

A Draft Knowledge Management Strategy for the City of Cape Town

Prepared as the final deliverable on the “Facilitation of three Knowledge Management (KM) Workshops to define a KM strategy for the City Of Cape Town, based on the Urban Renewal Programme (URP)”



Commissioned by:
City Of Cape Town Information and Knowledge Management Department
City Of Cape Town Urban Renewal Programme

Prepared by:
InfoWizz Information Services
Business Data Solutions
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1. Introduction

Project Background

In January 2006, the Information and Knowledge Management Department (IKM) at the City Of Cape Town (CCT) issued a Request for Proposal (RFP) for the “Facilitation of three Knowledge Management (KM) Workshops to define a KM strategy for the City Of Cape Town, based on the Urban Renewal Programme (URP)”.

THE URP

The URP is a presidential programme in its pilot phase, with the primary focus being on urban regeneration. The URP has a 10-year life span, and dates back to February 2001, when President Thabo Mbeki announced, in his State of the Nation Address, that the aim of the URP and the Integrated Sustainable Rural Development Programme (ISRDP) was “To conduct a sustained campaign against rural and urban poverty and underdevelopment, bringing in the resources of all three spheres of government in a coordinated manner”.

Eight urban nodes were pronounced, representing the largest concentrations of poverty in South Africa. It is estimated that these nodes (urban and rural) are home to more than 10 million people. The common features of these nodes are that they are areas of severe neglect, where poverty is at it most endemic.

The programme has a ten-year life span and has the following objectives:

- To address poverty alleviation and underdevelopment;
- To achieve increased equity;
- To attain social cohesion;
- To enhance local government capacity to deliver; and
- To promote innovation in approaches to planning, design, implementation and financing

The nodes identified for the Western Cape are Khayelitsha and Mitchells Plain.

The 2 nodes¹

Khayelitsha

Khayelitsha is part of the City of Cape Town's Metro South East Region; commonly known as Cape Town's poverty trap. It is located approximately 35 kilometres from the centre of Cape Town and far from other centres of economic opportunities such as Bellville and Somerset West.

The population of Khayelitsha is estimated to be between four hundred thousand and eight hundred thousand people. The 2001 Census figures, estimates the Khayelitsha population to be about four hundred people, and that is disputed by the local people. It is estimated that 50.81% of the economically active population is unemployed and that 90% of households earn less than R3500 a month.

Key challenges facing Khayelitsha:

- Overcrowded living conditions and a lack of land for formal housing
- High level of HIV/Aids/TB, linked to the deterioration of the physical living conditions that need to be addressed by a HIV/Aids/TB and other health related programme as well as a housing programme.

¹ Khayelitsha & Mitchell's Plain Progress Report, June 2005
<http://www.dplg.gov.za>: Khayelitsha Profile

- A great need for a safe and secure environment.
In terms of the 1999 South African Police Service (SAPS) research, it showed a murder rate of 12/10 000 people, reported violent crime of 154/10 000 people, reported property crime cases of 99/10 000 and reported cases of residential burglary of 32/10 000. With 22.3% of premature death due to homicide in terms of a recent report “Causes of Death and Premature Mortality: City of Cape Town, November 2003). Despite the drastic decrease of criminal activities in the past year, Khayelitsha still remains the most dangerous area in South Africa.
- A need to improve the levels of education and skills assist in entry into the employment market.
- Access to safe public transport

Mitchell’s Plain:

Mitchell’s Plain is an existing, substantially developed, urban area that was conceived in the early 1970’s. It is a product of the apartheid era and was developed as a dormitory residential suburb for the coloured community and specifically excluded industry to promote the development of Atlantis as a coloured “decentralization” point.

Mitchell’s Plain was originally designed to accommodate a population of 250 000 people and according to the 2001 census the current population is approximately 300 000 people.

Key challenges facing Mitchell’s Plain:

- Economic development
- Social welfare
- Safety and security

The URP and Knowledge Management

At a national level, the Department of Provincial and Local Government (DPLG), which is the coordinating institution for the URP, has acknowledged that information and knowledge in its various forms play a critical role in:

- Contributing to social inclusion and addressing inequalities
- Increasing the capacity of government to deliver on its mandate

The DPLG has initiated several projects geared towards using KM to improve organisational processes and to achieve the goals of the organisation and the programme.

