

INNOVATION INSIGHTS



Applied Creativity = Innovation

Overview

CPSI is proud to publish the briefs on innovative projects that won CPSI Innovation runner up awards in 2007. In these projects it is clear that innovation is applied differently to deal with challenges confronting the effective delivery of public services.

These innovations were used to (1) deliver education uniquely at secondary school level, (2) manage waste in the City of Joburg, (3) secure food supply in a village and (4) implement a performance system by the South African Police Service.

The categories these innovations fall under are:

- Innovative Service Delivery – Sitintile Educational Festival and Itireleng Garden Project.
- Partnership in Service Delivery – Zondi Buyback Centre project; and
- Innovative Enhancements on Internal Systems within Government – SAPS Performance Chart and Speaking Books.

The email addresses of those involved in the projects are also published for information sharing purposes.

This Innovation Insights edition is produced by the Centre for Public Service Innovation (CPSI) and was made possible by access to the database of CPSI Innovation Award winners.

This edition is part of a series aimed at improving service delivery through innovation. See the backpage of this publication for more information about the series. This publication is targeted at practitioners and policy makers to share lessons and experiences of award-winning service delivery projects.

The case studies were prepared and compiled by CPSI's Dumisani Mphalala, Ntshavheni Tshishonge and Yvonne van Dyk.

- Case 1
Sitintile Educational
Festival
- Case 2
Zondi Buyback Centre:
City of Joburg
- Case 3
Itireleng Gardening
Project: Limpopo Province
(Sekhukhune District)
- Case 4
SAPS Performance chart
- Case 5
Speaking Books

Case Study 1: Sitintile Educational Festival

INTRODUCTION

EDUCATIONAL FESTIVAL (EDUFEST) MPUMALANGA PROVINCE

The Educational Festival Project is a core programme of the school because it showcases the talents of learners in the various areas of performance. Learners learn new information from their peers and are also able to learn how to do research on their own. Learners from other schools are invited to participate in the programme.

The project is school based and networks with local primary and secondary schools.

Self definition of innovation

The project started in 2001 and is the first of its kind in the region. Its a festival characterised by a robust show of speech, poetry and debates talent. The project is innovative in the sense that it unearths the talents of learners as they are given the opportunity to perform in the area they prefer and are best at.

During presentations, the project informs and educates educators, learners, parents and invited guests in the Nelspruit Civic Theatre which can accommodate up to 300 people.

As much as the project (Edufest) is mainly for learners in grades 8 – 12, it is our belief that professional institutions can copy and learn from our school, because as citizens we should all strive to be life-long learners.

The office of the Head of Department: Education

in Mpumalanga is aware of the project.

Resourcing innovation

- Topics on current issues affecting citizens of South Africa and the world at large.
- Cost-free internet facility available for research purposes for participating learners.
- Fully fledged school library with books and journals for research purposes.
- Interaction with institutions of learning, private sector and various government departments.
- Interaction with experts in the field of speech and drama, poetry and all forms of debates.

Innovation impact

- Enthusiasm of learners to participate in other projects such as expos.
- Above average performance in English as a subject at school and 100% pass in English for the past three years in grade 12 in particular.
- Overall improvement in abilities of participating Grade 12 learners.
- Learners also demonstrate improvement in the following areas:
 - (a) Listening and speaking
 - (b) Reading and viewing
 - (c) Writing and presentation
 - (d) Language usage
- The school is recognized in speech, all different forms of debates and essay writing competitions. The recognition is at circuit, regional, provincial and national levels. Learners are able to win prizes both for themselves and the school.

Replicability

- To have a vision and mission statement for the project.

- To encourage interested learners and obtain support from educators and SGB
- Parents to be more aware of the project which will further encourage learners.
- 100% commitment of learners to rehearse during break, after school and on Saturdays.
- Invitations must be extended to other schools to participate and work with the school team.
- Educators have to be ready to assist learners with resources, presentations and should also edit their work.
- Presentations to be done in English.

sindymkhonza@webmail.co.za

Case Study 2: Zondi Buyback Centre: City of Joburg

Introduction

This Soweto-based project led by Noni Mabona, Senior Specialist: Waste Policy and Programmes at the City of Joburg Metro is an innovation that won a runner up award under the category of Partnership in Service Delivery.

ZONDI BUYBACK CENTRE: CITY OF JOBURG

The Zondi buyback centre, based in Zondi, Soweto, was established by the City of Johannesburg's (CoJ) Environmental Planning and Management Department in February 2005, with funding received from DANIDA, the Denmark Development Agency. The purpose of establishing a buyback centre was twofold – firstly, to create awareness of waste management issues amongst the community, especially the youth, and secondly, to create job opportunities with dignity for the community, as people resort to climbing over the landfill sites looking for recyclable waste. The project also serves to tidy and clean the surrounding environment.

