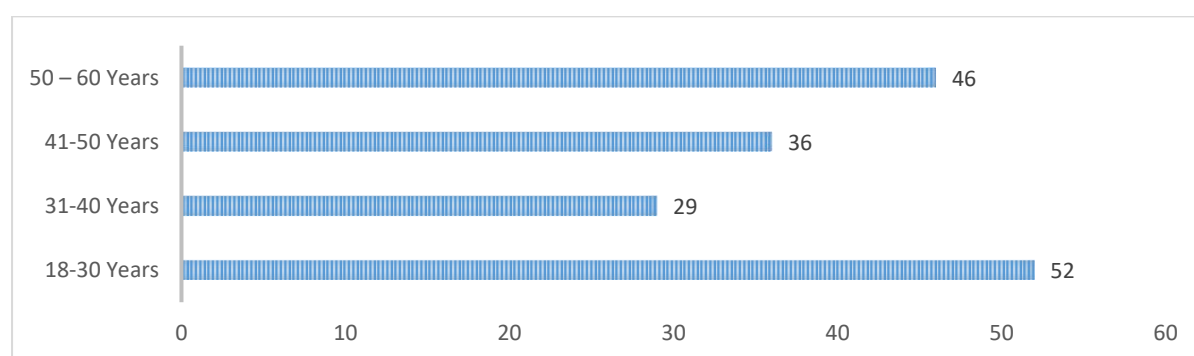
5.7 Comparison across Demographic Variables

Figure 10: Comparison of mean KM scores on the basis of years of service at DPME



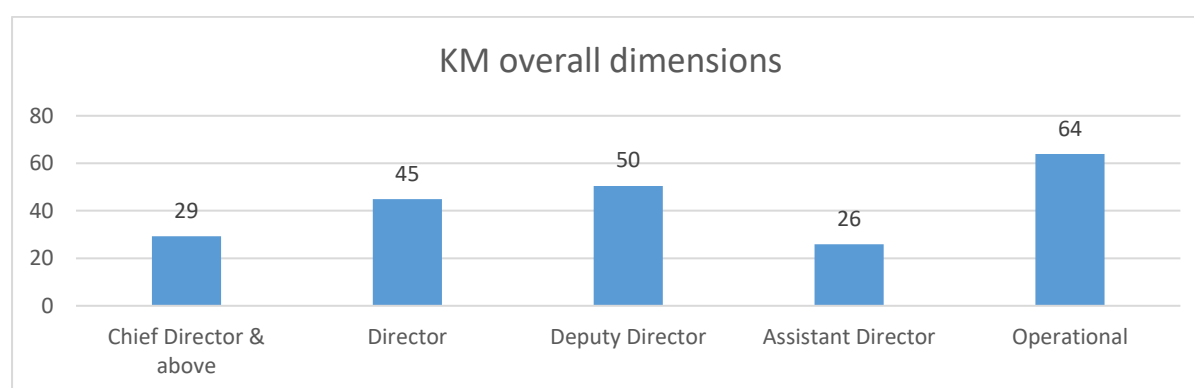
The diagram above illustrates that there was more awareness of knowledge management aspects amongst employees that have been in the department for more than 5 years than those below. The results also illustrate that there is not much difference in the awareness of knowledge aspects amongst the different groups of participants, with a difference in score of 3 between the ones with the highest scores and those with the lowest.

Figure 12: Comparison of mean KM scores on the basis of age



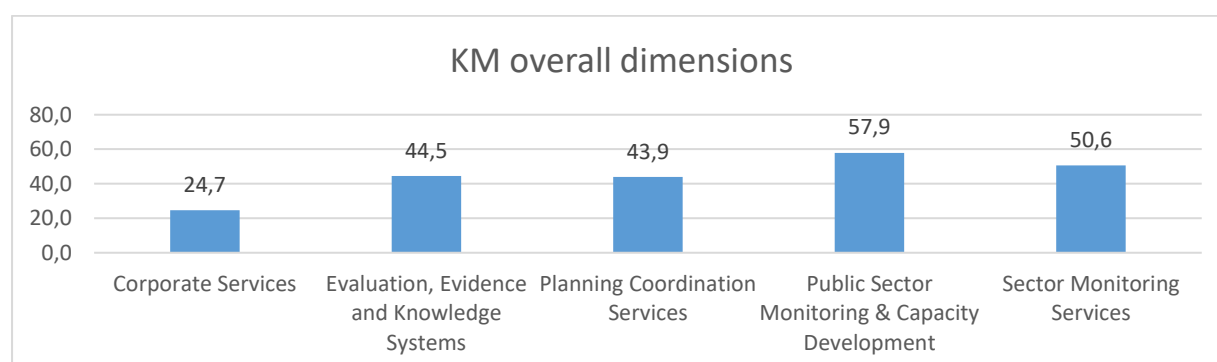
The diagram above illustrates that the average scores on the overall questionnaire were highest amongst the age group 18 - 30 years at 52% and lowest amongst those between 31 and 40 years at 29%.