At the City Of Cape Town, the Urban Renewal Programme has identified the need for KM interventions as follows²:

Knowledge sharing: As the URP is a groundbreaking initiative, it is important that its learnings be shared: both within the communities of Mitchells Plain and Khayelitsha and in relation to other communities faced with developmental challenges. It is likewise important that government officials, NGO’s and international development agencies are aware of the programme’s learnings and objectives, so that they can both learn and make contribution.

Performance monitoring: In order to market the programme, it will be essential to have credible and useable information on what has been achieved. It is important that measurement be made of inputs

² Business Plan for Urban Renewal Programme: Khayelitsha and Mitchell’s Plain

(resources put in and activities undertaken) outputs (successful projects completed) and outcomes (changes to levels of employment, crime and health).

For the programme to retain credibility and be useful to other stakeholders, it will be important to identify successes and failures. This will help to create an atmosphere of learning and pro-activeness.

Marketing channels: The URP, as a subject of public interest, can command a vast amount of media attention at little or no cost. It is very important, therefore, to seek the widest range of cost effective marketing channels. Some that can be mentioned include:

- National radio and television: news broadcasts and documentaries
- Local radio: Khayelitsha, for example, has its own radio station which could include daily URP slots
- Development journals: published research articles to attract foreign partners in the development field
- A website ... also providing links to the various partners
- Presentations and roadshows to relevant and interested groups
- Special events and competitions
- Project billboards
- A special URP newsletter

Since the inception of the Urban Renewal Programme there has not been a unified strategy to document and capture intellectual and knowledge-based assets that flow from the activities/ initiatives/projects within the URP. The result is that the City Of Cape Town has been unable to derive any learning or value from the URP that will improve its service delivery on similar programmes/ projects in the future.

In response to this need, the Information and Knowledge Management Department (IKM) at the City Of Cape Town coordinated three knowledge management projects for the URP. In January 2006, the City Of Cape Town issued a Request for Proposal (RFP) for a service provider to facilitate three KM workshops to define a KM strategy for the City Of Cape Town, based on the URP.

This project was therefore intended to develop a draft strategy for the adoption of knowledge management practices (or habits) across the Urban Renewal Programme (URP). It was envisaged that this strategy would provide a frame of reference for a KM strategy for the City Of Cape Town.

Project Scope

The project was conceptualized as delivering this strategy through the vehicle of three KM workshops.

WORKSHOP 1

The audience for this workshop was relatively broad, especially in terms of KM awareness and experience. There were representatives from:

- The South African Cities Network
- The National Department of Public Service Administration (DPSA)
- National Department of Provincial and Local Government (DPLG)
- The City Of Cape Town URP
- Other City Of Cape Town line departments

This workshop covered 3 primary areas:

- Introduction to KM key concepts, practices, tools, techniques

- KM in a development context
- Case studies i.e. examples of KM in action (Johannesburg Knowledge and Innovation Centre and DPSA)

WORKSHOP 2

- The identification and assessment of the current level of Knowledge Management practice within the Urban Renewal Programme (URP), along with a KM gap analysis.
- An appraisal of where the City of Cape Town would like to be as far as KM practice linked to the URP is concerned.
- Determine what is needed for an effective KM strategy around the URP

WORKSHOP 3

Facilitate discussion round a draft KM Strategy that is designed to add value to the URP, and that will later on act as a blueprint for a high-level City-wide KM Strategy

Project Outputs/ Deliverables

- The facilitation of three KM workshops linked to the URP
- The compilation of reports based on the outcomes from the three KM workshops

Project Team

External consultants

Project Manager – Rasagee Pillay (InfoWizz Information Services)

KM Resource – Nare Moloto (BDS Research i.e. Business Data Solutions)

City of Cape Town

Joint Project Sponsors – Urban Renewal Programme and Information and Knowledge Management

Project Approach

- Communication:
 - Regular meetings with IKM, updating them on progress
 - Met with URP as-and-when necessary
- Workshop 1:
 - Structure
 - Introduction to KM
 - KM in a development context (value for the URP)
 - Case studies
 - Deliverables
 - Documentation of feedback from breakout session, and Q&As
- Needs analysis
 - Creation of questionnaires
 - Interviews
 - Research
- Collation of findings

