

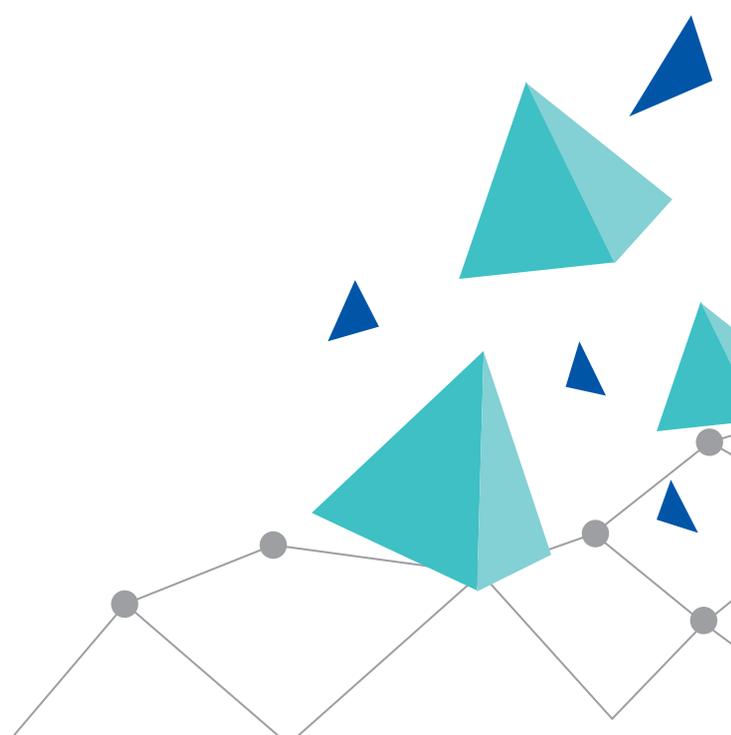
**SERVICE
DELIVERY**

**ANNUAL
PERFORMANCE
PLAN 2024/25**



the cpsi

Government Component:
Centre for Public Service Innovation
REPUBLIC OF SOUTH AFRICA



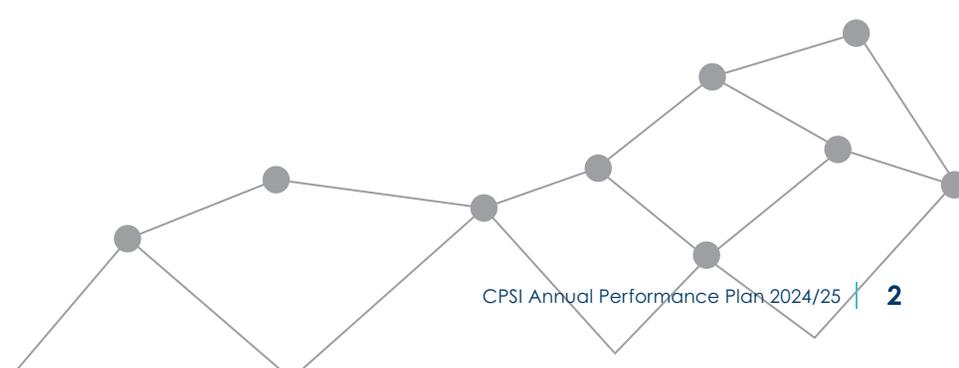


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680,000	1,320,000
373,700	57,589
1,402,024	922
230,500	56
3,602,025	34
27,000	360,77
189,134,341	4,09
1,385,853	1,63
911,500	2,0
412,000	16,0
9,780,806	
33,400	
62,664,640	
18,157,576	
6,299,992	
118,400	
259,000	
69,500	
764,000	
51,000	
3,50	
+0.20	
+0.10	
+0.06	
+0.05	





Executive Authority Statement

Citizens everywhere evaluate their governments, and have at their disposal plenty of measures to do so. In his 2015 paper titled: **How do You Measure the Effectiveness of Government**, Paul Eder lists a number of characteristics which citizens look for when inevitably judging the efficacy of their government. He lists, amongst others:

- Strength: government's relative influence on other stakeholders in the world;
- Transparency: its openness in communication; economics, soundness of financial footing, (financial stability), and
- Public Goods: the bouquet of services and products offered to citizens to improve their lives.

Eder admittedly concedes to the possibility of subjectivity. "The measures for each of these characteristics are determined within each person's mind, and each characteristic is weighted by the personal importance to the individual." While this subjectivity in evaluating government effectiveness is in itself somewhat problematic, however, anecdotally, what is most likely to be more influential amongst these measures is service delivery, most probably due to the degree of importance relative to the lives of citizens.

In developing nations such as ours, with a historical background of such profound and deep-seated socio-economic inequalities, the ability to deliver vital government services goes beyond a mere function of government. It is a remedial tool that seeks to level the playing fields, a profoundly apolitical matter and a defining, existential matter that spans party and administration ideology.

The Constitution of South Africa, which is the supreme law of the land, defines government services as citizens' rights rather than privileges. These provisions of the Constitution make service delivery a critical obligation for government. Accordingly, every citizen, regardless of their socio-economic status, colour, creed or religion, is entitled to government services.

It is for this reason that every administration that takes up office aligns itself with this fundamental constitutional obligation. Each Administration is therefore mandated to deliver services to all citizens to even out the historic imbalances of our society while also importantly creating an environment for sustainable economic growth and development for a better future for all.

Since 1994, there has been a continuous concerted, unrelenting effort to formulate and pursue a medley of strategies, policy initiatives and approaches. The main objective was to ramp up service delivery while also striving for economic growth and development to address the legacy inequalities. We can recall, for instance, a few of these initiatives, including the Reconstruction and Development (RDP) Plan, the Growth, Employment and Redistribution economic plan (GEAR) and the Accelerated and Shared Growth Initiative for South Africa (ASGISA) amongst others.

Later on, in 2012, government introduced the National Development Plan (NDP), as a roadmap to put South Africa on a growth trajectory towards a desired destination in terms of Vision 2030. The NDP emphasises the importance of galvanising the



energies of various South Africans towards growing an inclusive economy, building capabilities, enhancing the capacity of the state, promoting leadership and forging robust cross-sectorial partnerships throughout society to tackle the triple-challenge of unemployment, poverty and inequality by 2030.

Currently, the National Development Plan (NDP) with its vision for 2030 that promises a South Africa with a thriving and solid economy, a vibrant social security net and a more inclusive and coherent society, remains the one common and shared goal whose achievement forms the basis of our work as government. The six key interlinked priorities outlined in it provide solid guidance on the key choices and actions that governments follow in achieving Vision 2030.

It was based on these interlinked NDP priorities that the 6th administration crafted its strategic direction in 2019. Accordingly, the 6th Administration committed itself to:

- a capable, ethical and developmental state;
- economic transformation and job creation;
- education, skills and health;
- consolidating the social wage through reliable and quality basic services;
- spatial integration, human settlements and local government;
- social cohesion and safe communities, and
- the promotion of a better Africa and the world.

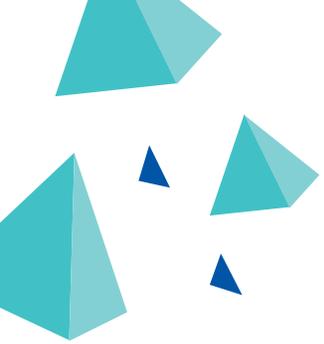
As the five-year term of this administration draws to an end, the essence of time passing by looms

even larger as we inevitably take stock of our performance regarding those key policy priorities; i.e. how much progress we have made and what kind of measures would be required to accelerate our efforts within the remaining timespan before 2030.