Figure 13: Comparison of mean score in relation to position at DPME



The diagram above illustrates that the average scores on the overall questionnaire were highest amongst individuals at the operational level (64%), followed by those at deputy director level (50%), and lowest among those at assistant director (26%) and chief director (29%) levels. The graph illustrates that KM confidence at the SMS level is low, especially at the chief director level.

Figure 14: Comparison of mean score at Branch level within the DPME



The diagram above illustrates that the highest rating scores were from the Public Sector Monitoring and Capacity Development Branch, with an average rating of 57.9% and was followed by the Sector Monitoring Services Branch, with an average score of 50.6%. The lowest rating scores were from the Corporate Services Branch, with average rating scores of 24.7%. The Evaluation Evidence and Knowledge Systems Branch (44.5%) and the Planning Branch (43.9%) had average rating scores below 50%.

The Public Sector Monitoring and Capacity Development Branch and the Sector Monitoring Services Branch seem to have above average ratings for the KM dimensions, which may illustrate that they may be finding value and KM support as compared with the other branches. The Corporate Service Branch rating scores reflects a lack of awareness of the KM developments, activities and support based on their functions.

5.8 Comparison of DPME KM Maturity with DPSA results

The results of the DPME KM maturity assessment for the 2024/25 FY are compared with the results the 2018/19 FY. The DPME conducted its first maturity assessment in the 2018/19 FY year as a response to the DPSA directives. It should be noted that the DPME added one other dimension that does not appear in the DPSA questionnaire as it foresees the Knowledge dissemination and communication component critical.

Figure 19: Comparison of KM Dimension scores between DPME and National Departments

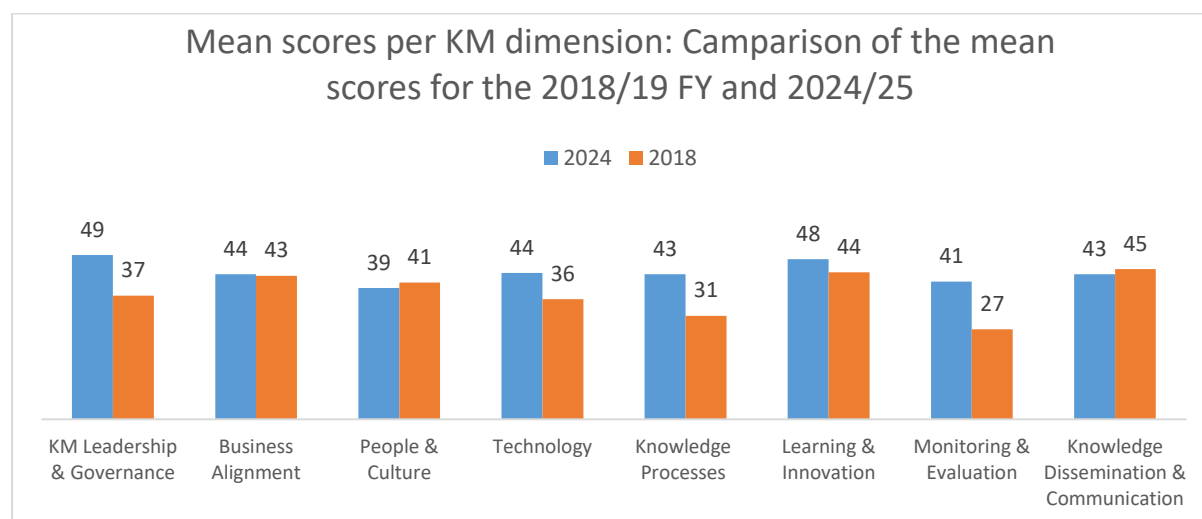


Figure 19 above, illustrates that the average scores for almost all the dimensions are below average (50%). The 2024/25 FY average scores are higher than the 2018/19 FY scores, except for the People and culture (39% versus 41%) and Knowledge dissemination dimensions (43% versus 45%). There seems to have been an improvement of more than 10% in three of the KM dimensions: leadership and governance (49% versus 37%), Knowledge processes (43% versus

31%), and M&E (41% versus 27%). The People and culture component had the lowest score (39%), followed by the M&E component (41%).

6. Way forward

6.1 Are you willing to incorporate KM functions to support the KM efforts within the DPME? How do you foresee you/your directorate role supporting KM efforts?

