DPME RESEARCH AND KNOWLEDGE MANAGEMENT STRATEGY 2020 to 2025

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SECTION 1: INTRODUCTION AND BACKGROUND

1.1 Introduction

The Research and Knowledge Management Strategy 2020 to 2025 outlines what and why certain actions will be undertaken to facilitate the production, sourcing and synthesising of research and knowledge products to support the implementation of the National Development Plan (NDP) and localisation of the Medium-Term Strategic Framework (MTSF). This strategy seeks to build on research activities initiated since the approved DPME Research Strategy (2015-2019) and promote improvements in the coordination of research and knowledge management activities within DPME and across Government institutions.

1.2 Background

The Department of Planning, Monitoring and Evaluation (DPME) was established after the 2014 national elections through the merger between the former Departments of Performance Monitoring and Evaluation and the National Planning Commission Secretariat in the Presidency through Proclamation 47 of July 2014 read with section 97 of the South African Constitution. The DPME's current mandate is to facilitate the development of plans and delivery agreements for the cross cutting priorities or outcomes of government, and to monitor and evaluate the implementation of these plans. Central to this, is providing oversight on the performance of line function departments at national and provincial spheres of government as well as at the local sphere in monitoring municipalities, frontline service delivery, and promoting good M&E practices. The generation of reliable, timely and credible data, information and various types of evidence is needed to fulfil these functions and to facilitate informed decisions.

In 2017, a new structure, namely the Evaluation, Evidence and Knowledge Systems (EEKS) Branch was created to support Planning, Monitoring and Evaluation and in particular, Evidence-Informed Decision-Making (EIDM) within the department and wider government. The EEKS Branch comprises three chief directorates: Data Integration and Analysis; Evaluations; and Research and Knowledge Management. The latter is the focus of this strategy.

1.3 Government context

The National Development Plan (NDP) was launched in 2012 and it sets out a broad economic and development plan for South Africa through Vision 2030. The top priority of the NDP is the reduction of poverty, inequality and unemployment. The NDP forms the basis for the Medium

Term Strategic Framework (MTSF) 2019 - 2024, which is both a five-year implementation plan as well as an integrated monitoring framework. DPME has the role of translating the NDP into the MTSF in order to achieve its 2030 Vision. DPME therefore coordinates, monitors and evaluates the implementation of the plan, and provides support to ensure better implementation.

The MTSF focuses on the seven key priorities as identified by the President in his 2019 State of the Nation Address, as well as on other related interventions of the sixth administration of government. The integrated Monitoring Framework focuses on monitoring outcomes, indicators and targets towards the achievement of these priorities and aligns with the mandate and objectives of the current administration, which draws on previous work to maintain institutional memory.

The District Development Model (DDM), as the new delivery approach to improve the coherence and impact of government service delivery, is led by the Department of Corporative Governance and Traditional Affairs (CoGTA). "The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and Intergovernmental Relations, wherein developmental change is shaped and owned at a local level in partnership with communities, citizens and social actors" (CoGTA, 2019: 4). This model aims to utilise existing frameworks and enhance cooperative governance and is centred on the formulation and implementation of a single plan (or 'One Plan'), which will be adopted by all three spheres of government. The model is a practical Intergovernmental Relations (IGR) mechanism that facilitates joint and collaborative planning, implementation and M&E at local, district and metropolitan spheres resulting in a single strategically focussed plan.[1] The NDP, MTSF and DDM will therefore be integrated into and supported by the 2020 to 2025 Research and Knowledge Management Strategy.

1.4. Localizing the MTSF in the context of the Research and Knowledge Management Strategy

Localising the MTSF in the context of the Research and Knowledge Management Strategy refers to the process of taking into account the national-, provincial- and local contexts in sourcing, generating and assembling research evidence to support the implementation and achievement of the MTSF. This will range from the setting of a Research Agenda, Strategic Goals and Targets, to determine the means of implementation and achievement of set objectives from the bottom up.

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[1] COGTA, 2019. Concept Note on new district coordination model to improve the coherence and impact of government service delivery and development. August 2019

SECTION 2: EVOLUTION OF RESEARCH AND KNOWLEDGE MANAGEMENT

2.1 Introduction

Research and Knowledge Management (RKM) is not a new phenomenon in DPME. However, in previous years, separate strategies were developed for Research and Knowledge Management, respectively. This strategy therefore, aims to integrate Research and Knowledge Management as co-dependent activities. The DPME Research and Knowledge Management Strategy 2020 to 2025 therefore builds on existing structures and activities that have been implemented to inform policy, planning, implementation and decision-making. This section covers the evolution of RKM within DPME, from which valuable lessons need to be drawn.

2.2 Evolution of the separate streams of Research and Knowledge Management within DPME

2.1.1 Research stream

The Ten, Fifteen, Twenty and recently, the Twenty-Five Year Reviews used extensive evidence to understand where we came from, how we got there, what the achievements and challenges are and why some challenges persist. Similarly, the NDP was based on a diagnostic report that was informed by various types of evidence (monitoring, evaluation, research, case studies, historical data, administrative data and contextual analysis). As South Africa moves into the implementation of the NDP, the need for rigorous evidence to be generated, accessed, analysed and used is increasing.