- Draft findings and recommendations
- Development of First Draft KM Strategy
- Workshop 2
 - Presented First Draft KM Strategy Deliverables
 - Documentation of feedback from breakout session, and Q&As
- Feedback integrated into strategy
- Development of Second Draft KM Strategy
- Workshop 3
 - Presented Second Draft KM Strategy Deliverables
 - Documentation of feedback from breakout session, and Q&As
- Feedback integrated into strategy
- Preparation of final report

2. Report

The User Interviews

PURPOSE OF THE USER INTERVIEWS

- To conduct an analysis and review of the current knowledge environment of the URP.
- To ensure an open, inclusive process. This was important, not only for the success of this phase of the project, but for acceptance and buy-in the implementation stages of the project.
- To assist in the identification of the user requirements. We believe that the accurate identification of user's needs is crucial to the success of a project of this nature, as is evidenced by the following 2 quotes:
 - “We find there is a direct co-relation between the quality of the needs definition and the outcome of the project”³
 - META Group estimates requirements definition now accounts for as much as 10% of all project spending, up from 5 % when they first started this measure⁴

SELECTION OF INTERVIEWEES

The project team consulted with IKM and Monwabisi Booi, Support Manager of the City Of Cape Town URP. These stakeholders identified individuals within the CCT, Provincial Government of the Western Cape (PGWC) and DPLG as potential content creators and owners. The project team then set about the task of scheduling interviews. The interviews ran over a period of approximately 2 months. Every person from the list of suggested names, who was able to meet with the project team, was interviewed. Interviewees included staff from the URP, from CCT departments related to the work of the URP, from the PGWC, and from DPLG.

THE QUESTIONNAIRES

The questionnaires were divided into several sections, each relating to a different theme, designed to provide the project team with information on the current environment, and immediate and long-term needs. The interviews were approximately 1 hour each in duration, and the majority of them were recorded, for the purpose of accuracy.

³ Digital Mosaic, 2003

⁴ META Group, 2003 Worldwide IT Benchmark Report

FINDINGS FROM THE INTERVIEWS

100% of the people interviewed expressed their support for and recognition of the value of the KM initiatives for the URP.

Primary sources of information

- Departments of the CCT
- Email
- Person-to-person communications, individuals, colleagues
- Information collected and stored over the years
- Internet i.e. research
- Workshops and meetings, forums
- Consultant's reports
- DPLG

The URP relies heavily on information from other CCT departments to inform their own work. This is a critical area of reliance for them, mentioned by 100% of people interviewed, and as such, needs to be considered carefully. At this point, communications between the CCT URP and other CCT line departments work where there are existing relationships between the two, but not due to the channels of communication being open and effective. 76% of interviewees agreed that communications between the CCT URP and the line departments function at sub-optimal levels.

Existing knowledge initiatives

This set of questions attempted to identify current KM initiatives involving the URP across all levels of government, but also considered interviewees' awareness of the KM initiatives.

CCT:

- Newsletter
- Marketing campaign (URP pamphlet, Banners, Billboards, posters, site boards, flags, logo)

PGWC:

- Recruiting for a knowledge manager for Project Consolidate

DPLG:

- National KM initiative

The main finding here was that there is no consistent understanding of what KM initiatives are currently underway.

Informational needs

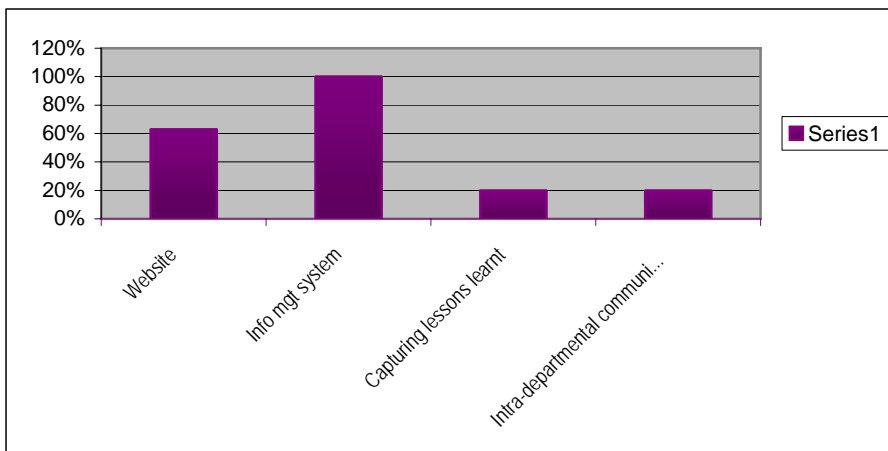
This question addressed the issue of what types of information is needed and used most regularly.