Most respondents expressed willingness to incorporate Knowledge Management (KM) to support KM efforts within the DPME. Many emphasized the importance of utilizing existing KM platforms, setting clear KM-related goals, and integrating KM practices into daily workflows. Several respondents highlighted the need for KM representatives who can develop a deeper understanding of KM and advocate for its implementation within their respective branches or chief directorates.

Some respondents stressed the importance of institutionalizing KM platforms to ensure active participation from all employees, contributing by uploading and updating knowledge. Others suggested that all work should be shared across the department, with established processes to capture and recycle knowledge, enhancing usability and ownership. A few responses indicated the need to support the RKM unit in developing standards and workflows for effective KM implementation.

Several respondents proposed practical steps, such as developing standardized templates, best practices, and conducting training sessions to enhance data skills and knowledge-sharing. They also recommended consultative support for cross-departmental projects and conducting after-action reviews for major initiatives to capture valuable lessons and embed KM into daily operations.

However, some respondents expressed concerns about the willingness of colleagues to adopt KM practices, the lack of clarity on how KM could be effectively implemented, and the need for urgent improvements. One response indicated uncertainty until more information was available on how KM could be analyzed and routinized within DPME. Another emphasized the need for a quick turnaround strategy to drive KM efforts forward.

A few responses focused on leveraging KM to enhance governance structures, strengthen decision-making, and improve performance by embedding KM into day-to-day functions.

Overall, while most respondents support KM incorporation, successful implementation will require clear strategies, institutional commitment, and active engagement from all directorates.

1. Interactive and Engaging Knowledge Sharing Initiatives

Several respondents suggested creative and engaging ways to enhance knowledge sharing within DPME. Some recommended Brown Bag sessions, where employees receive lunch incentives while attending discussions. Others proposed knowledge-sharing games that reward employees for contributing to the knowledge base, as well as storytelling sessions to make insights more relatable. "Show and Tell" sessions were also recommended as a way to showcase work and encourage discussions.

2. Leveraging Technology for Knowledge Sharing

The use of Artificial Intelligence (AI) and Machine Learning was suggested to facilitate knowledge-sharing processes. Additionally, 4IR (Fourth Industrial Revolution) initiatives such as virtual platforms were highlighted as effective tools for sharing knowledge, especially post-COVID-19. Respondents emphasized the importance of accessible and user-friendly digital platforms that support real-time collaboration.

3. Embedding Knowledge Sharing into Organizational Culture

Several responses pointed out the need to institutionalize knowledge sharing by making it a mandatory component within directorates. Suggestions included incorporating knowledge sharing into performance evaluations, ensuring employees contribute regularly. Some believed that once employees see tangible benefits from these efforts—such as improved work quality and innovation—they will actively participate.

4. Building a Collaborative Environment

Trust was identified as a key factor in encouraging knowledge sharing. Respondents suggested creating cross-functional projects that promote teamwork and foster collaboration. Hosting informal knowledge cafés and interactive discussions was also recommended to create a safe space for open exchanges of information.

5. Recognition and Incentives

To encourage participation, some responses proposed employee award ceremonies recognizing contributions to knowledge sharing. Other incentives included weekly knowledge-sharing meetings and workshops, as well as consistent presentations on knowledge products to maintain engagement.

6. Strengthening Information Accessibility

Ensuring that information is readily available on central platforms was seen as a crucial step in improving knowledge sharing. Respondents suggested the establishment of dedicated knowledge-sharing platforms beyond just email, targeting different groups at different times and ensuring follow-ups. Regular workshops and awareness programs were also proposed to educate employees on knowledge management practices.

7. Addressing Organizational Challenges

A few respondents pointed out challenges such as employees working in silos and a lack of enforcement when it comes to knowledge-sharing initiatives. Some suggested that stronger enforcement mechanisms are needed to ensure compliance and prevent employees from disregarding collaborative efforts.

Overall, respondents highlighted multiple innovative approaches to improve knowledge sharing within DPME. These include engaging activities, digital transformation, structured incentives, cultural integration, and trust-building initiatives. While enthusiasm exists, addressing organizational challenges and ensuring sustained engagement will be key to success.

6.2 Comments on issues limiting the effective implementation of KM

Here is a summary of the responses highlighting the key issues limiting the effective implementation of Knowledge Management (KM) within DPME:

1. Lack of Awareness and Visibility

Several respondents mentioned that the KM unit and its functions are **not well known within the department**. There is a perception that the **KM team is only visible during projects** and does not actively engage employees beyond that. Additionally, some employees stated that they receive emails about KM initiatives but **do not feel compelled to attend sessions or read KM-related documents**, indicating a lack of effective communication and engagement.

2. Limited Top-Level Support and Coordination

Many respondents highlighted the **lack of senior management support**, which makes it difficult for KM initiatives to gain resources and traction. Without strong leadership backing, KM efforts **struggle to be prioritized**. Another issue raised was **poor coordination** between different branches, which leads to fragmentation and inefficiencies in KM implementation.