As policy reform was being stabilized in South Africa, various types of data and information became available as a contribution to the evidence base. In addition to research evidence, other types of evidence were being generated to assess progress and impact of policy interventions, notably different data sets (including administrative and historical data), contextual information, case studies, as well as monitoring and evaluation evidence. However, the extent to which these types of evidence were being used varied from sector to sector and within sectors.

2.1.2 Research in DPME since 2014

A diagnostic study was therefore, undertaken in 2014 of wider research in government as well as within DPME. The aim was to understand the environment within which DPME officials conduct research activities, plan, implement and manage research.

Findings from the diagnostic study showed that DPME staff were spending a significant amount of time on research-related activities. There were also significant data gaps and not enough links between data sources. DPME officials requested the following:

- Access to research when needed, whether through databases or a repository.
- Development of research skills – required by middle management.
- Skills to develop research plans, which define research gaps for respective units with budgets – required by senior management. Action-oriented research was identified by senior research managers in the wider research system to complement the long intensive evaluations being conducted.
- Skills to develop research agendas to influence the research system, which provides better value for money – required by executive management. Executive management also indicated that their staff should to be better trained in research skills.

The following is a table representing the findings from the survey conducted amongst DPME officials providing the most recent data on research needs:

Table 1: **Research needs identified by different levels of managers in DPME**

Area of support	Middle management (ASD, DD)	Senior management – DPME + External (Director/CD)	Executive management DPME + External (DDG/DG)
Access to information	• Access to databases and other research outputs • Need for a library/ information/resource center • Make DPME data more accessible	• Be able to access information when needed	• Repository needed to access all publically-funded planned and completed research (whether commissioned or in-house)
Capacity building	• Basic research skills to be developed and understanding of research processes	• Need an information and knowledge management facility/repository	• Research unit to train on research and analytical skills for Outcome Managers • Research unit to be accessible to all
Research focus		• Research plan and strategy needed per outcome/unit • Articulate areas of new research for each of the outcomes • Prioritize where areas of least progress is being made	• Aligning surveys to policy needs • Strategic research agenda setting for think-tanks • Modeling and scenario planning

Area of support	Middle management (ASD, DD)	Senior management – DPME + External (Director/CD)	Executive management DPME + External (DDG/DG)
		• Action-type operational research to complement work of the NES	
Appraisal of research outputs	Provide guidance on what is good research	Assessing the body of evidence: single study vs research synthesis	DPME to generate its own 'intelligence' based on research evidence
Guidelines		Standardization of TOR development and report	
Resources		Budget to be allocated for research specifically	DPME and DST to deal with wasteful expenditure with regard to research – better impact and value for money

The DPME 2015-2018 Research Strategy identified the following (new) avenues to be explored, with considerable progress achieved to date:

- Training in Evidence
- Integration of DPME tools – a 360° view of DPME generated evidence
- Research Synthesis
- Creating a Research Repository
- Constructing Evidence Maps
- Improving DPME's access to research evidence
- Improving the use of the Presidency Library

2.2 Knowledge management stream

2.2.1 Knowledge Management Audit, 2012

The DPME contracted an external organisation to conduct a Knowledge Management Audit in 2012. The audit report discovered a problem of information flow since there were no good systems for gathering, capturing, sharing and analysing data and information. The audit report also found that information in the Department was stored in the M-drive (DPME Central storage), the intranet and the website and these platforms were said to be difficult to navigate and did not have updated and backed-up information. Concerns about the M-drive were about its accessibility, complexity and manageability. The organisation was also criticised for lacking a culture of communication and dissemination/sharing.

2.2.2 KM Strategy, Architecture and Optimization Project, 2013

In 2013, a KM Strategy, Architecture and Optimization Project was also 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 KM architecture, optimization platforms and communication tools. This document guided the strategic direction of KM within the Department, and was adopted in 2014 with the following objectives:

● Develop a culture of knowledge sharing and transfer within the DPME.

● Develop comprehensive, efficient and effective KM systems that respond to key focus areas.

● Grow and preserve DPME's institutional memory.

● Develop an inventory of tacit knowledge, lessons learned and best practices by utilising reports from various DPME sources.

● Strengthen the various information and knowledge management systems to achieve integration across all DPME programmes.

2.2.3 Knowledge Management Maturity Assessment Survey, 2019

In 2018, the DPME internal Research and Knowledge Management team conducted a Knowledge Management Maturity Assessment Survey and compared its results with a national survey conducted by the Department of Public Service and Administration (DPSA). The studies were conducted to ascertain how advanced different departments were in terms of understanding and implementing KM practices. Out of 25 nominated departments, 17 national departments participated in the study. A comparative analysis of the results follows:

Figure 1: Comparison of KM Dimension scores between DPME and National Departments
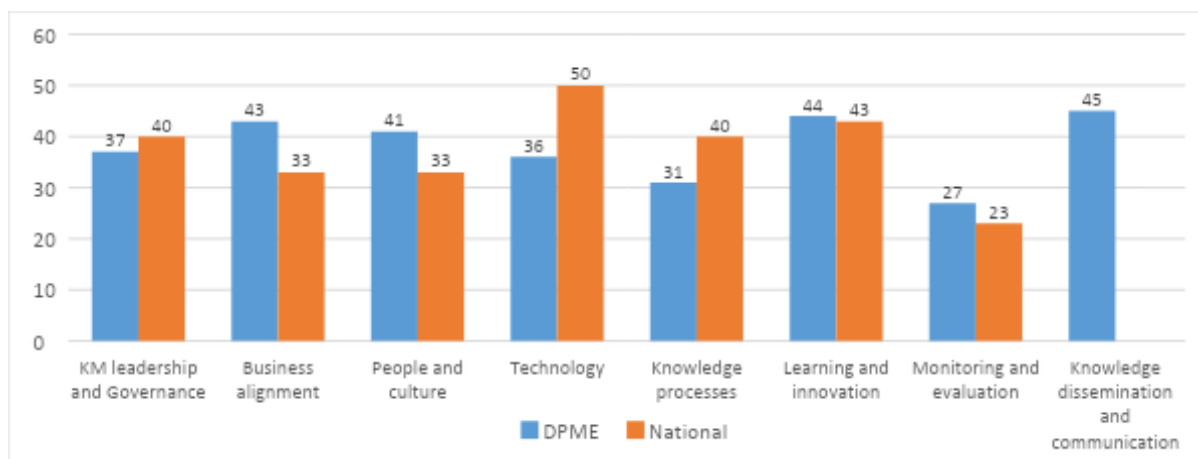
The results of the study indicated that out of the seven dimensions measured, only the dimension Technology had an average score of 50% (15/30) for the national departments and none for the DPME. Monitoring and Evaluation had the lowest score, with an average of 23% (7/30) for the national departments and 27% for DPME. It should be noted that the DPME added Knowledge dissemination and communication since this was regarded as a challenge in previous KM audits. The results as illustrated in Figure 2 above, also illustrate that the DPME average scores were higher than the average of national departments for the dimension Business alignment (43%), People and culture (41%) and Learning and innovation (44%). National departments had higher scores on the dimension KM Leadership and Governance (40%), Technology (50%) and Knowledge processes (40%). The DPSA and DPME results illustrate that there is a need to improve KM within departments as the management, alignment, technology and uptake is still a challenge.

Within DPME, the new strategy should strive to improve the following:

- An overall knowledge sharing culture across and between units.
- Formalise the establishment of knowledge champions to coordinate and share knowledge generated within different units.
- Development and management of relevant technologies including a portal to ensure easy retrieval and access to information.
- Refine the evidence dissemination strategy.

2.3 Lessons learnt

Where achievements were made in terms of the Research Strategy of 2015-2018, this remained limited to those units and officials with research experience or some working knowledge of the research process. SCM systems were greatly influenced in the way criteria were written for the development of Terms of References for the procurement of professional services, and research infrastructure was built by improving access to scientific and other evidence. A stronger, more supportive knowledge brokering role, identified as a key function in the previous strategy remained elusive. Given the limited success achieved with the first KM Strategy, the shift going forward will be to ensure that knowledge assets are preserved and adequate consultation is done to facilitate and ensure buy-in from internal and external stakeholders and improve effective use of knowledge products.

Since 2014, the RKM Unit has undertaken evidence synthesis and mapping activities to facilitate evidence use to inform a number of policy review processes and government interventions. These included the Housing to Human Settlements policy review process; Capable and Developmental

State; impact scoping for Early Grade Mathematics interventions; evidence generation for the NSDF/Spatial Transformation; and more recently, an Evidence Map (EM) to inform the Presidential Advisory Panel on Land Reform.

Evidence Mapping (EM) is accepted nationally and internationally as an innovative approach to facilitate evidence use and to meet demand side needs in the public sector. In order to build a capable state, the use of evidence for reporting, analysis and research is necessary for professionalization of the public service. The EM approach adopts Systematic Review methodology, which is recognised as the gold standard research method for synthesising evidence and generating a body of knowledge. It uses systematic and transparent methods of gathering, collating and visualizing evidence and bridges the evidence-to-policy gap. The nature of the approach is collaborative, systematic, responsive and replicable. The adoption of this methodology can give guidance in redefining and developing an RKM strategy that is informed, responsive and more sustainable not only in responding to current needs, but is also a tool for improved responsiveness. Developed and used correctly, it can improve ownership, use and evidence-informed decision-making (EIDM). The Systematic Review methodology and in particular, evidence synthesis, illustrates how KM and Research are integrated and inform each other.

SECTION 3: RESEARCH AND KNOWLEDGE MANAGEMENT STRATEGIC FOCUS

3.1 Vision

Improved sourcing, accessing and promoting of the utilisation of evidence to support the implementation and localisation of MTSF 2019 to 2025 and inform decision-making.

3.2 Mission

Support evidence informed decision-making and enhance the capability for evidence uptake in support of the implementation and localization of the Medium-Term Strategic Framework (MTSF) in the next five years.

3.3 Objective

This will be done by:

- Aligning the Research and Knowledge Management directorates' plans and activities to current MTSF- and Government priorities.