The overall picture of the country over the past few years, barring the devastating regressive impact of the COVID-19 Pandemic, shows some notable progress in the quality of life of citizens. For instance, based on indicators from Census 2022, we observe amongst others the following:

- A large proportion of children aged from 0-6, years (more than 60%), having access to access to early childhood development education in the country;
- The proportion of those aged 20 years and older more than doubled from 16,3% in 1996 to 37,6% in 2022.
- Households living in formal dwellings increased from 65% in 1996, to 88% in 2022;
- The number of households with access to electricity for lighting rose from 58,1% in 1996 to 94,7% in 2022; and
- 82,4% of households had access to piped water in 2022. Put differently, the proportion of households with no access to piped water halved from 19,7% to 7,6%.

The sudden and unexpected outbreak of the coronavirus pandemic early in 2020 might have inarguably phenomenally dented our progress as regards Vision 2030, and the UN Sustainable Development Goals (SDGs amongst others.



However, the picture above is of a country that has shown resilience, tenacity and courage to reorganise itself and recalibrate its economy for rapid sustainable, inclusive growth and development.

Unhindered by the doom and gloom of the Pandemic, we sought to renew our commitment towards ensuring a better life for citizens by continuing to fight poverty, unemployment and inequality. In addition. Drawing from the NDP, we forged vibrant partnerships, albeit transversal between the various structures of government, cross-sectorial, including private sector, industry, civil society to collaborate.

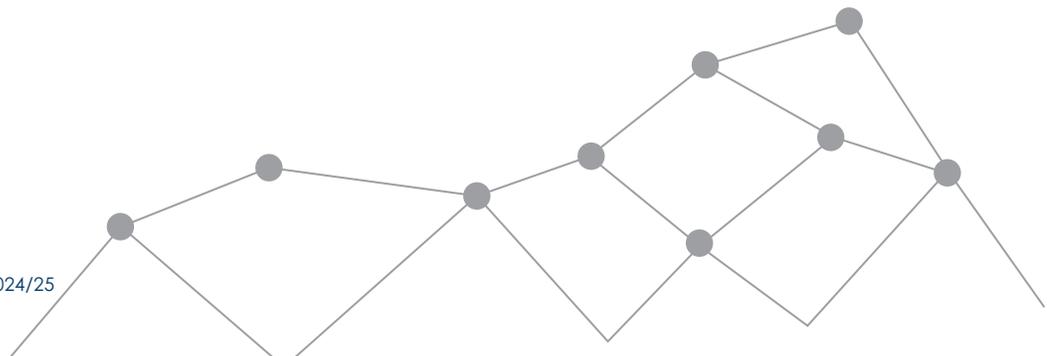
In order to further counter what was identified by the UNDP as 'an environment where there has been a 'pattern of operating in silos', which has given rise to incoherence in planning and implementation and also made monitoring and oversight of government programmes difficult', President Ramaphosa launched the District Model in 2019. The DDM is 'a practical intergovernmental mechanism that brings together the forty-four (44) districts and eight (8) metros across the country, as 'developmental zones' built around the strategic

alignment of all three spheres of government to guide strategic investments and projects.' The DDM builds the capability of the State at the local sphere of government, which is closest to the people, where much concentration is required to achieve the developmental mandate of finding sustainable ways to meet the social, economic and material needs of communities and improve the quality of their lives.

Since 2019, the DDM has been implemented in many municipal sites, including the OR Tambo District Municipality in the Eastern Cape Province, and the mining region of the Waterberg District Municipality in Limpopo Province.

In conclusion, as demonstrated by data from the latest Census 2022, there has been considerable progress that has been recorded from the work of the sixth administration. However, with a few months left before this administration hands over the baton, the reality is that much remains to be done to further advance our gains in terms of ensuring universal access to services by our citizens and making more pronounced advancements towards achieving Vision 2030 of the NDP. As government, we are fully committed to achieving Vision 2030.

Ms N. Kiviet, MP
Minister for the Public Service and Administration







Accounting Officer Statement

Background

This Annual Performance Plan (APP) comprehensively outlines the work of the Centre for Public Service Innovation, including all its various programmes and activities or key deliverables, for the 2023-2024 Financial Year.

This APP cascades and draws from the CPSI's 2020-2025 Strategic Plan, which, in turn, is derived from the mandate of the Public Service and Administration Portfolio within which the CPSI is located. It is a binding document with specific dates of completion together with milestones for each of these projects which the CPSI must comply with in partial fulfilment of its 2020-2025 Strategic Plan.

The Mandate of the CPSI

As a government component located within the Public Service and Administration portfolio, the CPSI is by default, obliged to support the portfolio in fulfilling this highly critical function through innovation. Therefore, in accordance with its mandate, the CPSI is tasked to inculcate and promote the culture and practice of innovation in the public sector for improved service delivery. This is in line with the CPSI's vision which talks about an efficient, effective and development-oriented public service through innovation.

The work of the CPSI, based on its mandate, is contextually divided into four key areas of intervention, namely:

- advancing needs-driven research and development;
- unearthing, demonstrating, sharing, encouraging, and rewarding innovation;
- testing, piloting, and incubating new innovations and supporting the replication of innovative solutions; and
- partnering with public, private, academic, and civil society sectors on supporting the mandate of the CPSI.

Emerging from the deliberations on our mandate and the key interventions above, there are two important points worth noting. Firstly, is the serious light in which our government views innovation and innovative thinking in the public sector, and secondly, the role that the CPSI has to play in terms of dispatching its mandate to meet those expectations.

To us, innovation forms the heartbeat or pillar of public sector reform and transformation, albeit in terms of restructuring and reconfiguration, policy, or operations. It is also a change agent that is transversal in nature. In other words, innovation can and should permeate through the various initiatives to transform and bring change into the public service including its various governance, administrative and service delivery processes for improved performance. This is premised on the proven impact of Innovation as a true enabler and catalyst of improved government productivity and performance, particularly as regards service delivery to citizens.



The second emergent point of discussion, which is of no less value, is to establish clarity around the role and position that the CPSI is thrust into as the only government component that is charged with the strategic responsibility to drive and facilitate the uptake and practice of innovation and creative thinking in the public sector. To that end, we fully acknowledge the gravitas responsibility associated with this cross-sectorial responsibility of providing thought-leadership and strategic direction within the public sector innovation. This further affords us the opportunity to galvanise and coordinate efforts across the innovation eco-system to ensure that digital transformation takes traction in the public sector and is better prepared to serve citizens better. The National Development Plan (NDP) places the establishment of robust government-wide partnerships at the very centre of our success in the delivery of government's developmental agenda or Vision 2030; Vision 2063 of the African Charter and the UN's Sustainable Development Goals (SDGs).

A brief review of the 2022-23 Financial Year

As we look forward to the year ahead, determined to work hard in pursuit of our targets that are listed in this document, we look back with pride at our performance during the previous year.

Throughout the 2022-2023 financial year, there has always been a lingering concern about the COVID-19 Pandemic and the possibility of its return. Therefore, we had to continue treading cautiously, mindful of the dire consequences that might follow if caught off guard. However, this did not dampen our spirits, having received a seventh Clean Audit Outcome for the 2022/2023 Financial Year, which was for the 6th year in a row. We were determined to work even harder to meet our targets to sustain this legacy.

Firstly, our Research and Development (R&D) unit delivered on its projects and initiatives in line with our responsibility to provide thought-leadership in the public sector. This included participating in 4IR EXPO and Developer Labs at St John's College, Mthatha to provide youth mentorship and digital skills development. This initiative was supported by over two partners, which is an indication of the growing brand of the CPSI.

The CPSI, through its R&D unit included providing support in the implementation of the DDM model by participating in piloting of the Let's Talk Citizen Engagement Mobile Application which was funded by UNDP South Africa, the prototyping and development of the two multi-year projects, an e-hailing solution for Gauteng EMS Planned Patient Transfer and the Northern Cape Virtual Thusong Centre amongst others.