3. Siloed Organizational Structures and Competition

A recurring concern was that DPME operates in **silos**, where different branches and units **do not collaborate or share knowledge effectively**. Some respondents indicated that there is **competition among branches**, with employees preferring to keep information within their own units rather than contributing to a shared repository. The **hierarchical structure** of the organization further reinforces these silos, making cross-unit collaboration difficult.

4. Weak Knowledge-Sharing Culture

Respondents pointed out that there is **no strong culture of knowledge sharing** within DPME. Employees often **do not see the value in KM** and prefer to maintain their own unit-specific repositories instead of contributing to a centralized knowledge base. There is also **resistance to change**, making it difficult to implement KM strategies effectively.

5. Absence of KM Systems and Tools

Some respondents noted that the **necessary KM systems and platforms are not in place**, making it difficult to store, access, and share knowledge efficiently. Others highlighted **data quality issues**, such as incomplete or outdated information, which reduce the effectiveness of any KM system.

6. Lack of Enforcement and Mandatory Participation

A few responses suggested that **KM sharing platforms should be mandatory rather than optional**, with **enforced participation** in knowledge-sharing sessions. Some employees felt that **there are no structured team meetings or collaborative engagements** to encourage KM efforts, further contributing to the lack of participation.

7. Time Constraints and Competing Priorities

Another challenge is that **employees are often too busy** with their daily responsibilities to actively engage in KM activities. Without dedicated time or incentives for knowledge sharing, it is difficult to encourage participation in KM initiatives.

8. Funding and Resource Limitations

A lack of **dedicated funding and human resources** was also cited as a major limitation. Some respondents noted that **capacity constraints** in terms of personnel and financial resources prevent the KM unit from implementing and sustaining effective KM strategies.

Conclusion

Overall, the responses indicate that the **lack of visibility, weak leadership support, siloed structures, absence of KM tools, and resistance to change** are major barriers to effective KM implementation within DPME. Addressing these challenges will require **better communication, stronger enforcement, improved collaboration, and sufficient resources** to create a culture that values and prioritizes knowledge management.

6.3 Suggestions for improving Knowledge Management (KM) and how it can add value to work within DPME

Here is a summary of the responses, highlighting suggestions for improving Knowledge Management (KM) and how it can add value to work within DPME:

1. Promoting Awareness and Advocacy

Many respondents emphasized the need for regular information-sharing sessions to highlight the value of KM. The KM Unit should actively advocate for its role within the department by demonstrating how KM supports learning, innovation, and smarter work processes. Some suggested that KM champions should be trained within each branch to encourage collaboration and help integrate KM into daily operations.

2. Strategic Alignment and Leadership Support

Respondents recommended that KM efforts be aligned with DPME's strategic goals to ensure relevance and impact. Senior leadership should be involved in championing KM initiatives to foster a culture of knowledge sharing. Additionally, EXCO should fund KM activities if budget constraints are limiting its implementation.

3. Establishing KM Systems and Policies

A major improvement suggested was to develop structured systems for storing, sharing, and managing knowledge. Respondents called for KM policies and procedures that enforce sharing and establish clear guidelines for employees. Some highlighted the need for templates and standardized processes to document lessons learned, project outcomes, and reports, ensuring consistency across the department.

4. Encouraging Collaboration and Engagement

Respondents stressed the importance of fostering collaboration through continuous engagement with different branches, not just EXCO. KM should not be a one-time effort but

an ongoing process that involves all employees. Holding strategic sessions with colleagues to define KM priorities and creating interactive platforms for discussions were also suggested.

5. Leveraging Technology and Data Analytics

A few respondents mentioned that KM tools should be carefully selected to integrate with existing systems and be easy to use. There was also a call for better data accessibility and analytical support, where KM could help bring relevant data to employees' attention proactively rather than reactively, improving decision-making and report quality.

6. Making KM Part of Everyday Work

To ensure KM's success, respondents suggested integrating it into daily workflows, such as making knowledge-sharing a standard process before information is released externally. Additionally, KM should be included in new employee induction programs to establish a strong knowledge-sharing culture from the start.

7. Addressing Organizational Challenges

Finally, respondents acknowledged that the success of KM depends on addressing cultural, structural, technological, and resource-related challenges. A proactive and structured approach that ensures KM is embedded in DPME's operations will ensure its long-term impact and value.

7. Conclusion

Overall, the report suggests that improving KM at DPME requires strong advocacy, leadership support, strategic alignment, structured policies, collaboration, and better technological tools. By making KM an integral part of daily work, it can enhance decision-making, improve efficiency, and foster a culture of continuous learning and innovation.

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Approval of the Research Report



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