- Establishing a 'Research Observatory' to support the implementation and localization of the Medium-Term Strategic Framework (MTSF);

- Building links between researchers and policy-makers;

- Building commitment and capacity of policy-makers to use evidence;

- Building capacity of researchers to understand and support EBPMI, specifically building capacity of emerging researchers in quantitative skills and research synthesis;

- Enabling access to key research and knowledge products to inform policy; and

- Refine the evidence dissemination strategy with the objective of improving an overall knowledge sharing culture.

3.4 Research and Knowledge Management Theory of Change

Figure 2: Research and Knowledge Management Theory of Change

| Problem	Current research activities respond to demands by separate sectors and apply to specific sectoral policy reviews. A coherent, integrated and coordinated research agenda informed by the 7 Key Priorities is required to support the implementation and localization of the Medium-Term Strategic Framework (MTSF)
Inputs	Dedicated budget, HR, Experts, Coordination Team, Guidelines and Templates, Training Materials, Subscriptions, KM tools (Evidence Maps, repository, Observatory, Information Technology, etc.)
Activities	• Develop a strategic research agenda and knowledge products to support the implementation and localization of the MTSF. • Facilitate, influence, generate, source, synthesise and share key research outputs and knowledge products. • Provide technical support for practitioners and others on research and knowledge management. • Enable access to key research and knowledge products (Research Repository, Document Management System, Evidence Maps, Observatory).
Outcome Indicators	• A Strategic Research Agenda developed • Number of key research outputs and knowledge products generated and sourced. • Position papers regarding the implementation, achievement and localisation of the MTSF. • Report on technical support provided. • Number of capacity building/knowledge sharing platforms conducted. • Research and knowledge products utilised to inform decision-making • A central knowledge management platform (Observatory/Knowledge Hub).
Outcomes	Evidence generated, sourced, synthesised and utilised to support and inform the implementation and localization of the MTSF.
Impact	Evidence transformed for better results towards achieving MTSF 2019-2024 and NDP 2030 objectives.

3.5 Strategic Objectives

3.5.1 Research Agenda to support the implementation and localization of MTSF

To date, given the limited resources for the directorate, a research agenda was possible for specific sectoral policy reviews, namely, the transition of the housing to Human Settlements White Paper, and informed specific diagnostic and interventions by the state regarding early grade mathematics, developmental state and land reform. Going forward, a more coherent, integrated and coordinated research agenda is needed, championed by DPME executive and informed by the 7 Key Priorities.

The RKM Chief Directorate therefore, aims to develop a Strategic Research and Knowledge Management Agenda based on relevant evidence needs and themes of inquiry that will shape the direction of broader societal change and address knowledge gaps. It aims to identify those areas that require new knowledge, provide a collective body of knowledge and chart a plan to build knowledge resources in the medium and longer term. The Research Agenda will therefore support the implementation and localisation of the recently approved MTSF 2019 – 2024. DPME will take a lead role in ensuring that the Agenda is linked to priorities identified in the MTSF across different spheres of government. Cross-cutting issues namely; those related to Women, Youth and Persons with Disabilities identified in the MTSF will also be prioritised. Furthermore, the Agenda will include Presidential priorities across all three spheres of government as illustrated in Figure 3, and will establish links with other existing research observatories to support the District Development Model (DDM).

Figure 3: Seven Key Priorities in the MTSF
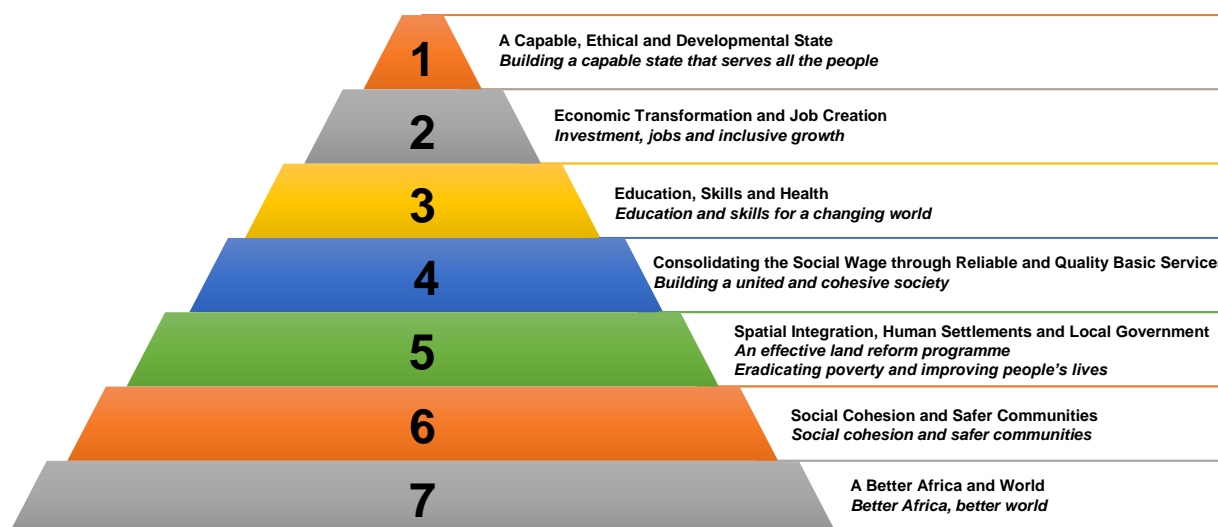
3.5.2 Stakeholder engagements to support Strategic Research Agenda

Holding multi-stakeholder meetings or consultations either in person or virtually is essential to creating a Strategic RKM Agenda. An inventory of priorities will be developed capturing identified research and information/knowledge needs to support developmental outcomes, related policies, programmes and practices.