Our work to replicate projects from the Annual Public Sector Innovation Programme continued. There were at least two projects that were replicated, namely the Forensic Pathology Digital Fingerprint Identification Project and the Edenvale Blood Optimisation Project. The former is a high-impact project which enables the identification of diseased corpses in government mortuaries to ensure that families bury their loved ones while the latter ensures cost-effective use of blood and blood products in hospitals.

In addition, the Institutional Support and Replication (ISR) unit supported four public sector institutions, namely The National Prosecuting Authority, Department of Justice and Constitutional Development, the North West Department of Public Works and Edenvale Hospital, to use innovation to enhance service delivery. The support included, amongst others, hosting and conducting workshops

on Design Thinking and Public Sector Innovation as well as sharing innovative solutions that have been successfully implemented in the public service.

The 16th Public Sector Innovation Conference was successfully held in August 2022. The conference serves as a platform for innovators to share and exchange knowledge and best practices on innovation. Furthermore, the conference provides an ideal opportunity to showcase innovative projects and solutions mostly from the public service.

Apart from the Annual Conference, we also hosted Design Thinking and Public Sector Innovation Workshops to capacitate public officials from various departments in all three spheres of government on using modern tools such as systems and design thinking to solve service delivery challenges. Both the conference and these workshops form part of our effort to nurture an enabling environment for innovation in the Public Sector.

We also hosted the Public Sector Innovation Awards Ceremony during the 3rd quarter of the financial year. The Awards Ceremony was a culmination of a year-long initiative used to unearth and recognise innovative service delivery solutions. The 2022 Public Sector Innovator of the Year was awarded to the Hospital and Emergency Centre Tracking Information System (HECTIS) Project from the Western Cape Department of Health.

The Innovation Centre also uses this programme, through the recognition of the Public Sector Trailblazer initiative, to unearth and promote the in-sourcing of System Developers in various government departments to enable them to develop home-grown solutions to alleviate service delivery challenges.

During the 2022-23 financial year, we also successfully uploaded one volume of our in-house journal, Ideas that Work, - The South African Innovation Journal, in accordance with the performance plan targets. Ideas that Work is an important repository for information and knowledge on innovation aimed at encouraging learning and sharing of expertise in the public service.

Conclusion

As we present this, the 2024-25 Annual Performance Plan for the CPSI, we are mindful of the enormous work that lies ahead to ramp up service delivery and the urgency in which it should be accomplished given the looming end of the 6th administration tenure of office and, most concerning Vision 2030. Similarly, we become more aware of the pressing need to continue to pursue our mandate to promote the culture and practice of innovation in the public sector. This, is in the backdrop of the enormous potential that innovation presents to enable the State to deliver on its developmental agenda and realise Vision 2030 of the NDP.

We will also continue to support the Youth Digital Skills Development Programme including hackathons to ensure that the public service benefits from the untethered compassion and enthusiasm in youth to fully exploit the endless possibilities in it.

We are determined to continue with efforts to strengthen our capacity, especially in programme two, to ensure that we are able to deal with service delivery challenges through innovation. The CPSI is on the path to change the trajectory of public sector innovation. We are confident that the continued in-sourcing of system developers will take service delivery to higher heights. The focus on in-house-built solutions will further reduce the cost of delivering services to our citizens and streamline the back office.



Ms LM Sebokedi
Executive Director (acting)

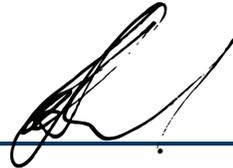
Official Sign-Off

It is hereby certified that this Annual Performance Plan

- Was developed by the management of the Centre for Public Service Innovation under the guidance of Minister Noxolo Kiviet, MP;
- Takes into account all the relevant policies, legislation, and other mandates for which the Centre for Public Service Innovation is responsible; and
- Accurately reflects the Impact, Outcomes, and Outputs which the Centre for Public Service Innovation will endeavour to achieve over the period 2024/2025.

Mr PJ Schoonraad

Programme Manager: Public Sector Innovation

Signature: 

Ms AC Snyman

Chief Financial Officer

Signature: 

Ms DN Mavikane

Head Official responsible for Planning

Signature: 

Ms LM Sebokedi

Accounting Officer

Signature: 

Endorsed by:

Dr Chana Pilane-Majake

Deputy Minister for the Public Service and Administration

Signature: 

Approved by:

Ms N Kiviet

Executive Authority

Signature: 

Part A: Our Mandate

1. Constitutional Mandate

The Constitution of the Republic of South Africa does not specifically and explicitly set a mandate related to Public Sector Innovation. However, the CPSI operates under the principles set out in Chapter 10, s195 of the Constitution. In particular, s195 (b)–(e) and (g) have direct relevance for the mandate of the CPSI:

- (b) Efficient, economic, and effective use of resources must be promoted.
- (c) Public administration must be development-oriented.
- (d) Services must be provided impartially, fairly, equitably, and without bias.
- (e) People's needs must be responded to, and the public must be encouraged to participate in policymaking.
- (g) Transparency must be fostered by providing the public with timely, accessible, and accurate information.

Therefore, the CPSI, in accordance with s195:

- Is responsive to the needs of citizens by being challenge-driven.
- Champions transparency through Open Innovation and supporting open government initiatives.
- Promotes efficiency and effectiveness through innovation; and
- Is development-oriented by co-developing solutions to address challenges identified in the NDP and SDGs with innovators across and outside government.

A second constitutional imperative of importance for the work of the CPSI is that of collaboration. In terms of chapter 3 s41 (h) of the Constitution, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith by:

- Fostering friendly relations.
- Assisting and supporting one another.
- Informing one another and consulting on matters of common interest; and
- Co-ordinating their actions and legislation with one another.

The cross-sector reach of the organisation and the fact that challenges and solutions span all three spheres of government is a testament to the fact that co-operative governance lies at the heart of successful innovations and replication.

2. Legislative and Policy Mandates

The responsibility for Innovation in the Public Service is vested in the Minister for the Public Service and Administration who, in terms of section 3(1) (i) of the Public Service Act of 1994, as amended, is responsible for establishing norms and standards relating to transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery. This role is further expanded on in the Government Notice 700 of 2 September 2011:

The function of the CPSI is to entrench a culture and practice of innovation in the public service through:

- (i) Advancing needs-driven research and development;
- (ii) Unearthing, demonstrating, sharing, encouraging, and rewarding innovation;
- (iii) Testing, piloting, and incubating new innovations – and supporting the replication of innovative solutions, and
- (iv) Partnering with public, private, academic, and civil-society sectors on supporting the mandate of the CPSI.

3. Institutional Policies and Strategies over the Five-year Planning Period

As an implementing institution, the CPSI is guided by the following broader policies and strategies:

- National Development Plan (NDP)
- The Medium-Term Strategic Framework (MTSF)
- 6th Administration Priorities
- Minister for the Public Service and Administration's (MPSA) Priorities
- District Development Model
- Sustainable Development Goals
- AU Agenda 2063

4. Relevant Court Rulings

Not applicable.



Part B: Our Strategic Focus

1. Updated Situational Analysis

1.1. External environment analysis

The country is approaching the transition from the 6th to the 7th Administration. This, in a backdrop of, amongst others, geo-political crises including the wars in Ukraine and the Middle East that led to an increase in the cost of essential commodities such as fuel and grain. Fuel increases have negatively impacted on our economy, increasing prices of basic goods and driving vulnerable citizens into poverty. The current geo-political developments have also led to increased unpredictability and volatility in markets.

The country still grapples with slow growth and high unemployment, which, at the time of preparing this plan, stands at 32.9%. What is more alarming is that 62.1% of the unemployed are youth. In addition, we have also seen a rise in crime exacerbated by these high levels of poverty and inequality.