- Project documentation
- Research material - Development material, strategies, policies
- Documentation from workshops and meetings
- Information on nodal areas
- Financial information

The purpose of a KM strategy

- Benefit for myself to file monthly reports
- Improve productivity
- No reinventing of the wheel
- Help us be less reactive e.g. with creation of Lekotla reports
- Come up with innovative ways of doing things
- Close information gap between offices
- Streamline processes

KM Initiatives needed



100% of interviewees identified a need for an information management system of sorts, to address the organisation and effective sharing of both electronic and hard copy material. 63% of people interviewed requested a website.

Bernadette Leon, who has a monitoring and evaluation role at DPLG, said that a dedicated website for the Khayelitsha and Mitchell's Plain Urban Renewal Programme is very imperative, as is the development of an information management system for reporting and dissemination of information both internally and externally.”⁵

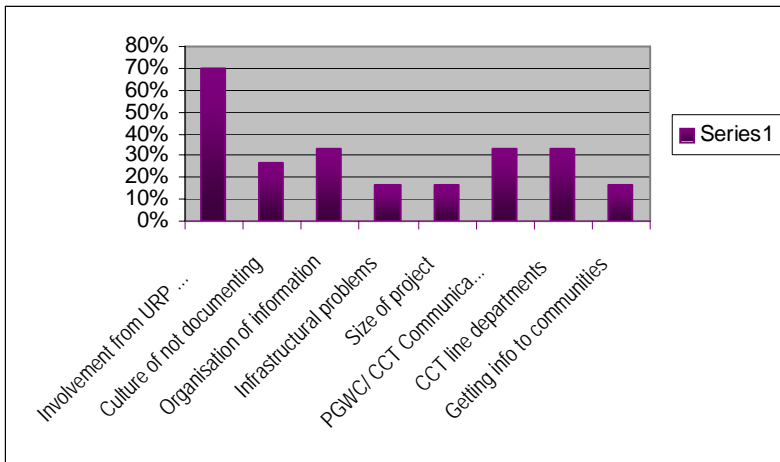
Also identified as a primary concern is the need to capture lessons emanating from the URP. The URP is a project in its pilot phase and will need to be replicated in other areas. This is validated by this quote from a speech made by Nomatyala Hangana the Deputy Minister for Provincial and Local Government “The central lesson that we must derive for our approach to local government knowledge sharing over the next years is that our deliberations, experiences, knowledge and stories must not be for the exclusive reserve of conference attendees”.⁶

⁵ email communication with Bernadette Leon, DPLG, 26 May 2006.

⁶ Deputy Minister for Provincial and Local Government Nomatyala Hangana, project consolidate/cmtip knowledge sharing conference, 14 June 2006

Therefore, it would be in the best interests of the programme to address this need quickly and efficiently. Finally, the need to close the gap of ineffective communications between the CCT URP and CCT line departments, and the CCT URP and the PGWC also featured high on the list of requirements.

Primary Challenges to a KM implementation



The area of challenge that was most common to interviewees was that of ensuring the active involvement of the URP in KM activities. This was mentioned by 70% of those interviewed. After that came the lack of properly organised information and the gap in effective communications between the CCT URP and CCT line departments, and the CCT URP and the PGWC. Also of concern was the problem that the URP may not have enough of a culture of documenting information, which would pose a significant risk to any KM undertaking. Other difficulties raised in the report were the infrastructural issues of the City Of Cape Town i.e. can the existing infrastructure support the necessary interventions? There were also concerns that the size and scope of the URP, which extends across all levels of government and most CCT departments, would hamper any KM initiatives. It was also felt that the URP's need to communicate information to citizens would be a major challenge to a KM undertaking.

Research findings

Our research covered wide and diverse ground:

- KM in government
- KM in development
- General KM best practices, strategies and methodologies

Emerging from that were several key issues that informed our thinking in the development of a draft KM strategy for the URP.