Action plan for developing the Strategic Research Agenda

Table 2: Action plan for developing the Strategic Research Agenda and generating knowledge for policy

No	Action plan for developing the Strategic Research Agenda
1.	Unpack the finalised MTSF and align it to the 7 Key Priorities.
2.	Identify priorities to support the MTSF; considering the local context (including political, social and cultural norms and practices).
3.	Hold multi-stakeholder meetings or consultations on the Strategic RKM Agenda and consider priorities emanating from the engagements.
4.	Engage different spheres of government in order to better understand various research and knowledge activities and needs.
5.	Align the Strategic RKM Agenda with key priorities in the MTSF.
6.	Build evidence bases per sector, integrated into priority areas and aligned to NDP chapters.
7.	Support the implementation of the Strategic Research Agenda.
8.	Establish a national inventory for collated Strategic RKM Agenda.

3.5.3 Facilitate evidence use and influence the wider research system

Support the production of key research outputs and knowledge products

Once a Strategic Research Agenda to support the implementation and localization of the MTSF has been developed, the next step is for practitioners and institutions to engage in activities that will strategically serve the relevant field of priorities and contribute to the developmental outcomes of the country. The DPME will support the implementation of the Strategic Research Agenda by either undertaking research in-house, co-producing research with consultants or commissioning research assignments annually. Furthermore, DPME will provide support in the form of capacity building/knowledge sharing platforms, evidence mapping, rapid syntheses and

through the establishment of an observatory that integrates with other existing structures (i.e. other observatories, NIDS, PSPPD, etc.).

Establish Strategic Research Agenda Governance Structure

One of the key features to increase the likelihood to implement the Strategic RKM Agenda is to consider the establishment of a Governance Structure to facilitate implementation. This Structure should guide the identification of priorities from the proposed MTSF 2019 – 2024. The draft Strategic RKM Agenda should be circulated to relevant stakeholders. Inputs from the stakeholders will then be consolidated into one planning document. The team should ensure that the Strategic Research Agenda is readily available (e.g. posted on the Internet) for access by government departments, agencies, private sector and civil society.

3.5.4 Provide technical support and rapid response service to DPME officials

Technical support and rapid response services will be provided to research, policy- and sector practitioners and others who manage and/or use research or knowledge products to inform their decisions in the form of knowledge products, knowledge sharing platforms, capacity-building workshops, seminars and through the co-production model. Some of the skills for Evidence-Informed Policy Making that would be facilitated as part of capacity building include addressing a specific part of the collective skillset required to increase the impact of research on policy making:

- Respond to demand for knowledge and skills in evidence synthesis for the public sector;

- Develop training material on how to use evidence for policy reviews; and

- Work with Science Councils, Universities and other Departments in policy research, evidence synthesis and research and analysis skills.

A comprehensive capacity needs assessment to determine general and more specific technical capacity requirements for delivering Research and Knowledge Management activities will be conducted through the tracking and analysis of a demand audit and will also build on the audit findings.

3.5.5 Strengthen the DPME central evidence platform

A centralized evidence-sourcing platform, which acts as a central knowledge management tool, is underway. It is supported by enabling technologies to store and access research outputs and knowledge products generated and acquired within and outside the department. The DPME will

identify enabling technologies for uploading generated research outputs and knowledge products for ease of access, and build strategies to encourage utilisation of knowledge products to enhance outputs and inform decisions. The three initiatives that will be implemented to strengthen linkages of research and knowledge exchange across the branches will include the following:

3.5.5.1 Research Repository

Internal knowledge management processes require strengthening, as there are other research and knowledge products produced outside of the RKM Unit but not centrally managed to get a clear perspective of what exists within the Department and understand gaps that need to be bridged in order to adequately contribute towards the priorities. There is also a need to facilitate access to key research studies that are relevant for each of the outcomes from the wider research system.

The DPME RKM Unit therefore, created a Research Repository for storing and accessing its own generated research outputs as well as externally produced evidence pieces that were used to inform certain policy processes and draft synthesis reports. The Research Repository can be accessed on the intranet, and contains outputs from the 5-yearly reviews as well as research and KM activities conducted within the Department.

3.5.5.2 Document Management System

The DPME RKM Unit has initiated the Document Management System for better capturing and sharing of completed work across different branches and units to bridge some of the shared drive limitations that exists. Although there might be some overlap with other systems within the DPME, the Document Management System will be accessible to DPME employees only. However, access to certain documents will be limited based on the level of confidentiality.

*3.5.5.2 National Research Observatory to inform the DDM*

A Research Observatory will be established as one of the initiatives to support the implementation and localisation of the MTSF. The purpose of establishing a Research Observatory is to improve access to key research evidence generated and acquired within and outside government institutions that the DPME needs in order to measure progress on the achievement and localisation of the MTSF outcomes and the country's developmental objectives. This will be done by strengthening the current platform and aligning it to the current MTSF and further linking it to research outputs and knowledge products generated and hosted by various observatories in different spheres of government, civil society, universities and research institutions.