Persistent power cuts, coupled with failing infrastructure, further worsen the quality of service delivery. This is coupled with the fact that we still have not solved backlogs such as housing and have limited investment in infrastructure maintenance.

To mitigate the negative impacts of climate change, the local and global imperative is to champion a just transition from fossil fuels to renewable solutions. As such, the policy environment must set enabling conditions for the adoption of and transition to more sustainable energy sources.

With 2024 being an election year and with evidence that little progress has been made in the achievement of the NDP and SDGs. This is compounded by the fact that we face a shrinking fiscus, and the government faces a number of trade-offs that may impact service delivery greatly. In addition, macro-organisation of the State at the dawn of the 7th Administration will lead to, amongst others, an amalgamation of mandates, thus leading to a consolidation of departments or even closure of certain departments.

South Africa, despite being the highest-ranking country in Africa according to the 2022 UN eGovernment Survey, still remains stagnant when it comes to digital transformation. A digitised public sector provides the foundation for innovation, Hence the need to strengthen our internal capacity to support and lead innovation in this space. Furthermore, the costly demise of the Integrated Financial Management System (IFMS) has further slowed down our journey to digital transformation, leaving departments, including CPSI, with no options but to look elsewhere to ensure improved internal processes.

The country's failure to adopt, manufacture, and develop new frontier technologies quickly will continue to make us consumers of technologies that are developed in the West and Asia. Our economy in its current state cannot afford to procure expensive licenses that come with the use of these imported technologies.

The negative global and local outlooks thus demand more frugal innovations where cost savings and increased efficiency and effectiveness become paramount. Simultaneously systemic challenges are to be addressed in a more systematic manner leveraging partnerships and approaches such as mission-oriented innovation.

There is global recognition in the field of public sector innovation and innovation policy more broadly, that a shift to systems-level / mission-oriented innovation is required to address systemic challenges such as the triple challenges of poverty, unemployment and inequality as well as global challenges such as Climate Change.

Within the broader National System of Innovation (NSI), the Department of Science and Innovation is implementing the Decadal Plan as a blueprint for research, investment and capacity building. The nine priority areas will shape the partnerships with and priorities of entities within the NSI:

- The circular economy



- The high-tech industry domain (Fourth Industrial Revolution)
- Education for the future
- Nutrition for a healthy population
- The opportunities, threats and social impact of information and communication technologies (ICTs)
- Health technologies to prevent and treat ill health and advance well-being for those who are marginalised
- Sustainable technologies for the marginalized
- Future of society.
- Integrated solutions for water security.

1.2. Internal environment analysis

Annually, the Centre receives around 20 requests for the development of new solutions for departments and institutions and numerous innovators and entrepreneurs approach the CPSI with solutions they believe can make a positive contribution to service delivery improvement. In addition, the Centre receives between 80 and 150 entries to the Annual Public Sector Innovation Awards. Of these submissions, an average of 30 entries are shortlisted for further verification and adjudication. Most of these solutions can be replicated within the public sector to improve service delivery.

However, due to the capacity constraints expanded on below, only two projects can annually be facilitated for replication. In the same manner, Again, with the current capacity, only two projects can be developed, in most cases over a period of more than one year.

Beyond the significant demand, there is a need to support more strategic interventions, or 'missions'. The latest research on mission-oriented innovation (Mazzucato, OECD-OPSI) and on Transformative Innovation Policy (Schot, Kramer-Mbula) clearly

point to the need for the ability to manage portfolios of innovation. Leverage mission-oriented innovation, organisations would require different skill sets and ways of organising work, including constituting dynamic and agile teams to develop solutions. In the absence of dynamic capacity and the associated financial resources, the catalytic impact of the Centre will not be fully utilised and an appropriate response to the demanding external environment, would not be possible.

The slow pace of digitisation in, amongst others, the health sector and the direct correlation with medico-legal claims have been previously highlighted by the Centre. This is one area where digital innovation and substantive investment in resources are required and where the CPSI and its innovation partners can play a key role.

In order to respond to these substantive demands for innovation from departments, many necessitated by the broader socio-economic conditions and tighter fiscal constraints, the CPSI added additional capacity through the re-prioritisation of its budget, from Goods and Services to the Compensation of Employees.

This re-prioritisation enabled CPSI to employ two Deputy Directors to strengthen stakeholder management and the replication programme. The prioritisation of working in partnerships was also evident in that the CPSI attracted close to 20 partners towards the Youth Digital Development Programme in 2023/2024. A number of potential partners continue to engage with the Centre with requests for partnership, which is indicative of the value the organisation brings in terms of public sector innovation.

In addition, the CPSI, for the first time, in-sourced Systems Developers to ensure that the development of solutions is done internally in a frugal manner. This has further ensured that the organisation moves ahead to modernise internal processes like e-Submission and e-Leave.

The organisation has requested another reprioritisation of the budget from Goods and Services to Compensation of Employees to strengthen risk management within the organisation. A Receptionist post that became vacant was also re-purposed to create developer capacity where it is urgently needed. All these strategic reprioritisations of budget are part of the bigger drive to ensure that CPSI can make a greater impact.

The organisation has further reflected on its approach to development and replication projects after the realisation that it is not always possible to complete projects within one financial year. It is for this reason that the organisation adopted a phased approach (multi-year) and continues to offer support beyond one financial year.

The human resource constraints, dependency on the DPSA for some corporate services, and inadequate office space: These factors contribute to the CPSI's limited capacity to effectively deliver on its mandate and respond to the demand. There is a need for increased internal capacity to support requests from departments and reduce dependency on DPSA. Currently, the CPSI uses strategies like in-sourcing system developers and re-prioritizing budgets to strengthen risk management and innovation knowledge management, indicating a push towards self-sufficiency and enhanced operational capability.

Another strength of the CPSI is that its brand is becoming more recognisable. This took traction when one project that was handed over to political heads in two provinces. This has also broken barriers to access national departments like Health and Home Affairs.

The organisation delivers its mandate through Programme 2: Public Sector Innovation by focusing on the following pillars:

- Research to identify root causes of service delivery challenges and to explore potential

solutions, including frontier technologies.

- Co-design and co-development of new solutions where appropriate solutions are not available or viable.
- Replication of demonstrated innovative solutions towards mainstreaming.
- Institutional support to facilitate the adoption and adaption of innovative solutions as well as ensure the sustainability of solutions while building internal innovation capacity and practice.
- Knowledge-sharing interventions to increase awareness and learning.
- Unearthing and recognition of innovators within the public sector.

The CPSI co-ordinates a robust innovation knowledge management programme to ensure that knowledge is shared to avoid reinventing of the wheel. Furthermore, these platforms encourage collaboration among innovators. The organisation is on track to set the tone for sharing of software codes amongst system developers in the public sector. For the first time, the CPSI has signed an MoU with Eastern Cape as a first step to encourage the sharing of software codes across provinces.

The organisation achieved its 7th (6th in row) clean audit for the 2022/23 financial year, this is due to a robust corporate governance culture over the years. The CPSI prides itself on this impressive track record and is committed to strengthening internal controls to ensure that these gains are not reversed. Furthermore, the CPSI is a Level 8 contributor to B-BBEE and submitted the compliance report to the B-BBEE Commission as required by section 13G(1) of the B-BBEE Act and B-BBEE regulation 12(2).

One of the major constraints emanates from the statutory requirements that impede the sourcing of innovations at the development stage. Limited financial resources to enable innovation are one of the key constraints faced by the CPSI. In this regard, the CPSI is limited by budget in terms of the number of projects it can develop or replicate.