ALIGNING THE KM STRATEGY TO OTHER ORGANIZATIONAL STRATEGIES

Every organisation is different and so its approach to knowledge management will need to reflect its own particular circumstances. There is no ‘one size fits all’. The ‘best’ approach will be one that works well for the organization in question. The KM strategy has to be closely aligned to the organisational strategy.

A KM STRATEGY SHOULD ANSWER:

What are the key organizational objectives?

How does my organization define “knowledge”?

What (and maybe who) are my organization’s most valuable knowledge assets?

Who are the key stakeholders and audiences for a knowledge solution?

What capabilities do we need?

How much is KM worth to us?

STRATEGY, PEOPLE, PROCESS AND TECHNOLOGY

In order to make the Knowledge Management process work, there must be a seamless integration between **process**, **people** and **technology** based on a long-term **strategy**

A KM IMPLEMENTATION IS A CONTINUOUS JOURNEY NOT AN EVENT

KM is a living organism within any organisation. As such, it grows and changes shape along with the evolution of the entire organisation. Therefore, the KM strategy and initiatives that are developed and planned at a particular point in an organisation’s history cannot be regarded as being final. The KM strategy and the projects that result from it will have to be revisited from time to time for the necessary fine-tuning, so as to keep them alive and relevant to the changing needs of the programme.

Key Organisational strategies

Fundamental to the development of any KM strategy is the fact that it should and must in fact be closely aligned to other key organisational strategies. In considering this, we identified the following strategies to consider for this work:

- National URP KM Elements, as identified by the Department of Provincial and Local Government
- URP Business Plan for Khayelitsha and Mitchells Plain
- CCT Integrated Development Plan (IDP)
- CCT Smart City Strategy

ELEMENTS OF THESE STRATEGIES THAT ARE RELEVANT TO THE KM STRATEGY FOR THE CCT URP

National URP KM Elements, as identified by the DPLG

The DPLG acknowledges that information and knowledge in its various forms play a critical role in contributing to social inclusion and addressing inequalities, and in increasing the capacity of government to deliver on its mandate⁷.

The DPLG's approach is to integrate KM into the management processes of the organisation, so as to improve business and to achieve the goals of the organisation and the programme.

The DPLG currently has several KM initiatives already underway, and others in the planning stages, all designed to meet the above objectives. The CCT URP already uses and reaps the benefits of some of these initiatives e.g. the DPLG website, the newsletters, seminars and workshops, to name but a few.

URP Business Plan for Khayelitsha and Mitchells Plain

The URP Business Plan has several KM components which need to be considered, all housed within its Marketing Plan. These are:

- **Knowledge sharing:** As the URP is a groundbreaking initiative, it is important that its learnings be shared: both within the communities of Mitchells Plain and Khayelitsha and in relation to other communities faced with developmental challenges. It is likewise important that government officials, NGO's and international development agencies are aware of the programme's learnings and objectives, so that they can both learn and make contribution.
- **Performance monitoring:** In order to market the programme, it will be essential to have credible and useable information on what has been achieved. It is important that measurement be made of inputs (resources put in and activities undertaken) outputs (successful projects completed) and outcomes (changes to levels of employment, crime and health).
For the programme to retain credibility and be useful to other stakeholders, it will be important to identify successes and failures. This will help to create aim atmosphere of learning and pro-activeness.
- **Marketing channels:** The URP, as a subject of public interest, can command a vast amount of media attention at little or no cost. It is very important, therefore, to seek the widest range of cost effective marketing channels. Some which can be mentioned include:
 - Development journals: published research articles to attract foreign partners in the development field
 - A website ... also providing links to the various partners
 - A special URP newsletter

⁷ Bernadette Leon, "A KNOWLEDGE MANAGEMENT STRATEGY FOR THE URP IN THE CITY OF CAPE TOWN", 28 March 2006

CCT Integrated Development Plan (IDP)⁸

The CCT IDP document speaks directly of improving systems and processes through the use of “Information (ERP & GIS), knowledge management, and business intelligence”.

There are many areas in the IDP that also speak to the role of KM, albeit more indirectly e.g.

- Manage and improve relationship with communities (Public participation) and stakeholders including Sub-Councils and Ward Committees and Community Development Workers (Community enablement),
- External relationship management (Intergovernmental relations, Leveraging of donor funding, Unfunded mandates, International relationships, Public-public and public-private partnerships);
- Communications and marketing;
- Public relations (Publicity, Media liaison).