The DPME Research Observatory will be responsible for the coordination and exchange of policy relevant research outputs and knowledge products by utilizing various knowledge sharing and advocacy platforms to facilitate dialogue between stakeholders. It will be utilized for collection, integration and storage of secondary research from a range of multi-sectoral and multidisciplinary sources for analysis and synthesis. Information from the repository and document management system and other systems such as the CIDMAS will also feed information into the Research Observatory.

Figure 4 provides a summary of the proposed National Research Observatory to support the implementation and localization of the MTSF/DDM.

Figure 4: DPME Proposed Research Observatory to support implementation and localisation of MTSF
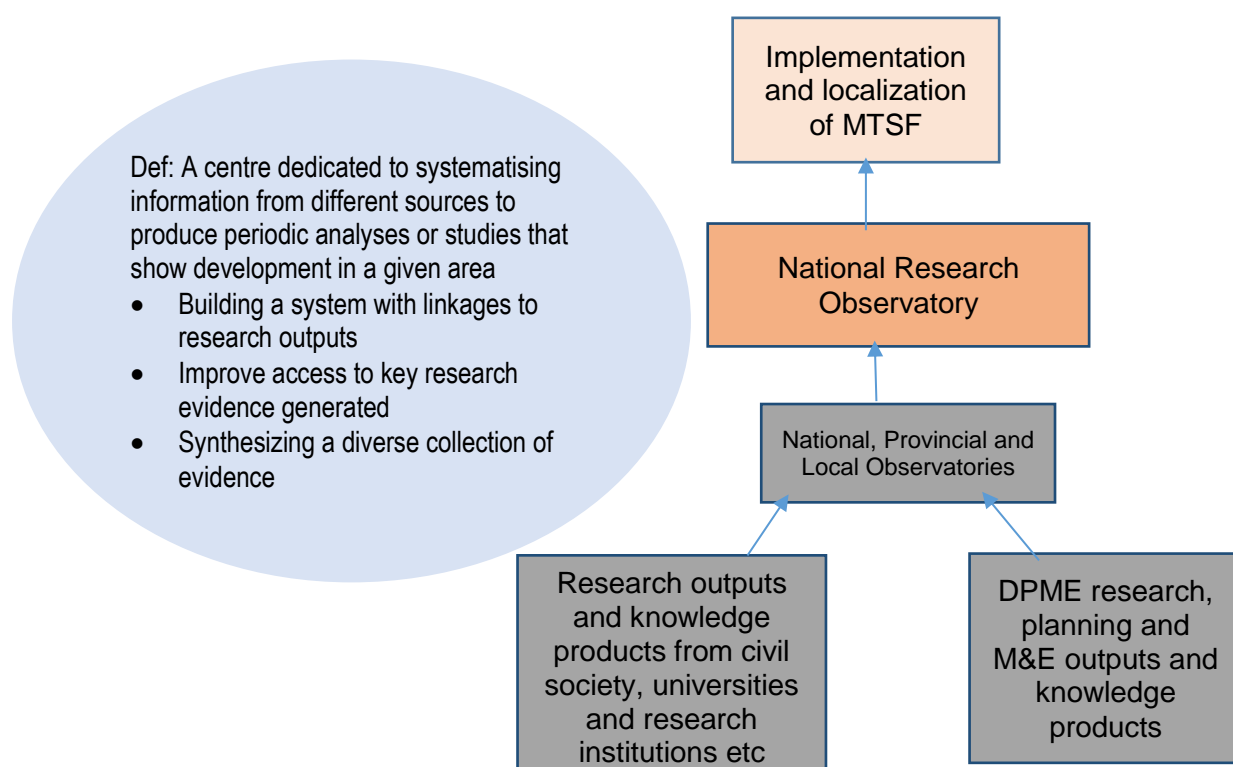
SECTION 4: GOVERNANCE, MONITORING AND EVALUATION

4.1 Introduction

In order to implement this Strategy, the DPME will coordinate and support the strategy guided by the roles and responsibilities presented. This section therefore, presents roles and responsibilities of the DPME Research and Knowledge Management Unit in implementing the RKM Strategy.

4.2. Roles and Responsibilities of DPME Research and Knowledge Management Unit

The DPME Research and Knowledge Management Unit will:

- Provide oversight and direction for developing a Research Agenda to support the implementation of the MTSF.
- Coordinate alignment of research priorities from sector departments as communicated by the 3 spheres of government in collaboration with Sector/ Outcomes Facilitators.
- Establish a knowledge repository of policy relevant, critically appraised and various types of evidence as generated by the evidence mapping methodology.
- Facilitate stakeholder engagements to refine, implement and review the research needs annually.
- Strengthen the link of internal research and knowledge systems with existing knowledge platforms for use by internal and external stakeholders including other national departments, Offices of the Premiers, Municipalities and State agencies, universities and civil society.
- Undertake rapid reviews through synthesizing the wider evidence bases and knowledge bodies across the 7 Key Priorities.
- Provide support to the research and knowledge governance structure.

4.3 Operating Model to implement the Research and Knowledge Management Strategy 2020 to 2025

The methodology and approach to implement the Research and Knowledge Management Strategy 2020 to 2025 would be developmental orientated and it would incorporate a wide variety of different co-productive 'innovative' methods as part of capacity building of researchers within DPME and across government institutions. The different co-production 'innovative' methods will include the following:

- Co-production in research.
- Co-develop research evidence standard setting guidelines.
- Co-facilitate a capacity-building course in research evidence.
- Co-design Research Observatory to support the implementation and localisation of the MTSF.

4.3.1 Co-production in research and knowledge production

Co-production in research would include a collaborative and interactive process involving academic and non-academic participants/practitioners/service users or beneficiaries in the production of knowledge. Where possible, affected communities or service users would be included as not only subjects of the research but also co-researchers in the planning and research process.

Research Evidence Standard Setting Guidelines.

Co-develop Research Evidence Standard Setting Guidelines refers to developing guidelines in collaboration with practitioners or service users. Although the DPME intends to develop research evidence standard setting guidelines, external stakeholders will be involved to either quality assure or peer review these guidelines.

Capacity building in research evidence and synthesis methodology for the public sector

A capacity development approach should involve co-facilitation of research evidence together with external facilitators including universities or practitioners from different spheres of government. This enables us to appreciate that we are interdependent and enhances a knowledge exchange and sharing culture.

Research Observatory to support implementation and localisation of MTSF.

The Research Observatory will be designed in collaboration with the wider research system nationally to support the implementation and localisation of the MTSF. The Research and Knowledge Management Unit will be involved in conceptualising, implementing and operationalising the plan guiding the observatory and will require the knowledge, skills and experiences of internal and   external stakeholders to critique and fill the gap where necessary. This can enhance the design and ability of the Observatory to be a responsive and integrated RKM tool.

4.4. Monitoring and Evaluation of the DPME Research and Knowledge Management strategy 2020 to 2025

Monitoring and evaluation of research and knowledge management activities will help the organization to generate and manage relevant information to inform progress, intervention, improvement and future planning. Without effective monitoring and evaluation, it would be impossible to judge if the research and knowledge management activities are relevant, whether progress and success can be claimed, and how future efforts might be improved. Progress on the implementation of the research and knowledge management priorities requires both internal and external actions on the part of the DPME, National Departments, Offices of the Premiers, Municipalities and State Agencies.

Implementation of the Research Agenda can be monitored and evaluated at different stages of the policy/programme cycle depicted by the Policy/Programme Cycle in figure 5.

4.4.1 Evidence use guided by the policy cycle

The policy/programme cycle indicates stages in which the use of evidence adds value to the diagnosis, planning design, implementation, as well as monitoring and evaluation processes to improve the developmental results associated with government's policy delivery.

Figure 5: Policy/Programme Cycle.
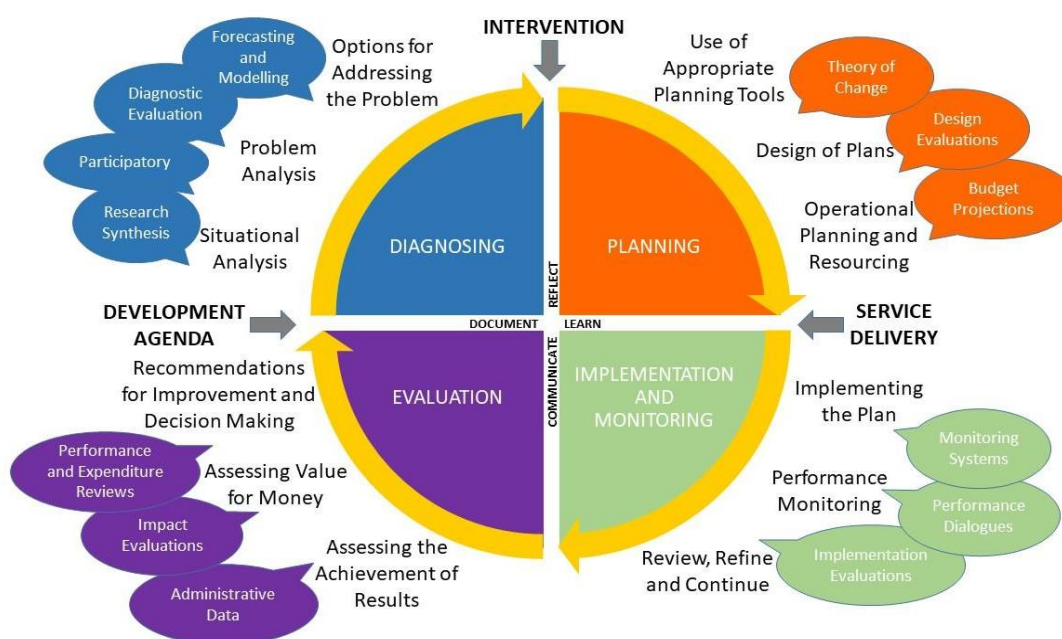
4.4.1.1 Planning Phase

During the Planning Phase, it is important to ensure that relevant research outputs and knowledge products are synthesised to inform planning at all levels of government. Annually, the Research Agenda would be updated to include emerging issues. Progress on the development of the Research Agenda would be reported quarterly and annually. External actions would be undertaken to actively reach out to and collaborate with academic institutions, the community, non-governmental organizations, industry or other research and knowledge production agencies in order to increase access to various research outputs and knowledge products.

4.4.1.2 Implementation Phase

During the Implementation Phase, it is important to ensure that research and knowledge management in the priority areas are conducted using the most appropriate approaches and methods. The Head of the Chief Directorate has the responsibility to ensure that the agenda is implemented and performance targets are set. As part of monitoring, full and accurate details of their outputs as per the agenda would be reported annually.

4.4.1.3 Results Phase

During the Results Phase, it is important to ensure that research outputs and knowledge products in the priority areas are generated, sourced and stored utilising the best methods available. It is important to evaluate implementation of the agenda during the mid-term and end-term to establish efficiency of the agenda. The DPME, guided by the Medium-Term Strategic Framework (MTSF) and in consultation with relevant stakeholders will on an annual basis and once every five years update and review the Research and Knowledge Management Strategy.

SECTION 5: IMPLEMENTATION PLAN

Activities, Timeframes and Budgets

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility
Research and Knowledge Management Strategy	Research and Knowledge Management Strategy produced	1 DPME Research and Knowledge Management Strategy	Research and Knowledge Management Strategy produced by 01 July 2020	• Draft Research and Knowledge Management Strategy • Consultation with stakeholders on the Research Strategy conducted • Revised Research Strategy produced • Final Research Strategy tabled	01 March 2020 – 30 March 2021	In-house	N/A	Research and Knowledge Management Unit
Evidence Agenda	Number of Evidence Plans produced	1 DPME Research Plan	Draft Evidence Agenda produced biannually on 30 September.	• NDP chapters and approved MTSF 2019-2024 analysed for research needs • DPME planning and sector specialists consulted to identify evidence needs for sector developments • External research sourced and organized per priority area • Research gaps identified through mapping existing evidence informing	Evidence Agenda updated annually on 31 March.	In-house	Inputs from stakeholders	Research and Knowledge Management Unit

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility
				developmental priorities				
Evidence reports	Number of evidence reports produced	4 research assignments	2 research assignments produced biannually on 30 September	Develop TOR, conduct SCM processes, oversee and manage research projects/consultants, and write up report	4 assignments produced annually	R 500 000 budget per research assignment annually	DG's approval on some of the assignments. Fluidity of SCM processes	Research and Knowledge Management Unit
Evidence Briefs	Number of Evidence Briefs produced	1 Research Brief produced	1 Draft Research Brief produced biannually on 30 September	Align and integrate research findings and knowledge gaps on priority 1, conceptualise the brief, identify and use available research resources to contribute to the writing of the brief	1 Research Brief produced annually	-	Contribution from all Units to the integrated whole	Research and Knowledge Management Unit
Evidence-Based Technical Support	Number of technical evidence support interventions provided to government institutions.	2 knowledge sharing platforms facilitated	1 knowledge sharing platform facilitated biannually on 30 September and 31 March	Identify topic and presenter(s), organise platform and logistics, invite internal and external stakeholders, host or co-host	2 knowledge sharing platforms facilitated annually	R 50 000 per knowledge sharing platform annually		Research and Knowledge Management Unit

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility
Evidence Synthesis/Policy research Training	Number of evidence synthesis /policy research training provided to government institutions	2 evidence synthesis training sessions facilitated	1 evidence synthesis training session facilitated biannually on 30 September and 31 March	• Respond to demand for knowledge and skills in evidence synthesis for public sector; • Develop training material on how to use evidence for policy reviews: • Work with Science Councils and Universities in policy research and evidence synthesis	2 evidence synthesis training sessions facilitated annually	-	Clarity of request and support from client	Research and Knowledge Management Unit with possible client
Standard-Setting Documents	Number of standard-setting documents on evidence produced	1 standard setting documents produced	1 draft standard setting document produced by September	Reviewing evidence-based methodologies and revising, updating or developing new guiding documents	1 final standard setting documents produced annually	-		Research and Knowledge Management Unit
Operational Evidence Hub	Functional Evidence Hub	Operational Document Management and development of a research repository	Research repository and evidence mapping platform developed	Development of Document Management System. Uploading of knowledge products in Document Management System. Conceptualization and initiation of the National Research	Systems reviewed and updated annually	R 2 000 000 annually for National Research Observatory to enhance the monitoring (mainly through conducting survey) of the		Research and Knowledge Management Unit

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility
				Observatory to support DDM		envisaged high impact of the Medium-Term Strategic Framework across the 52 Districts		
Monitoring, measuring and evaluating report	Monitoring, measuring and evaluating success of Research and Knowledge Management Strategy	Review and Evaluation of the system and consultations on areas for strengthening	Review and Evaluation of the system and consultations on areas for strengthening	Research Agenda reviewed annually to identify emerging research issues. A theory of change reviewed to measure its relevance A survey on the use of evidence in the public service to establish maturity level.	Monitoring and evaluation of the system and consultations will be done annually on areas for strengthening	In-house		Research and Knowledge Management Unit

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframe	Budget per Activity	Dependencies	Responsibility