One of the strengths of the CPSI is that as of 31 March 2023, it had a representation of 60% of women (SMS – 60% women), 10% of youth and 6.7% of people with disabilities in the organisation.



It is important to indicate that, despite a slight increase in internal capacity, this is still insufficient for the CPSI to respond adequately to support requests from departments.

One of the key weaknesses is that the organisation is still not fully resourced to cater to all corporate services. Over time, the Centre needs to lessen its dependence on the Department of Public Service and Administration for the provision of some corporate services, such as Legal Services and Internal Audit. Although the current mitigation of placing interns in the DPSA Legal Services and Internal Audit is providing some relief, a more permanent solution should be sought. In this regard, on approval by the National Treasury, a portion of the budget will be re-prioritised from goods and services to compensation of employees to bridge this gap.

Furthermore, the lack of appropriate office space makes the work of the organisation more difficult as we expand the organisation structure. Options to mitigate against this threat are to encourage hybrid working arrangements and look for partners

that can provide spaces for some of the work of the organisation.

Although some stability has been provided by appointing one internal resource to act as the Executive Director, ensuring continuity and consistent decision-making, it is still a concern that the post remains unfilled.

As indicated above, the CPSI embraces the Decadal Plan developed by the Department of Science and Innovation that will define our partnering with the various initiatives through their National Advisory Council on Innovation (NACI). The CPSI will actively contribute to these priorities, including through its growing youth digital skills initiative and the technology-driven service delivery improvement initiatives that are implemented in partnership with other departments. Leveraging the innovations that come through our Public Sector Innovation Awards Programme, we can impact other priority areas that have been identified in the Decadal Plan.

The table below summarises the outcomes of a more comprehensive SWOT analysis, assessing the internal environment at the CPSI.

STRENGTHS	WEAKNESSES
<p>Innovative solutions available</p> <ul style="list-style-type: none"> • Facilitate post-development support. • Facilitate solution development. • Partnerships with youth developer communities. • In-house developers. <p>An enabling environment for innovation fostered</p> <ul style="list-style-type: none"> • Knowledge transfer platforms. • Recognition for innovation. • Design Thinking Approach. <p>Business management/leadership</p> <ul style="list-style-type: none"> • Corporate governance. • Independent accounting institution. • Organisation culture development. • Business performance management. • Corporate communications/branding. • Stakeholder relations management. <p>Corporate resource management</p> <ul style="list-style-type: none"> • Financial management. • Supply Chain Management. <p>Knowledge base for Innovation created</p> <ul style="list-style-type: none"> • Harness innovation research capacity. • Provide policy support research. • Knowledge custodianship. • Partnership with NSI institutions, Tertiary Institutions, development agencies. • Collaboration with international organisations such as the OECD, MOIN and South-South learning. 	<ul style="list-style-type: none"> • Capacity constraints. • Slow implementation of innovative solutions within the organisation itself. • Regulatory constraints related to the corporate form as a government component. • No explicit legal and policy mandate for Public Sector Innovation. • No authority to scale/replicate. • Ad hoc nature of a demand-driven environment. • Lack of innovation funding mechanism. • Limited guidelines to support the management of IP issues in government.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increase awareness of CPSI work. • Political Support. • Local partnerships (entrepreneurs, youth, SMMEs, NSI). • Further leveraging awards entries for replication and learning. • Innovation as a national priority. • The 4IR and digital transformation. • New ways of working post COVID-19. • Availability of innovation tools/knowledge. • Higher demand for co-ordinated public sector Innovation. • Authority to drive public-sector Innovation nationally. • Leadership of open innovation platforms with enhanced citizen participation. 	<ul style="list-style-type: none"> • Changing political priorities. • Stakeholder decisions affecting CPSI projects. • External dependencies reducing the successful development and replication of solutions. • Insufficient funding for Public Sector Innovation. • Annual budget cuts. • Restricted procurement prescripts impede procurement of innovations from SMME/innovators. • Risk aversion in departments. • Insufficient executive management buy-in and support for replication and mainstreaming (from lead departments). • The exploitation of departments is due to a lack of protection of IP. • Silos in government. • Delay in securing functional space for CPSI.



SERVICE DELIVERY

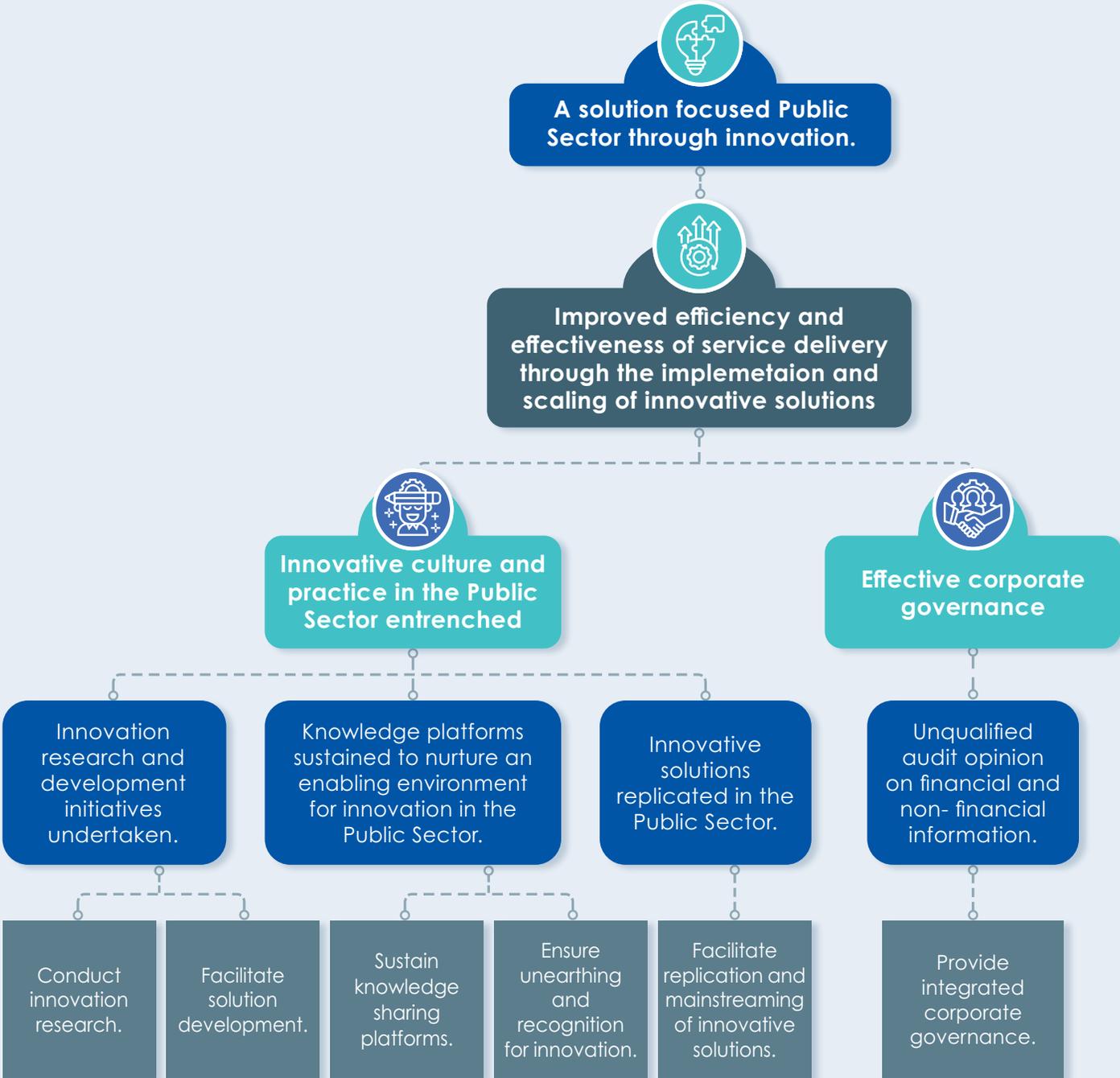
As indicated, The CPSI faces various internal and external challenges. Internally, capacity constraints and slow implementation of innovative solutions hinder operational efficiency. Externally, changing political priorities and insufficient funding for public sector innovation makes it extremely difficult for the CPSI to deliver on its mandate in response to the growing demand. These factors collectively impact the institution's ability to foster and implement innovative solutions effectively.

Some of the Interventions that the Centre has implemented and will strengthen in the financial year include:

- Ongoing Capacity Building: Implement training programmes to enhance internal capabilities and speed up innovation implementation.
- Policy Advocacy: Lobby for a clearer legal and policy mandate for public sector innovation.
- Funding Mechanisms: Advocate for the development of new funding models to support innovation, possibly through partnerships with the private sector.
- Stakeholder Engagement: Increase executive management buy-in and support for replication and mainstreaming of innovative practices.
- Intellectual Property (IP) Management: Establish guidelines for managing intellectual property issues in government to protect and leverage innovations.
- Working with youth and other innovators in an open innovation eco-system to leverage their creativity and innovativeness.



The following schematic depicts the CPSI value proposition based on its Theory of Change and how this is institutionalised in the organisation’s two Programmes, Administration and Public Sector Innovation.



Part C: Measuring Our Performance

1. Institutional Programme Performance Information

1.1. Programme 1: Administration

Programme Purpose: Provide strategic leadership, overall management of and support to the organisation.

Within **Administration**, there are three sub-programmes:

- **Executive Support** oversees the overall management of the CPSI and manages and facilitates the provision of internal audit and organisational risk and integrity management services and legal services.
- **Corporate Services** manages and monitors the provision of corporate resource management services, ICT management services, security management services, office support, and auxiliary services.
- **Office of the Chief Financial Officer** ensures compliance with all relevant financial management statutes and regulations, notably the Public Finance Management Act (PFMA), and oversees the effective financial and supply chain management of the organisation and co-ordinate implementation, monitoring and reporting on the organisation's overall performance.

1.1.1. Outcomes, outputs, performance indicators and targets

OUTCOME	OUTCOME INDICATOR	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Effective corporate governance	Number of unqualified audit opinions	Unqualified audit opinion on financial and non-financial information	Type of audit opinion on financial and non-financial information	Unqualified audit opinion on financial and non-financial information for the 2019/20 financial year	Unqualified audit opinion on financial and non-financial information for the 2020/21 financial year	Unqualified audit opinion on financial and non-financial information for the 2021/22 financial year	Unqualified audit opinion on financial and non-financial information for the 2022/23 financial year	Unqualified audit opinion on financial and non-financial information for the 2023/24 financial year	Unqualified audit opinion on financial and non-financial information for the 2024/25 financial year	Unqualified audit opinion on financial and non-financial information for the 2025/26 financial year

1.1.2. Indicators, annual and quarterly targets

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
Type of audit opinion on financial and non-financial information	Unqualified audit opinion on financial and non-financial information for the 2023/24 financial year	-	Unqualified audit opinion on financial and non-financial information for 2023/24 financial year	-	-

1.1.3. Explanation of planned performance over the medium-term period

Planned performance targets over the medium term ensures that the CPSI implements effective corporate governance in line with all legislative requirements. Furthermore, Programme One supports Programme Two in driving the mandate of the organisation.

1.1.4. Programme resource considerations

PROGRAMMES	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	AUDITED OUTCOME	AUDITED OUTCOME	AUDITED OUTCOME	ADJUSTED APPROPRIATION	REVISED BASELINE	REVISED BASELINE	REVISED BASELINE
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Executive Support	2,262	1,631	1,801	4,605	5,289	5,529	5,761
Corporate Services	6,263	10,089	12,493	11,897	11,879	12,426	13,009
Office of the Chief Financial Officer	5,296	5,243	6,132	7,127	7,271	7,604	7,961
Administration	13,821	16,963	20,426	23,629	24,439	25,559	26,731
Economic Classification							
Compensation of Employees	7,966	8,520	9,282	12,756	14,001	14,623	15,263
Goods and Services	5,655	6,610	9,084	10,051	10,052	10,486	11,227
Payment for Financial Assets	-	-	-	-	-	-	-
Transfers and Subsidies	-	-	-	1	1	0	0
Payment for Capital Assets	200	1833	2,060	821	385	450	241
Administration	13,821	16,963	20,426	23,629	24,439	25,559	26,731

Compensation of Employees averages at 59.74% per annum over the medium term of the appropriated budget with an average annual growth of 4.8% over the MTEF. No budget reduction on the Compensation of Employees was introduced over the medium term.

An assessment of critical posts was done. The organisation requires additional capacity to be able to carry out its mandate fully, as per the approved new structure. The current establishment of the CPSI consists of 33 permanent posts. The CPSI's establishment will increase to 36 posts in 2024/25, 47 posts in 2025/26, and 59 posts in 2026/27 if additional funding is provided.

Goods and Services: The CPSI spends an average of 41.40% of its appropriated budget on the procurement of goods and services. The largest spending items under the Administration Programme are:

Operating Leases: The cost to lease office accommodation amounts to R3.5 million (32.46%) of the programme's operational allocations over the MTEF period.

Computer Services: This is primarily to access and utilise transversal systems and for data costs and accounting for 22.74% of the programme's operational allocations over the MTEF.

Audit cost: This is one of the organisation's main expenditures for statutory audit, accounting for 14.67% of operational allocations over the MTEF period.

Transfers and subsidies: The appropriated allocation of R1 000 for the payment of communication licensing fees over the medium term.

Purchasing of capital assets: The payment for finance leases and replacements of IT equipment accounting for R192 000 (1.40%) of the programme's main appropriation.



1.1.5. Updated key risks

OUTCOME	KEY RISK	RISK MITIGATION
Effective corporate governance	Qualified audit outcome	<ul style="list-style-type: none"> • Enforcement of consequence management. • Multi-skilling of existing resources across the business. • Regular awareness of changes in regulations.
	Vulnerabilities in the CPSI IT environment leading to security risks.	<ul style="list-style-type: none"> • Operational Disaster Recovery Solution. • Vulnerability Assessments. • Operational Firewall and Anti-virus services.

1.2. Programme 2: Public Sector Innovation

Programme Purpose: Drives service delivery innovation in the public sector in line with government priorities.

Within the **Public Sector Innovation Programme**, there are three sub- programmes:

Research and Development establishes the knowledge base in support of the programme to inform the selection, development and piloting of potential innovative models and solutions.

Institutional Support and Replication facilitates institutional support, demonstration, replication and mainstreaming of innovative solutions for the public sector.

Enabling Environmental and Stakeholder Management nurtures and sustains an enabling innovative environment, entrenches a culture and practices of Innovation in the public sector through innovative platforms and products, and develops and maintains partnerships and stakeholder relations to enhance collaboration

1.2.1. Outcomes, outputs, performance indicators, and targets

OUTCOME	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Innovative culture and practice in the public sector entrenched.	Number of innovation initiatives enabled.	Innovation research and development initiatives undertaken.	Number of innovation research and development initiatives undertaken.	6	5	4	4	4	4	4
		Knowledge platforms sustained to nurture an enabling environment for Innovation in the public sector.	Number of knowledge platforms sustained to nurture an enabling environment for innovation in the public sector.	10	10	11	9	9	9	9
		Innovative solutions replicated in the public sector.	Number of innovative solutions replicated in the public sector.	1	2	2	2	2	2	2

1.2.2. Indicators, annual and quarterly targets

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
Number of innovation research and development initiatives undertaken.	4	-	-	-	4
Number of knowledge platforms sustained to nurture an enabling environment for innovation in the public sector.	9	1	3	2	3
Number of innovative solutions replicated in the public sector.	2	-	-	-	2

1.2.3. Explanation of planned performance over the medium-term period

Planned performance over the medium term is integral to the CPSI's mission of fostering innovation within the public sector. Achieving this mission is pivotal in advancing the NDP's goals. However, the impending change of leadership in 2024, coinciding with an election year, may impact this planned performance. Nevertheless, public sector innovation is anticipated to remain a top priority for the 7th Administration.

The CPSI's initiatives are designed to produce outcomes that align with government priorities. Through its various programmes, the organisation serves as a testing ground for novel innovations, demonstrating their effectiveness. Additionally, replicating existing innovations offers valuable insights into the necessary steps for mainstreaming innovations to maximise their impact. The CPSI also continues to provide institutional support to ensure the sustainability of these innovations.

Given the current fiscal environment, the CPSI faces budgetary constraints, which hinder its ability to fully execute its mandate. Furthermore, the organisation's limited provincial presence restricts its reach. Recognising the importance of cultivating an environment conducive to innovation, a significant portion of the programme budget is allocated to unearthing existing innovations and maintaining platforms for knowledge sharing.

Research and Development

The Research and Development sub-programme will continue to undertake enabling research initiatives and develop new solutions. The additional development capacity will continue to strengthen the ability of the organisation to support the development of in-house solutions to address service delivery challenges and enable them as part of the CPSI to digitalise internal processes.

Part of the budget CPSI will invest in the Youth Digital Skills Programme through hackathons, mentoring and other forms of support. Service delivery solutions developed through this programme will further strengthen the contribution of social innovators in the innovation ecosystem.

Four (4) research and development initiatives will be undertaken in the 2024/25 Financial Year. Some of these will be multi-year projects such as the Virtual Thusong Service Centre.

Research activities will also include exploring new approaches and methods, both locally and globally, in the field of public sector innovation and endeavour to apply those practices locally. The unit will continue to explore Digital Transformation, 4IR and Frontier Technologies, Strategic Foresight and Anticipatory Innovation, Design and the measurement of Public Sector Innovation. One of the highlights for the year, to support the discourse on digital transformation, will be the co-hosting, with the DPSA and Wits School of Governance, of ICEGOV 2024, a global platform for those engaging on the theory and practice of eGovernment and related innovations.

Funding allocated to this function (R&D) amounts to 30.39% of the total Programme 2: Public Service Innovation Budget.

Institutional Support and Replication

The CPSI will continue to provide support to departments to adopt innovation to improve service delivery. Our support includes the provision of thought leadership and the sharing of knowledge, amongst others, to expose public servants to modern tools that can improve service delivery, such as Design Thinking. The CPSI will also continue to support projects replicated in the preceding financial year to sustain and support the mainstreaming of innovations to solve service delivery challenges.

In addition, two (2) innovative solutions will also be replicated as a pre-cursor to mainstreaming. The replication projects are mainly sourced from the Public Sector Innovation Awards Programme.

Funding allocated to this function (ISR) amounts to 28.95% of the total Programme: Public Sector Innovation budget.

Enabling Environment & Stakeholder Management:

The mandate of the CPSI is to encourage and inculcate the culture and practice of innovation. This sub-programme achieves this through several innovation knowledge platforms that are critical in creating an enabling environment for innovation to flourish. These knowledge platforms encourage the learning and sharing of innovative approaches, solutions, and models across all spheres of government. In addition to these platforms, the CPSI has also built capacity for stakeholder management and partnerships through the appointment of the DD: Stakeholder Management and Partnerships to manage this aspect. Stakeholder management is critical in building vibrant partnerships that sustain public sector innovation.

The cost of these innovation knowledge platforms and stakeholder management (including compensation of employees) amounts to 40.52% of the total Programme 2: Public Sector Innovation Budget.

Nine (9) innovation knowledge platforms and products are planned per year:

- **One (1) Annual Public Sector Innovation Conference:** The conference is a critical platform for community of practice in innovation. It is a sharing and learning vehicle for encouraging and entrenching the culture of innovation.
- **One (1) Annual Public Sector Innovation Awards Programme:** This rewarding programme aims to unearth, recognise, showcase and replicate innovative solutions successfully implemented in the public service.
- **Five (5) Design Thinking and Public Sector Innovation Training:** In this demanding modern world, public servants need to be agile, anticipatory and futuristic in their daily work. These Design Thinking and Public Sector Innovation Training equip public officials with modern tools to solve service delivery challenges and plan for future generations.

Participation in two (2) regional/international programmes: The CPSI will maintain its strong relationship with international organisations such as the OECD and UN, ensuring that the organisation remains current on global innovation thinking and practices.

1.2.4. Programme resource considerations

PROGRAMMES	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	AUDITED OUTCOME	AUDITED OUTCOME	AUDITED OUTCOME	ADJUSTED APPROPRIATION	REVISED BASELINE	REVISED BASELINE	REVISED BASELINE
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Research and Development	4,244	4,613	4,602	7,007	7,175	8,016	7,836
Institutional Support and Replication	3,439	3,558	4,955	6,288	6,803	7,054	7,378
Enabling Environment and Stakeholder Management	7,394	5,539	7,260	8,970	9,522	10,242	10,422
Public Sector Innovation	15,077	13,710	16,817	22,265	23,500	24,512	25,636
Economic Classification							
Compensation of Employees	10,192	10,192	10,599	13,656	14,703	15,979	15,969
Goods and Services	4,605	3,484	6,154	8,442	8,642	9,436	9,446
Payment for Financial Assets	6	-	5	-	-	-	-
Transfers and Subsidies	66	-	-	33	-	-	-
Payment for Capital Assets	208	34	59	134	155	211	221
Public Sector Innovation	15,077	13,710	16,817	22,265	23,500	24,512	25,636

In the 2024/25 financial year, R7,175 million has been allocated to Research and Development Initiatives and R6,803 million to Institutional Support and Replication.

The planned targets are set to nurture and sustain the practice of innovation in the public sector. R9,522 million has been allocated to the sub-programme Enabling Environment and Stakeholder Management to maintain a culture of innovation in the public sector. The focus is on the development of in-house solutions and the provision of institutional support to departments. The programme invests in human capital as the nature of its work is labour intensive. It is for this reason that 62.57% of the budget is allocated to the compensation of employees.

Compensation of employees in the Public Sector Innovation Programme averages 62.38% of the appropriated budget over the medium term, with an average annual growth of 4.22%.

Goods and services: The CPSI spends 36.83% of its appropriated budget on the procurement of goods and services under the Public Sector Innovation Programme, with the highest expenditure on:

- **Consultants and advisory services:** Expenditure for the piloting, testing, unearthing and

replication of innovative solutions that improve service delivery. This accounts for an average of R1.93 million (23.39%) of the programme's operational allocations over the MTEF period.

- **Travel and subsistence:** 16.01% of the goods and services appropriated budget is required for the research, development, institutional Support, and replication of innovative solutions. Despite the prevailing cost containment measures, this item will remain high as the organisation lacks a provincial presence and depends on on-site work to achieve its mandate.
- **Contractors:** Expenditure for audio-visual equipment for the Annual Public Sector Innovation Awards Programme and design thinking workshops accounting for 13.41% of the programme's operational allocations over the MTEF period.
- **Venues and facilities:** Funding for this item is used primarily for the hosting of knowledge platforms such as the Annual Public Sector Innovation Awards and for workshops and Public Sector Innovation Roadshows, which accounts for 16.37% of the programme's operational allocations over the MTEF period.

1.2.5. Updated key risks

OUTCOME	KEY RISK	RISK MITIGATION
An innovative culture and practice in the public sector	Inability to facilitate the mainstreaming of public sector innovation that is relevant, timely and has an impact on service delivery in the public sector.	<ul style="list-style-type: none"> • Continuous engagements with MPSA and NT on the capacity of the CPSI to fulfil its mandate. • Creation and filling of critical posts to increase capacity of organisation. • Conducting research on understanding barriers and enablers and status quo of the public sector innovation. • An assessment of CPSI programmes. • Donor support from stakeholders.
	Inadequate capacity to support the organization in delivering on its mandate.	<ul style="list-style-type: none"> • Soliciting additional funding for the new structure. • Secondment/ outsourcing as and when there is a need.

Part D: Technical Indicator Descriptions (TIDs)

Programme 1: Administration

INDICATOR TITLE	TYPE OF AUDIT OPINION ON FINANCIAL AND NON-FINANCIAL INFORMATION
Definition	<ul style="list-style-type: none"> The outcome indicator measures good governance in the administration of the CPSI through the achievement of an unqualified audit opinion/outcome as a result of compliance with the PFMA, Treasury Regulations, and other applicable prescripts in the use of the department's resources as well as the development and reporting of financial statements and performance information. An unqualified outcome will be achieved through ensuring that the Annual Financial Statements (AFS) and Annual Performance Information of the organisation is accurate and fairly presents the financial position and performance of the organisation.
Source of data	<ul style="list-style-type: none"> Auditor-General of South Africa (AGSA) final audit report.
Method of calculation/assessment	<ul style="list-style-type: none"> Final audit report.
Means of verification	<ul style="list-style-type: none"> Auditor-General of South Africa (AGSA) final audit report.
Assumptions	<ul style="list-style-type: none"> Operational transversal systems and processes are in place.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Not applicable.
Calculation Type	<ul style="list-style-type: none"> Non-cumulative.
Reporting cycle	<ul style="list-style-type: none"> Annually.
Desired performance	<ul style="list-style-type: none"> Unqualified audit outcome achieved.
Indicator responsibility	<ul style="list-style-type: none"> CFO



Programme 2: Public Sector Innovation

INDICATOR TITLE	NUMBER OF INNOVATION RESEARCH AND DEVELOPMENT INITIATIVES UNDERTAKEN
Definition	<p>Investigate service-delivery challenges and potential solutions as well as the development, testing, and piloting of these solutions.</p> <ul style="list-style-type: none"> • Research refers to the investigation of service delivery challenges and solutions, the development of case studies and Public Sector Innovation tool kits. • Development refers to the process of creating a prototype, approach, model, service, or product (ICT or non-ICT) for further testing and piloting. • Testing refers to the process of assessing the functioning of the developed solution and may include issues of quality, performance, reliability, cost, and unintended consequences. Testing may lead to further refinement before piloting. • Piloting refers to the limited deployment of the solution in a controlled real-life or simulated environment for a limited period to establish the appropriateness and feasibility of implementation. • Research and development initiatives refer to a suite of investigative and experimentation activities (qualitative and/or quantitative) and subsequent reporting. These activities include, among others, defining and scoping challenges; searching for and assessing potential solutions; identifying or development of methods, toolkits, and approaches; as well as the activities associated with development, testing and piloting. • Undertaken refers to the implementation of a project up to the point where a decision can be made to continue to the next phase or terminate the initiative. Because there is no guarantee of the efficacy of a solution at the beginning of the research and development initiative or of potential unintended consequences, a stage-gate approach is required where an initiative can be terminated at any of the decision points.
Source of data	<ul style="list-style-type: none"> • Project and/or research reports/presentations.
Method of calculation/assessment	<ul style="list-style-type: none"> • Quantitative - Simple count.
Means of verification	<ul style="list-style-type: none"> • The Portfolio of evidence: Proof of research and development initiatives undertaken.
Assumptions	<ul style="list-style-type: none"> • Sufficient resources. • Cooperation by stakeholders.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not applicable.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Not applicable.
Calculation Type	<ul style="list-style-type: none"> • Non-cumulative.
Reporting cycle	<ul style="list-style-type: none"> • Annually.
Desired performance	<ul style="list-style-type: none"> • Four initiatives undertaken per annum.
Indicator Responsibility	<ul style="list-style-type: none"> • CD: Research and Development.

INDICATOR TITLE	NUMBER OF KNOWLEDGE PLATFORMS SUSTAINED TO NURTURE AN ENABLING ENVIRONMENT FOR INNOVATION IN THE PUBLIC SECTOR
Definition	<ul style="list-style-type: none"> Encourage people from all spheres of government and the private sector to engage in Public Sector Innovation, entrenching a culture of Innovation in the public sector. Knowledge platforms refer to platforms such as workshops, conferences and/or publications used to create a community of innovators for sharing knowledge, experience, and best practice. Sustained means maintained for continued fulfilment of their purpose. Nurture refers to the promotion of a culture of innovation in the public sector to enhance service delivery. Enabling environment means an environment that is conducive for Innovation to flourish.
Source of data	<ul style="list-style-type: none"> Event programmes, invitation letters, attendance registers. Presentations
Method of calculation/assessment	<ul style="list-style-type: none"> Quantitative – Simple count.
Means of verification	<ul style="list-style-type: none"> The Portfolio of evidence: Proof of Knowledge Platforms.
Assumptions	<ul style="list-style-type: none"> Sufficient resources. Knowledge platforms will assist public servants in embarking on innovation initiatives in their departments/institutions.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Not applicable.
Calculation Type	<ul style="list-style-type: none"> Cumulative (year-end).
Reporting cycle	<ul style="list-style-type: none"> Quarterly.
Desired performance	<ul style="list-style-type: none"> Nine (9) knowledge platforms sustained to nurture an enabling environment for innovation in the public sector: Conference, Awards Programme, Regional/ International Programmes, and Design Thinking and Innovation Workshops.
Indicator responsibility	<ul style="list-style-type: none"> CD: Enabling Environment and Stakeholder Management.

INDICATOR TITLE	NUMBER OF INNOVATIVE SOLUTIONS REPLICATED IN THE PUBLIC SECTOR
Definition	<ul style="list-style-type: none"> The number of innovative solutions replicated to improve service delivery. Solutions are mainly sourced from the Public Sector Innovation Awards. While these solutions have been implemented in another environment, replication of these solutions in a different sector/department/province requires incubation and buy-in from executives and officials. Replication refers to the implementation of innovative solutions in one or more environments. This entails an internal assessment of the replicability, including funding and complexity; identifying potential sectors/departments where it could be replicated; using the originator for engagement with relevant institutions/officials; modifying the solution if required, and facilitating its replication. Innovative Solutions refer to new or improved products, services, processes, or approaches which fulfils the mandate of government and improve service delivery.
Source of data	<ul style="list-style-type: none"> Internal Replication Assessment Committee minutes, project reports, and attendance registers.
Method of calculation/assessment	<ul style="list-style-type: none"> Quantitative - Simple count.
Means of verification	<ul style="list-style-type: none"> The Portfolio of evidence: Proof of innovative solutions replicated.
Assumptions	<ul style="list-style-type: none"> There will be innovative solutions to replicate in the public sector. Sufficient resources. Cooperation by stakeholders. Leadership buy-in from departments.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Not applicable.
Calculation Type	<ul style="list-style-type: none"> Non-cumulative.
Reporting cycle	<ul style="list-style-type: none"> Annually.
Desired performance	<ul style="list-style-type: none"> Two initiatives successfully replicated per annum.
Indicator Responsibility	<ul style="list-style-type: none"> CD: Institutional Support and Replication.





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Government Component:
Centre for Public Service Innovation
REPUBLIC OF SOUTH AFRICA