CCT Smart City Strategy⁹

There are several elements of the Smart City Strategy which relate to KM, but most relevant for the purposes of the development of a KM strategy for the URP are the following:

IT should not be used to automate existing processes but as a strategic tool to re-engineer local government to:

- Create a highly efficient and effective local government services
- Allow anywhere, anytime service to citizens
- Allow citizens to deal with local government services in an integrated manner (e.g. via one-stop shops)
- Make local government more customer friendly and citizen oriented
- Create better accountability, responsiveness and transparency
- Improving decision making by providing easy and timeous access to relevant and accurate information (thereby reducing discretion and arbitrariness)

The core IT Strategies therefore relate to:

- Data Sharing Strategy: “Information will be viewed as a City-wide asset. Data, infrastructure and security capabilities that identify and enable information sharing needs between individuals, systems and business process will be built as part of an overall City-wide infrastructure capability.”
- Employee Access Strategy: “Employees must be provided with the tools for electronic information capture and data/system access. Electronically enabled business processes and electronic communication/ documentation distribution capabilities must be available to all relevant employees. Every employee needing access must have ready access to the City-wide infrastructure to include networks, processing power and information.”
- Public Access Strategy: “Once the business processes and their associated information are stabilized, automated publication and access tools must be put in place to provide that information to the public. Support Council’s Integrated Service Centre strategy that enables the citizens of City of Cape Town to call a single point of contact for all city information requests.”

⁸ CCT IDP 2005-2006

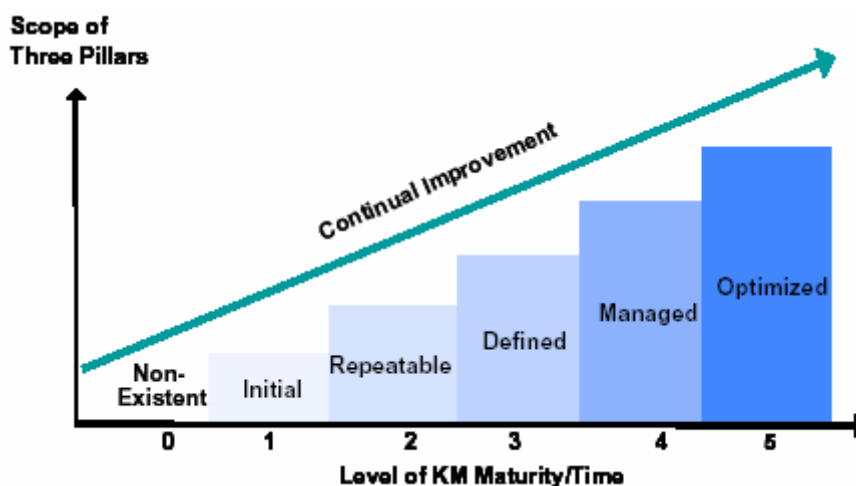
⁹ CCT Smart Strategy Document, 2001

3. Conclusions

The following are the main conclusions that we regard as being material in the development of a KM strategy for the URP.

KM Maturity of the URP

In developing a KM strategy for an organisation, one area that needs to be addressed is an assessment of the KM maturity of that organisation. We used the Gartner Group's KM Maturity Model for our assessment¹⁰.



Level 0 — Nonexistent. KM is not on the radar screen. There are no recognizable processes in place and no strong awareness of the opportunity to be addressed.

Level 1 — Initial. The company recognizes the opportunity in KM. There are some initial applications that are locally built and supported. There is no real organization around KM.

Level 2 — Repeatable. Consistent approaches to KM exist for key applications. People in different parts of the organization are using similar approaches. Some sharing of infrastructure is taking place.

Level 3 — Defined. Awareness is high. KM is well understood and its potential appreciated. There is a growing use of consistent processes, technology and shared infrastructure. Centralized support is emerging.

Level 4 — Managed. KM is planned and funded on a regular schedule. Business units plan the integration of KM into business processes. Funding and business value are predictable. Reliable support is available.

Level 5 — Optimized. KM is integrated into management practices. Creating and managing intellectual capital are goals in key enterprise initiatives. Knowledge and intellectual assets are well managed.