Self definition of innovation

- To allow the community to sell their waste for money instead of throwing it away.
- To motivate the community to be more creative in ways on how to recycle and reuse other waste material before throwing it away.
- To allow the community to realise that there is value in waste and that they can earn a living by reusing and recycling waste.

Resourcing innovation

Partnerships with the following:

- Johannesburg Road Agency
- Pikitup
- National Department of Environment
- Service providers for training

Financial – for the purchase of bailing machine, cutter and granulator.

Innovation impact

- Good environmental practice
- Awareness in the community on waste management related issues
- Reduced waste to landfill
- Cleaner surroundings
- Job creation
- Improved service delivery

Replicability

Get all required permits - Think of the long term goals and prepare the waste site appropriately e.g. electrical, zoning.

mabonan@joburg.org.za

Case Study 3

Itireleng Gardening Project: Limpopo Province (Sekhukhune District)

Introduction

This project is driven by Matome Makaepa, Chief Community Development Practitioner in the Department of Health and Social Development in the Sekhukhune District, Limpopo Province.

The project is located at a village called Moganyaka in Leeufontein, approximately 166 km's north of Pretoria.

ITIRELENG GARDENING PROJECT: LIMPOPO PROVINCE.

This is one of a few projects in the Limpopo Province that has come out to fight the struggle against poverty, unemployment and malnutrition. Without the tireless effort of the women in the project, most families in this part of the Province would go for days and months without any form of subsistence assistance.

The project is mandated to serve the nutritional needs of the community and to ensure that beneficiaries are no longer wholly dependent on state grants. It is for this reason that Itireleng Gardening project was found to be of profound significance to embark on a life changing journey.

Self definition of innovation

When the project entered for the CPSI awards the belief was held that innovation is about creative thinking and the implementation of that thinking, in a world where challenges manifested themselves more than opportunities were made available. This project is innovative in that its founders

happened to think outside the box after realizing the scourge of poverty that has manifested itself amongst the community in which they live. They realized that amongst community members, people were reluctant to think of simple alternative ways of fending for themselves in a world where unemployment, lack of capital and other associated basic needs are scarce and the prices of everything is exorbitant. It is based on these reasons that they decided to come up with an idea of forming a food security project in the form of gardening which is now known as the Itireleng Gardening project.

The name itself concretizes the innovative ideas of these tireless old grannies- "ITIRELENG" meaning "do it yourself".

The project is currently producing different kinds of vegetables which are sold to the community at a very reasonable price. Households that live below the poverty line are sometimes given free vegetables when there are enough surpluses to hand out. The nutrition of the community is gradually improving since the inception of the project.

Resourcing innovation

The inputs needed to kick start this innovative project were manifold. First there was a dire need to get expert advice on how to draw up a business plan to ensure that objectives of the project are explicit and appealing to the potential donors. Secondly, there was also a need for capacity building in advanced training in agrarian production, project management and financial management since the members did not undergo formal school training. Thirdly, there was a need for trained soil specialists such as agricultural extension officers to assist in soil testing before planting of crops. Fourthly, there was a need for the presence of

Community Development Practitioners to assist mostly in ensuring that the project's administration is done appropriately (with specific reference to record keeping, guiding members and assisting in marketing of the products).

Furthermore, there was a need for financial resources to buy the initial materials such as seedlings, irrigation pipes, boreholes, building materials for storeroom and office space and other related items that assist in sustaining the project. Lastly, there was a need for the community to support the innovative idea of these project members.

Innovation impact

There has been a number of significant social challenges the project addressed. They are as follows:

- It has created employment for 12 direct beneficiaries.
- It has improved the nutrition status of community members.
- It has created opportunities for future generations.
- It has brought sustainable livelihood to members and the community at large.
- It has reduced the incidence of poverty.

Replicability

It takes perseverance and more than the ordinary effort that one puts into a job, especially when it does not derive benefits overnight. Therefore a word of advice is that people should learn to be independent by utilizing the opportunities and resources that are available at their disposal. Land might be a scarce resource these days, but if the opportunity presents itself to access it, make use of it for the benefit of whoever is affected. To replicate this project needs proper planning, i.e. start with a SWOT analysis; ensure that you contact relevant

stakeholders who are there to assist whenever you need them the most and lastly, make sure there is sufficient networking so that you fully understand the industry you really want to replicate.

makaepeame@gmail.com

Case study 4: SAPS Performance chart

Introduction

This is a national project of the SAPS which won the runner up award of the CPSI Public Sector Innovation Awards in 2007. This project is a performance measurement system that was developed to reflect the fulfillment of the South African Police Service's mission and the accomplishment of targeted results. In the process SAPS developed a performance index which measures progress in seven areas: crime prevention; crime reaction; crime investigation; crime information; skill development and professional conduct; vehicle management, and efficiency/productivity.

Self definition of innovation

This external focus on 'service to the public' is different from the notion of a dominant police 'force'. Against the background of the transformation of the SAPS, a need for a comprehensive and effective performance measurement system for policing was identified. All the groundwork, including research and development, had to be done by the project team as no other system existed that could be replicated. A unique system was developed to meet the unique requirements of the South African Police Service.

Resourcing innovation

The whole system was researched, developed, implemented and maintained by the project team consisting of five people.

Impact

Regional offices were established in Pretoria, Durban, Somerset West and Potchefstroom. The performance chart was linked to SITA to support the SAPS head office. By the end of 2007, 753 users had been trained and granted access to the system.

Replicability

Accessing and using data in the system is simple as it can be accessed by using the MS package. The system can be developed on any other platform that supports relational database technology and can easily be transferred to other public sector organisations. Numerous other users such as tertiary institutions, organisations and consultants as well as international organisations (i.e. Lesotho Police Force) have already approached SAPS to replicate the system.

It can be replicated in any department to measure performance and optimize organisational effectiveness and efficiency.

It cost R5 million to research and develop the system.

rabel@saps.org.za

Case study 5: Speaking Books

Introduction

The Speaking Books from South Africa use simple technology, are hard backed, big and full of local colorful drawings. By pressing one of the 16 buttons on the cover the listener can activate 16 thirty second audio messages that follow the text on each page. Each book is battery operated so the user

doesn't have to rely on electricity or a transmitter signal. The voices of local South African celebrities such as Lillian Dube, Zwaai Bala, Rosie Motene, Redi Direko are used to lend credibility and help destigmatise the issues which they talk about.

Books are recorded in various languages to meet the demand and needs of the community. They have already been produced in English, Zulu, Sotho, Xhosa, Pedi, Portuguese for Mozambique, Swahili for Kenya, Spanish for South America and Mandarin for China.

Impact

The Speaking Books allow patients to learn and listen to the messages at their own speed in the privacy of their own homes in the absence of trained personnel, who are not always available in isolated areas. They allow information to be disseminated to even the poorest and most rural communities.

Replicability

Many other African countries have shown extreme interest in pursuing this idea for citizens in their own countries. Uganda has already had lesson-sharing sessions with Elizabeth Matare of this project during November 2008.

operations@anxiety.co.za

LEARN FROM THE BOX!!

The CPSI's definition is

"Applied creativity that is contextually relevant".

A more expanded version of the CPSI's definition, based on the NSI's definition of innovation is

"The process of transforming an idea, generally generated through R&D, into a new or improved product, service, process or approach which relates to the mandate of government and the real needs of society (companies included), and which involves scientific, technological, organisational or business activities."

ABOUT THE INNOVATION INSIGHT SERIES

Effective responses to the many developmental challenges facing South Africa - combating poverty, dealing with disease, providing reliable services, and so on - require a significant level of experimentation and innovation. Old approaches are not always appropriate for addressing new challenges, a new institutional environment, or other changes.

In the last decade there has been no scarcity of experimentation and innovation. In many cases, individual projects have provided the evidence to spur on the rethinking of service delivery arrangements and to improve policy and practice. In some cases, South African initiatives have contributed to shaping global thinking on particular issues - for example, the Working for Water project. Innovation is vital if we are to meet our development challenges. There is growing acceptance, too, for the importance of other measures when dealing with development challenges.

These include a stronger emphasis on:

- Acknowledging and rewarding innovation or simply good practice;
- Introducing systems that encourage learning and knowledge sharing, and
- Ensuring that policies and strategies are informed by practical experiences on the ground, i.e. the concept of evidence-based policy making.

The Centre for Public Service Innovation (CPSI) was established with a specific mandate to unlock innovation in public service delivery. An important task in this regard is to identify innovations in service delivery that have proven to be successful and sustainable, and to assess how these innovations can be replicated elsewhere or mainstreamed. In this way, the innovation can be taken from one part of the country to another, or can be institutionalized in the area where it was started. Better still, it becomes the dominant way, nationally and internationally.

However, the experiences and findings of service delivery and innovation specialists have shown that replication and mainstreaming are far more difficult to achieve in practice.

The CPSI continues with this series of short Service Delivery Innovation Briefs. Each brief focuses on a different area of service delivery. The brief combines an exploration of key challenges and looks at the lessons that can be learned from award-winning cases where a different or innovative route was chosen. Where possible, the brief identifies crucial policy questions that may require attention and debate.

The case studies are drawn from the CPSI Innovations Award database managed by CPSI.

Published by the Centre for Public Services Innovation CPSI
 Tel: +27 12672-2867 • Fax +27 12672-2934/1321 • info@cpsi.co.za • www.cpsi.co.za

ISBN no: 987-0-9802680-4-1