¹⁰ Gartner Group: A Knowledge Management Maturity Model Explains Where You're Going and How to Get There, 2 February 2006, ID Number: G00137335

Our assessment is that the CCT URP is at a low Level 1 on the Gartner scale. There is some recognition of the opportunity of KM, but there is also much confusion as to what constitutes KM and why it is required for the URP. There are some behaviours that could be termed as KM e.g. the storing of documents on local hard drives, attempts to collect and organise hard copy material, but these have up to now not been properly organised and managed.

An organisational culture that hampers knowledge sharing

The CCT URP operates as part of the organisational culture of the broader CCT. As such, it is negatively impacted by the political instability that has characterised the CCT in the recent past. This will pose a risk to any KM initiatives. This is borne out by this report on KM in a public organisation in Malaysia, which states that “government agencies are typically hierarchical and bureaucratic organizations that make sharing of knowledge difficult”, and that “most people seem reluctant to share knowledge because they keep knowledge close to their heart as they move through the ranks by the knowledge is power paradigm”. They also assert “knowledge and information initiatives are inherently political and have an uneven impact on different civil servants and on different client groups and members of the public”.¹¹

This issue, true to most public sector organisations, but commonly encountered in KM work in the private sector as well, is even more of an issue at the CCT, where the perceived risk and related consequences of sharing the knowledge that makes you essential to the organization is even greater than in other public sector organisations.

URP stakeholders

The CCT URP has many stakeholders with whom they need to communicate and share information and knowledge, and the KM strategy and the resulting implementation plan, will have to cater for this reality.

These are:

- The citizens of Cape Town
- CCT URP
- CCT Line Departments
- Other levels of government
- Other external stakeholders e.g. NGOs, private sector, potential funders etc.

Communications

An issue that arose in almost all the interviews was that there is a gap in communications between:

- The CCT URP and the CCT line departments
- The CCT URP and the PGWC URP

Closing this gap will be a major concern in the development of a KM strategy, and the implementation thereof.

¹¹ Knowledge management in a public organization: a study on the relationship between organizational elements and the performance of knowledge transfer, Journal of Knowledge Management, Vol 8 Issue 2, April 2004

Phased Approach

Given the organisational culture of the CCT and the URP, KM maturity level of the URP, and various other factors, it was felt that a phased approach to KM would be best for the URP i.e. define small and attainable goals to achieve in the short term, while also defining and working towards attaining a long-term vision. This will allow the URP to see and feel the benefits of KM without requiring significant change in their work processes in the short term. As the KM initiatives develop and grow, so too will a KM community within the URP, and this community will become a KM driver for the URP. This is an approved, tried and tested approach to KM internationally, in the private and the public sector.

4. KM Strategy

Short term/ Quick Wins Phase

CCT INTRANET

In the immediate to short term, the URP needs a presence on the CCT Intranet. This will:

- Provide a home for the recently developed catalogue of URP literature. This will be a searchable database that can be edited, added to, and used as a reference/ research facility by any staff member who is given access to the database.
- Give the URP more mind-share within the CCT. Creating a site for the URP on the CCT Intranet will allow CCT staff quicker and greater access to URP information. This will go some way towards addressing the issue of the gap in effective communications between the CCT URP and the CCT line departments.

KNOWLEDGE AUDIT

The URP would benefit from a comprehensive knowledge audit. This is something that can be accomplished relatively quickly, over a 3-4 month period. The knowledge audit is an investigation into an organisation's knowledge management 'health'. The audit will address:

- What are the organisation's knowledge needs?
- What knowledge assets or resources does it have and where are they?
- What gaps exist in its knowledge?
- How does knowledge flow around the organisation?
- What blockages are there to that flow?
- To what extent do its people, processes and technology currently support or hamper the effective knowledge management?

The knowledge audit can reveal the organisation's knowledge management needs, strengths, weaknesses, opportunities, threats and risks. It provides an evidence-based assessment of where the organisation needs to focus its knowledge management efforts.

If the KM approach is to be relevant and really geared towards assisting the URP in improving work processes, efficiencies and therefore service delivery, the KM audit is an essential first step.

URP WEBSITE

In its initial phase, the website is conceptualised as a marketing tool, addressing the URP's need to communicate with the citizens of Cape Town, as well as other stakeholders e.g. private sector, NGOs, potential funders etc. If it is designed, developed and the content is created and maintained well, the website has the potential to be a high-impact and successful initiative, achieved quickly, easily, and at relatively low cost.

The website will address the following areas:

- The URP Business Plan for KMP has a stated intention of delivering a website
- 63% of people interviewed identified an urgent need for a URP website
- The website will give the URP a vehicle to market their programme on their own terms i.e. the content owners of the website control the information made available on the website
- As the CCT's "ICT4All" programmes roll out to greater success and usage, more and more CCT citizens are coming online e.g. the Smart Cape Access Project, providing free Internet access for CCT citizens in all CCT public libraries, currently has approximately 80 000 users. The URP needs to have an online presence so as to push its message to these users.
- The website will give the URP a fresh, constantly up-to-date account of status of projects, achievements, press articles, launches etc, to which to direct potential funders and other stakeholders

PEER REVIEWS, MENTORING, INDUCTION PROGRAMMES

These interventions will address the following areas:

- The need for performance monitoring, as identified in the URP Business Plan for KMP
- Improvement of communications and thereby knowledge sharing practices within the CCT URP. If applied more broadly, these interventions may also have a positive impact on knowledge sharing between the CCT URP and CCT line departments and even the PGWC.

Medium term

A URP KNOWLEDGE PRACTITIONER

In the short-to-medium term, the URP will need an individual who is assigned the responsibility of coordinating and facilitating the knowledge processes and practices of the URP. We have termed this person a "knowledge practitioner" for the purposes of this document. This person will ensure that KM activities are carried out on the URP, that the Internet and Intranet sites are kept up-to-date and accurate, and that KM constantly features on the list of URP priorities. This person will drive the roll out of the KM initiatives and ensure their success. This person will 'sell' KM to the URP.

HARD COPY COLLECTION

The URP appears to have quite a large number of documents in hard copy only. The decision as to how to manage the hard copy collection has been put into the medium term, so as to allow the CCT's IKM Department time to take some decisions as to how to address the issue of hard copy material at a corporate level first. IKM can then help inform the URP as to the best way to proceed with this.

WEBSITE, PHASE 2

In this phase, it is envisaged that the website can start to be used as more of a knowledge sharing tool, with the catalogue and other databases being moved online, and URP staff at all levels of government being given restricted levels of access to the databases. This is defined as a medium term goal to give the CCT IT Department sufficient time to plan and budget for the upgrade of the IT infrastructure for the URP, if this is necessary. It also gives the URP time to become more practiced and familiar in the use of the technologies and KM processes.

In Phase 2, the website will have 2 sections: an external component for URP marketing, as described in the Quick Wins section above, and an internal component, where users login to gain access to the internal databases.

This will help to address the need to communicate more and share knowledge with URP counterparts outside the CCT.

One of the databases the URP should develop in this stage is an expert locator/ skills database. The URP draws quite extensively on the skills and knowledge of individuals, and it would be a benefit to keep a record of where / in which individual these skills and knowledge resides.

Long term

WEBSITE, PHASE 3

At this point, the website can move even further towards becoming an online collaborative workspace. This use of technologies that are already available and in use elsewhere in the organisation, makes sense for a programme like the URP, which is a national programme being implemented at various locations throughout the country, where the stakeholders are geographically dispersed, but have a need for regular contact and communications. Some tools that can be used quite easily and with great effect are:

- Online Communities of Practice
- Chat Rooms
- Mailing Lists
- Discussion Forums

EMBEDDING THE KM PROCESS

Finally, by this stage, KM should be fully incorporated into the organisational culture of the URP, and will have changed the day-to-day work practices and business processes. Some, but certainly not all, of the areas that will be addressed by this stage are:

- All projects should have a regularly updated page on the website
- A project should not close until all knowledge contributions are made to the correct databases
- Incentivise KM – make it worth the while of staff to be part of KM activities.
- Build KM into the performance management processes of the organisation
 - Change performance plans
 - Scorecards should reflect KM objectives
 - KM should be part of key performance indicators

Evaluation of the KM strategy should occur at regular intervals to ensure that it continues to be true to the needs of the URP, as the needs of the programme change, so too should the strategy change to reflect this.

Graphic representation of the proposed KM Strategy:

