INNOVATION UNEARTHED

CELEBRATING PUBLIC SERVICE DEVELOPERS

INSIGHTS
CHANGE MANAGEMENT
CONNECTING THE DOTS
LEVERAGING INNOVATION

PUBLIC SECTOR INNOVATIONS
ASSISTIVE DEVICE
ELECTRONIC MANAGEMENT SYSTEM (ADEMS)

AWARDS & ACCOLADES
CELEBRATING PUBLIC SECTOR INNOVATIONS
THE CENTRE FOR PUBLIC SERVICE INNOVATION (CPSI)

The CPSI is mandated to develop innovative, sustainable and responsive models for improved service delivery. The work of the CPSI is guided by an understanding of innovation in a public sector context as “the creation and implementation of new service delivery solutions (systems, processes, methods, models, products and services) resulting in significant improvements in outcomes, efficiency, effectiveness and quality”.

The CPSI facilitates the unearthing, development and implementation of innovative ideas within and throughout the public sector. It achieves this by facilitating pilot projects aimed at demonstrating the value of innovative solutions, and through activities that create an enabling environment within the public sector to support and sustain innovation. The CPSI’s cross-sector reach makes it a resource for the whole of government, thus bridging institutional boundaries.

Through active research and knowledge sharing platforms and products, the CPSI identifies and shares lessons and information on innovation trends nationally, across Africa and internationally. The CPSI partners with a range of individuals and institutions in government, business and communities in exciting and mutually beneficial ways. This partnership model allows us to leverage financial and/or intellectual capital in support of government priorities.

The CPSI is guided by the following fundamental principles:

- **DEMAND-DRIVEN**: The CPSI is committed to responding to identified and clearly articulated service delivery challenges and their root causes.

- **MULTI-STAKEHOLDER ENGAGEMENT AND PARTNERING**: The CPSI does not directly deliver services. Its emphasis is on facilitating partnerships which cut across all spheres and sectors of government to address silos that stifle integration and holistic approaches.

- **LEVERAGING ICT AS AN ENabler**: The CPSI supports Government departments in enhancing access to services through leveraging and exploiting the power of technology in their operations and services.

- **REPLICATION**: The CPSI advocates for and drives the adaptation, replication and mainstreaming of innovative solutions.

- **EMBRACING DIVERSITY**: Innovations rarely happen in a closed circuit or homogeneous setting. To find holistic solutions to challenges, multi-stakeholder teams are gathered to interrogate these challenges.

**Vision**
A solution-focused, effective and efficient Public Sector through innovation.

**Mission**
To act as facilitator for the unearthing, development and practical implementation of innovative solutions within and throughout the public service.

**Mandate**
- Provide the Minister for the Public Service and Administration with independent, diverse and forward-looking research findings and advice on innovative service delivery with a specific focus on government’s priorities.
- Enhance public service transformation through innovation partnerships for incubating, testing and piloting innovative solutions.
- Support the creation of an enabling environment for innovation within the structures and agencies of the South African government.
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WELCOME SEKWATI - Deputy Director: Enabling Environment, Editor

LYDIA SEBOKEDI - Chief Director: Enabling Environment, Managing Editor

LINDANI MTHEHWA - Chief Director: Solution Support and Incubation

PIERRE SCHOONRAAD - Chief Director: Research and Development

NSIZWA DLAMINI - Deputy Director: Innovation Research
Welcome to Volume 9 Issue 2 of Ideas that Work, South Africa’s Public Sector Innovation Journal that promotes and showcases innovation as a key enabler of improved service delivery to citizens by the public service.

This edition comes out at a time of great excitement in our country. Having just emerged from our sixth national elections which signalled the beginning of the sixth administration we heartily welcome our new Minister, Mr Senzo Mchunu and our Deputy-Minister Ms Sindisiwe Chikunga.

We have no doubt that under their leadership the public sector will continue to transform and grow in effectiveness and efficiency and further advance government’s key priorities.

To many citizens living in this country, this essentially signifies a new dawn with a promise of a renewed sense of hope for a brighter future, better access to vital services and improved livelihood. To us as government officials at the coalface of service delivery, this should rekindle in us a greater passion and a commitment to work even harder in ensuring that this hope that citizens have for a new era blossoms into a real life-changing experience.

History has taught us that this has never been easy. However we have to collectively and tirelessly try to explore innovative ideas, solutions and models that will expedite the ability of government, through innovation, to deliver on key public sector commitments.

For that reason, and also in line with the work of the CPSI to unearth, encourage, reward and showcase replication of innovation in the public sector, we have undertaken to showcase and celebrate some wonderful case studies from within the public sector.

From the health sector, we feature three case studies: The Assistive Device Electronic Management System (ADEMS) and the E-Procurement System from the KZN Department of Health and The Emergency Medical Dispatch System (EMDS) from Mpumalanga Department of Health. We are indeed a public sector at work in pursuit of better solutions to delivery challenges.

In line with government’s firm belief in the forging of strong partnerships across sectors to provide better services for citizens, we also feature an outstanding and ground-breaking project by a young female entrepreneur, Shamila Ramjawan, called the PrincessD Menstrual Cup.

This project continues to make a phenomenal impact in the lives of females not only in South Africa but globally.

As the drive to transform and build capacity in public sector institutions for improved performance and productivity continues, we include an insightful article on leadership and change management detailing how Dr Nokwethemba Mtshali, a former Hospital CEO, who successfully implemented an innovation hub at Bertha Gxowa Hospital in Gauteng. This inspirational story demonstrates how the right theoretical framework, hard work, sheer determination, solid teamwork and visionary leadership can lead to successful organisational turnaround.

Furthermore, we also include two insightful contributions which further explore the concept of public sector innovation and its impact, one an interview with Mr Pierre Schoonraad reflecting on his experiences in this field over the past ten years and the other by Counsellor Raelene Arendse, member of the Mayoral Committee of the City of Cape Town, illustrating how the municipality is moving away from the conventional, closed, in-breeding public sector approach.

And finally, we also include other delightful and tantalising titbits on innovation for your enjoyment. Happy reading!

“the new administration signifies for many a new dawn with a promise of a renewed sense of hope for a brighter future, better access to vital services and improved livelihood...”
The CPSI welcomes the new Minister and Deputy Minister for the Public Service and Administration, and wishes them well in their new responsibilities.

Minister Senzo Mchunu was educated at the University of Zululand and the University of South Africa where he obtained a BA majoring in Education and International Relations. He then worked as a high school teacher for a number of years at St Augustine’s High School in Nquthu before being transferred to Eshowe where he taught at Impande High School.

He went into politics full time in 1991 when he was appointed as the first regional secretary of the northern Natal region of the African National Congress (ANC).

In 1994 he was elected the first Provincial Secretary of the ANC in KwaZulu-Natal. He became an ordinary member of the KwaZulu-Natal legislature in 1997 until he was appointed Chairperson of the Agriculture Portfolio Committee.

Between 2002 - 2004 he served as Chairperson of the Social Development Portfolio Committee and again served in the same capacity for the Portfolio of Education between 2004 and 2009.

He became MEC of Education in KwaZulu-Natal between 2009 and 2013. He was elected Provincial Chairperson of the ANC in 2013 and served as Premier of KwaZulu-Natal between 2013 and 2015.

President Ramaphosa appointed Mr Mchunu as Minister for the Public Service and Administration on 29 May 2019.
Ms Sindisiwe Chikunga has been a Member of Parliament of the Republic of South Africa since 2004. She holds a Masters of Arts degree in Curationis from University of Pretoria, Bachelor of Arts degree in Curationis from University of South Africa, a Diploma in Nursing Science from the Edenvale Nursing College and a Midwifery Diploma from the Edenvale Nursing College. She is currently studying Political Science with University of South Africa.

As a Member of Parliament Ms Chikunga has served on the Correctional Services Portfolio Committee, Joint Budget Portfolio Committee, Housing Portfolio Committee, Auditor-General and Joint Standing Committee on Defence and as a Chairperson of the Portfolio Committee on Police from 2009 to 2012.

She was an Ex-Officio Member of the African National Congress Regional Executive Committee and she served on the African National Congress Women’s League (ANCWL) Regional Executive Committee as Ex Officio Member and ANC Deputy Regional Secretary and Regional Secretary for Gert Sibande Region.

Ms Chikunga has also served as a Chairperson of ANCWL branch in Queen Lebotsiben; Regional Task Team Member Realignment of branches and ANCWL Regional Secretary for Badplaas Region and she became a member of DCO Makiwane Youth League in 1982, ANC Provincial Executive Committee in Mpumalanga and had served as a whip from 2007 to 2009.

She was the Deputy Minister of Transport prior to President Ramaphosa appointing her as Deputy Minister for the Public Service and Administration on 29 May 2019.

“We commit to ensure that our people receive services in line with the Batho Pele Principles…”

- MINISTER MCHUNU, BUDGET VOTE SPEECH, 11 JULY 2019
ASSISTIVE DEVICE ELECTRONIC MANAGEMENT SYSTEM (ADEMS)

Xolani Phakathi from the KZN Department of Health shares their award-winning solution, developed in-house.

Introduction

The KwaZulu-Natal Department of Health has as its vision the provision of optimal health for all people in the province. Its mission is to develop and implement a sustainable, coordinated, integrated and comprehensive health system at all levels, based on the Primary Health Care approach through the District Health System, to ensure universal access to health care.

In dispatching this highly critical mandate, the Department is guided by a set of values including amongst others, trustworthiness, honesty and integrity, open communication, transparency and consultation, professionalism, accountability and commitment to excellence, loyalty and compassion, as well as continuous learning, openness to change and innovation.

Background

As part of its comprehensive healthcare approach, the KZN Department of Health through its various health facilities also provides assistive devices to out-patients, such as wheelchairs, to help them with day-to-day life challenges. These assistive devices include:

- Mobility Devices (wheelchairs, white canes, walking sticks, walking frames, quadripod, etc.)
- Communication Devices (hearing aids, AAC devices and text telephones)
- Visual devices (bi-focal / reading glasses, magnifying glasses)
- Activities of Daily Living devices (liquid level indicators, sun screen lotion, adapted handles).

However, over time providing such a service became somewhat of a challenge to the Department due to lack of a proper monitoring system.

Prior to 2016, the Department had no electronic system in place for the accurate monitoring of assistive devices (e.g. wheel chairs) that were being issued, which resulted in patients going from one institution to another, seeking and being granted assistive devices whilst more deserving patients had to wait indefinitely.

Wheelchairs were often sold on the black market or being used to carry water from streams in some rural areas. This resulted in millions of rands being wasted whilst some patients who were really in need of these devices had to stay in the “waiting list” indefinitely.

Each institution had their own manual system for issuing through recording in exercise books which resulted in duplicate assistive devices issued. This manual system of issue was a risk because books can be stolen, misplaced or torn and records would be lost forever.

Spurred by the above, the KwaZulu-Natal Department of Health felt an urgent need to improve their internal processes and systems using information technology as an enabler. KwaZulu-Natal Department of Health is the pioneer Department using IT Systems as an enabler to business processes.

The Departments’ Information and Communication Technology (ICT) Unit therefore replaced the old outdated manual system and created a web-based Assistive Device Electronic Management System (ADEMS) internally. The system currently has 475 active clinicians.

This innovation has increased service delivery to more needy patients.

The Innovation

ADEMS is a web-based application that is used by authorised therapists to capture patient records, diagnosis and treatment history. The system allows for a seamless
transfer of patient records from institution to institution because the information is in real time, meaning it is available as soon as it is captured.

**Impact and benefits**

ADEMS enables smooth sharing and accessibility of patient records between various provincial healthcare facilities. As a result, programme managers are able to monitor the issuing of assistive devices across healthcare facilities in the province which curbs patients receiving duplicate devices from different hospitals.

In addition, because the system makes patient records easily accessible across districts, this helps clinicians and therapists to view patients’ diagnosis and treatment history. This helps in reducing patients’ waiting time while at the same time ensuring safekeeping of patients’ files with vital information.

The ADEMS solution is able to detect waiting lists for assistive devices. In that way additional resources are able to be redirected to where they are most needed.

ADEMS also serves as an effective performance monitoring tool. It provides a comprehensive and broad picture of institutional and district performance with regard to assistive device management including distribution.

ADEMS deals with service standards. It is also aimed at improving economic and operational efficiencies for patients and the department. Since its inception, more devices have been issued to relevant patients. This saves the department a lot of money as each wheelchair costs between R3000 and R10 000. Consequently, more devices are being bought with the money saved.

Another benefit linked to ADEMS is that it assists in collecting revenue on assistive devices issued to Road Accident Fund (RAF) clients.

**Future plans**

Over and above the many benefits that are linked to ADEMS, the KZN provincial Department of Health anticipates to gain more traction through the system. The Department intends to create an interface between itself and various government institutions through ADEMS to enable uninterrupted electronic data exchange and accessibility which would in turn result in integrated, seamless service delivery.

For instance, based on data from the Department of Health and the Health Patient Registration System (HPRS), accessed through the ADEMS system, the Department of Social Development and/or the South African Social Security Agency (SASSA) would be able to identify patients who are eligible for disability grants.

In the case of the Department of Home Affairs, such an interface through ADEMS would result in a drastic reduction of patients without Identity documents and those with fake documents trying to illegally claim grants from SASSA.
THE MPUMALANGA EMERGENCY MEDICAL DISPATCH SYSTEM

Cosmos Dube talks about how the Mpumalanga Department of Health saved by developing their own dispatch system.

Background

For a long time, call-logging for incoming and outgoing calls at the provincial Department of Health in Mpumalanga was done manually on paper. This brought about numerous challenges ordinarily associated with paper based processes, such as loss of information time wastage.

In 2005, the Department approached an Italian company to upgrade and automate this manual system.

In 2009, as part of preparations for hosting the 2010 FIFA World Cup in South Africa, a second company was approached to install the Computer Aided Dispatch (CAD) system, which was more advanced. This system was rather short-lived and it collapsed after the World Cup, forcing the department to look for another comprehensive system that would hopefully be more effective efficient and reliable.

The Purpose

When it comes to healthcare provision, the lack of a fully-functional, effective system will leave a serious vacuum in terms of proper management and running of critical processes. These include amongst others, the management of logged calls, EMS staff management, ambulances and patient transportation management to ensure provision of efficient service to the community as well as information management that is fundamental to future planning.

The Emergency Medical Dispatch (EMD) System

In 2011, the Department of Health, working with ICT Health, developed and implemented the Emergency Medical Dispatch (EMD) System.

The EMD system makes provision for inputting and sharing of vital information of callers. This critical information is accessible in two mini components. The first component contains information pertaining to:

- patient location, a call back telephone number (for possible follow-up if necessary),
- patient assessment, (symptoms and causative mechanisms in injuries), and
- the condition of the patient.
The second component contains scripted instructions for callers specifically relating to scene safety addressing issues such as patient resuscitation from life threats and stabilisation of emergency conditions.

System Tiers

The EMD system is advanced and runs on some of the latest software applications which are is configured into two main tiers. **Tier One** runs Visual Basic 6.0, Visual Studio 2010/2017 and c# /ASP.NET with ongoing upgrading.

**Tier Two** runs databases including MS SQL 2017 (Licencing Cost) and PostgreSQL, MYSQL (Testing phase for speed). In addition, main data tables are indexed to optimise data retrieval for easy searching.

The Emergency Medical Dispatch system is highly integrated and works with various other systems.

These include:
• An SMS system (to be activated),
• Call load analysis per individual telephone,
• Call queuing,
• Real time vehicle tracking,
• Voice logging, and
• Digital Two way radio systems.

Call analysis

The system allows for comprehensive call analyses, including monitoring:
• The time from when the caller gets through to the call centre until dispatch,
• Response times,
• Mission time, and
• Call categorisation per type (e.g. medical, trauma, maternity etc.).

The system further generates monthly and quarterly reports for statistical purposes and information can be retrieved for any particular call.

Challenges

The implementation of the EMD system was a major success with equally commendable improvements to the process of dispatching emergency medical help. However, as it would be the case with a project of its magnitude, it was not devoid of challenges and stumbling blocks.

First off, there were numerous administrative issues, mostly around prolonged decision-making and particularly around allocation of resources towards the project.

The system requires continued support and maintenance by properly qualified staff. This also has a financial implication. Accessing some of resources remains a challenge because there are numerous processes to be followed and in some case we don’t get the necessary positive response, despite having saved the department a significant amount.

Future Prospects

The next steps, pending funding would include:
• Addition of GPS location triangulation
• Migration of the system to a web-based system
• Development of a Mobile Version (Cell phone App)
• Linkage to other government systems such as HANIS, e-Natis and Hospital systems (PEIS/PAAB).

“When it comes to healthcare provision, the lack of a fully-functional, effective system will leave a serious vacuum…”
The mission of the United Nations Public Administration Network (UNPAN) is to promote capacity-building through cooperation and the sharing of knowledge, experiences and best practices of sound public policies and effective public administration globally, through means of information and communication technologies (ICTs) among the Member States of the United Nations.

Consisting of over 20 partner institutions covering five global regions, UNPAN is managed by the Division for Public Administration and Development Management (DPADM), United Nations Department of Economic and Social Affairs (DESA), in close partnership with a group of international, regional and sub-regional institutions devoted to public administration in the context of social and economic development.
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FOR MORE INFORMATION CONTACT

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Or visit www.unpan.org
KWAZULU-NATAL DEPARTMENT OF HEALTH’s E-PROCUREMENT PLAN

Xolani Phakathi shares a second eGovernment initiative from KZN Health, also developed in-house.

Background

Procurement or Supply-Chain Management is one of the most critical areas in government. It is an area which is known to pose many challenges due to its complexity.

These challenges, which are mostly processes related, seriously impact on the ability of Government to deliver services to its citizens, not ruling out the major financial losses experienced as a result.

While much continues to be done in Government to improve procurement processes, there are still some departments and institutions, particularly in provincial Governments, where procurement still poses a major challenge. The provincial Department of Health in KwaZulu-Natal was one such Department.

There was no electronic system in place for accurate consolidation of procurement plans captured at Head Office, Districts and Institutions. Central Supply Chain Management (CSCM) was utilizing MS Excel spreadsheets thereby resulting in Institutions/Districts submitting their procurement plans via memory sticks because they could not be e-mailed due to their file size exceeding e-mail quota.

This resulted in institutions driving to CSCM Head office; however this was costly to the Department in terms of S&T and petrol costs.

The data received varied from institutions which made the exercise of consolidating strenuous. There was also no consolidated data report to submit to the Provincial/National Treasury. Noting the major negative impact that this had, particularly in terms of time and financial resources, the department felt the urgency to come up with an innovation that would bring an end to this unwarranted situation.

The Department turned to innovation and creativity for a viable solution and this resulted in an electronic procurement system or e-Procurement system.

The Innovation

The E-Procurement System is a web based application that is used by authorised users or institutions to capture and submit annual procurement plans. The E-Procurement System makes provision for a seamless, real-time transfer of information from institutions/districts and the CSCM. This makes the information available as soon as it is captured.

The system has resulted in easy and accurate consolidation of procurement plans at Head Office, District Offices and institutions. In addition, human errors have been drastically reduced, as some of the fields use drop down/auto-select menus.

The system has, furthermore, dramatically reduced operational expenditure, specifically because it automates document collection and aggregation of data into a database for the Department officials to use. It further allows for reports to be exported to MS Excel or to be e-mailed.

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The KwaZulu-Natal Department of Health is the pioneer Department in the Province of KwaZulu-Natal and in the Public Sector to have used Information Technology Systems as an enabler to public service delivery through the development and
use of an E-Procurement Plan System. The system currently has 424 active authorised users.

**Impact & Benefits**

One of the greatest advantages of the E-procurement system is that it was developed and maintained in-house. This had major cost-saving implications, particularly with regard to licence and maintenance fees.

Similarly, with ongoing system maintenance taking place in-house, the system has had a major advantage of reducing the incidence of mistakes while at the same time highlighting others such as major variances in values provided by users/institutions.

This has improved the accuracy of the procurement plans. Additionally, with items being pre-loaded on the system; this allows end users to auto select rather than typing data manually while also increasing accuracy of information submitted to the Provincial/National Treasury.

The development of the E-Procurement Plan system endorses service standards since it strives to improve efficiencies both economically and operationally.

Finally, the system assists Provincial/National Treasury with an indication of expenditure on procuring items which would help the Provincial/National Treasury in the budgeting process. The E-Procurement electronic system has afforded the KZN Department of Health the use of a solid architecture in its line of business systems that is sustainable and reliable.

**Challenges & Future Plans**

There were challenges which were experienced in the transitional stage from a manual system to an automated one. These challenges were however rectified timeously.

In addition, despite the challenges that the Department, particularly the ICT unit faced, including a shortage of tools and skilled systems developers, the system was delivered before the stipulated time frame for this critical project, using purely internal resources.

Going forward, the Department has, as part of its plans for the future, planned on interfacing the E-Procurement Plan System with other Provincial and or National Treasury internal systems. Data interfacing at requisitioning and ordering will enable easy access to information on whether or not orders are placed according to procurement plans.

Finally, interfacing e-procurement processes with BAS will be done as a means of locking the budget allocated to each institution and SCOAs item as this is the baseline for Financial Information Systems.

> The system has, furthermore, dramatically reduced operational expenditure, specifically because it automates document collection and aggregation of data...
Background

In many developing countries, young girls of school-going age are not afforded equal access to quality education compared to their male counterparts. For at least 5-7 days every month, these girls who are mostly from poor backgrounds stay away from school during their menstrual period because of unavailability of proper sanitary products. Even worse, the enormity of this challenge places a perverse stumbling block in the countries achieving the UN’s Sustainable Development Goal 4, namely to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

This unfortunate situation called for an urgent intervention based on thorough research that would bring about a sustainable solution.

The Innovation:

The solution in question came about in the form of what is called the PrincessD Menstrual Cup which is cost-effective, eco-friendly and hygienic. The PrincessD Menstrual Cup was launched early in 2016 by a company called Famram Solutions founded by Shamila Ramjawan, a female South African entrepreneur, reigning Mrs Johannesburg 2019 and most recently a University of South Africa (UNISA) Entrepreneurship lecturer in the Centre Economic and Management Sciences (CEMS).

Having worked with various communities for over a decade and seeing first-hand, the kinds of challenges that girls and women face, Ms Shamila Ramjawan was inspired to research a sustainable solution that would ensure that young girls are able to attend school without unnecessary interruptions and like their male counterparts, they make the most out of education.

The PrincessD Menstrual Cup is a cup-like hygienic device that is used by girls and women during their menstrual cycles as an alternative to the conventional sanitary towel.

As mentioned earlier, the PrincessD Menstrual Cup was initially created for young girls of school-going ages from disadvantaged and impoverished backgrounds who are forced to stay away from school during their menstrual period because they cannot afford sanitary towels. However, realistically, this kind of challenge is faced by girls and older women of various ages everywhere. For that reason, the PrincessD Menstrual Cup comes in two sizes, small (15ml) and large (20ml) respectively to accommodate girls of school-going age and older women.

The PrincessD Menstrual Cup is hygienic, easy to clean, sterilise and reusable for a period of 10 years. It is comfortable to wear and most importantly; healthy, hygienic, easy and safe to use as it contains no bleaches, deodorants’ absorbing gels or chemicals. It can be used for up to 12 hours at a time and is able to hold 3 times as much liquid as a normal sanitary towel.
and thus ideal for sports and during sleep.

Finally, the PrincessD Menstrual Cup is eco-friendly, made from 100% medical grade silicone and biodegradable unlike many other sanitary products which take an estimated 500-700 years to disintegrate. It is also hypo-allergenic, biocompatible and FDA approved.

This is in line with the company’s commitment to promote eco-friendly products through its motto: No more sanitary towels or tampons ever again! Go green, save our environment.

Impact:
It is only quite recent that the plight of millions of girl children across the developing countries facing humiliating and dehumanising challenge due to lack of access to hygienic sanitary towels during menstruation came to the fore. What is good is that a lot of interest was generated, giving rise to many projects to distribute free sanitary towels to ensure non-interruption of lives, especially school girls.
Since it saw light of day, the PrincessD Menstrual Cup project has made a phenomenal impact and restored the pride of many young girls and women who suffered humiliation every month adding to poverty and other life challenges that they ordinarily have.

In 2016, Olympic Gold Medallist Caster Semenya joined Famram Solutions as a brand ambassador and co-owner of the company. “Women’s health, especially menstrual matters is an ongoing issue, particularly in rural communities, and I look forward to playing an important role by assisting in providing a cost-effective solution with the PrincessD Menstrual Cup”, says Semenya.

The PrincessD Menstrual Cup is currently available in over 50 pharmacies around South Africa as well as over 20 countries globally.

It is available in various African countries as well as the Philippines, USA, Canada, France and UAE (Dubai). Recently Famram Solutions signed a strategic contract with a distribution company in the UAE to add on 13 more countries to their ever growing list.

The PrincessD Menstrual Cup has made a phenomenal impact in the lives of thousands of school going girls throughout the world. Through its corporate funding Famram Solutions has made a huge difference in securing the future of many rural communities “keeping girls in school” in over 130 schools in South Africa, ranging from 200 to 800 girls per school.

Because of its widespread popularity and impact in changing the lives of females, particularly those who live under impoverished circumstances in many countries, the PrincessD Menstrual Cup has earned Ms Ramjawan a lot of recognition (see box below).

Shamila’s journey has been one of consistently breaking barriers. As a young widow raising two children and taking many risks, she is unstoppable and uses her inspiring life story to help individuals to unleash their true potential.

Her quest for assistance as she urges corporates and government to get involved in “keeping girls in school”. They are our future leaders so let’s invest in them.

Please contact Famram Solutions for more information on how you can get involved: info@princessdmenstrualcup.com or info@famramsolutions.com.

Alternatively visit the websites: www.princessdmenstrualcup.com www.famramsolutions.com

“Be the Princess that you are. Period.”

Some Accolades for PrincessD Menstrual Cup and Shamila Ramjawan

2016

• Semi-finalist in the Emerging Entrepreneur Category of the South African Council for Business Women Competition.
• One of 50 women to receive the Panache’ Woman of Wonder (WOW) award.
• Finalist in the Margaret Hirsch Achiever of the Year.
• Nominee in the Woman: Real Architects of Society Special (Award for the “Unsung Heroine” Category)

2017

• Champion South Africa as the Champion of the Week in July. Nominated in the Standard Bank Top Women Entrepreneur Award.
• She was nominated in the Business Woman’s Association (BWA) Awards – Social Entrepreneur Category.
• Received the OWAMI Award and was then recognized as a “Play Your Part” Ambassador for Brand South Africa.
• Finalist in the Top Performing Entrepreneur of 2017 in the National Business Awards.
• Awardee: Centre for Economic & Leadership Development (CELD):
  • Global Female Leadership Impact Award 2017 Dubai
  • Induction: Global Women Leaders Hall of Fame (GWLHOF) 2017 Dubai
• Featured in the January 2018 special Edition of Amazon’s Watch Magazine as the Top 100 Most Influential Women in Emerging Economies.

2018

• Woman of Stature Awards Winner: Entrepreneur of the Year 2018. Women Economic Forum (WEF) Global Awardee: Iconic Woman Creating a Better World for All 2018 New Delhi, India
• Oliver Empowerment Awards: Entrepreneur of the Year Finalist. Identified as one of South Africa’s Top 50 Entrepreneur to Watch. Rotary Club Reservoir Hills Paul Harris Fellow Awardee
• Mrs Johannesburg 2018 Finalist
• South African Ambassador/Chairperson for Ladies of All Nations International (LOANI)
• 1 of 40 Honourees at the launch of the 7% Tribe Foundation
• The only South African chosen to participate in the Women In Africa (WIA) Summit in Marrakech
• Finalist in the Entrepreneur of the Year Award for the National Business Awards

2019

• African Leadership Person’s of the Year 2019 and induction into the CEO’s Hall of Fame.
• Humanitarian Award at Miss India Gauteng 2019
• Miss India Gauteng 2019
Dr Stan Moloabi, COO of GEMS, shares with us the latest enhancements to the Government Employees Medical Scheme...

Government Employees Medical Scheme (GEMS), South Africa’s largest restricted medical scheme has enhanced member benefits in an excess of R800 Million rands and all in and out of hospital benefit limits by a 5.4% across all benefit options for the year 2019.

“Access to healthcare for our members continues to be a priority hence the introduction of an out-of-hospital Primary Care Extender Benefit on selected options. This will provide an extra cushion of R500 per beneficiary per year on the Emerald and Emerald Value options, so that members can continue to access healthcare services if their benefits for general practitioner services, prescribed medicine and pathology tests are depleted before the end of the year,” says Dr Stan Moloabi, Chief Operations Officer at GEMS.

Families on the GEMS Ruby option will also receive an extra R500 per year to extend their current out-of-hospital block benefit, if current benefit limit becomes depleted.

Members on the Sapphire option have a medicines benefit of R250 per beneficiary per year for out-of-hospital prescribed medication and over-the-counter medicine, limited to R90 per event. A family planning benefit of R2 822 per year has also been introduced for members on these options.

Members on the entry-level Sapphire option now also have additional access to private hospital care at network healthcare facilities for selected procedures, including circumcision and removal of tonsils for children; cataract and retinal procedures, hip and knee replacements for the elderly; as well as certain gynaecological and obstetrics procedures, including childbirth, and hospitalisation for certain mental health conditions.

Additionally, GEMS has a special Chronic Medicine Programme that members on all benefit options requiring this type of treatment can register on to avoid having such medicines paid for out of their allocated day-to-day benefits. This means that the members’ day-to-day benefits can last much longer, and will have the option of requesting that their chronic medicine to be conveniently delivered monthly at no additional cost by the Scheme’s contracted Courier Pharmacy.

The Scheme continues to highlight the importance of preventative care throughout all benefit options and this includes cover for routine health screening and certain vaccinations and which are tailored to suit each individual’s unique needs. 

“While GEMS is proud to celebrate 13 years in healthcare funding, we are looking forward to preparing for the next years with a solid base of loyal members creating a good foundation for growth and continuing to serve our members with excellence”
LEADERSHIP DRIVEN CHANGE MANAGEMENT – THE CASE OF BERTHA GXOWA HOSPITAL

By Dr Nokwethemba Mtshali – Private Medical Practitioner and former CEO of Bertha Gxowa Hospital in Gauteng.

Background

There is no reason for service delivery institutions to remain bogged down with challenges that hamper their performance. All it takes is a common understanding of the situation at hand and a shared determination and commitment from all stakeholders to turn things around.

Two months into my appointment as the CEO of Bertha Gxowa Hospital in Gauteng, I began with engagement sessions to introduce myself to the hospital staff and to also familiarise myself with the prevailing culture within the hospital.

However, from these sessions, looking at some of the issues that were highlighted, it became inevitably clear that there was a pressing and urgent need for change.

There were many issues that emerged from the engagements – chief amongst which was the hospital’s apparent aversion to innovation. There were mainly two categories of concerns, those which were external – dealing with clients and the public, and those that are internal - relating to employees.

Though different, these two categories were interlinked and thus not mutually exclusive. However, more priority was given to factors that were inward focussed, which, when tackled, would ensure the development of a conducive environment that would enable the hospital to deliver on its core mandate of providing healthcare to the citizens.

How the Change Journey Unfolded

In November 2015, the Centre for Public Service Innovation hosted an inspiring workshop for Gauteng Hospital CEOs on Public Sector Innovation.

Drawing inspiration from this workshop, the Management of Bertha Gxowa Hospital trolled through a plethora of change management models in search of one that would effectively deliver the desired outcome of turning the hospital around. John Kotter’s Change Model came out foremost.

The distinguishing factor with John Kotter’s model is that it is grounded in both theory and practice. The model comprises eight overlapping steps that are inspired by life experience that successful change occurs when there is: commitment, a sense of urgency or momentum, stakeholder engagement, openness, clear vision, good and clear communication, strong leadership, and a well-executed plan.

How Kotter’s Eight Steps were implemented

Step 1: Creating urgency. For change to happen, it helps if the whole organisation supports its implementation. During this stage, it is important to develop a sense of urgency around the need for change in order to help spark the initial motivation to get things moving.

Our activities in this step included first making a clear case for change by identifying and highlighting the potential threats and the repercussions which might crop up in the future if no action was taken. This meant identifying the gap between the status quo and its potential threats and the aspired future. We examined the opportunities which can be tapped through effective interventions. We then initiated honest dialogues and discussions to make people think over the prevalent issues and give convincing reasons for change.

Step 2: Creating powerful coalitions. Change can only take place when everyone is convinced of its necessity. The focus here is on people. It is about obtaining investment from all employees in the organisation to ensure their full participation and commitment to the process of change.

Accordingly, we engaged the entire organisation in search of suitable people that could participate in robust teams to drive the change process – the so-called change agents. For that purpose we looked for mostly influential people from various cross functional departments and operational levels who had the potential to serve as change agents.

We made sure that the members of the change coalition remained well-bonded through consistent team-building sessions and that they shared a relentless commitment to change. At the same time, we consistently assessed the team to identify lower levels of commitment and those who were sceptical.
This approach enabled us to concentrate greater attention to them with a view of enhancing their investment in the process.

**Step 3: Developing Vision and Strategy:**
When implementing change, one can often be overwhelmed by the many great ideas and solutions at hand. These need to be whittled down and linked to an overall vision that people can easily grasp and remember. Having a clear vision that is shared and understood by all and equally important, a clearly defined strategy, can guide and assist all employees to understand what they need to do and why.

Some critical points to remember in this step include determining values that are central to the change; developing a short and catchy, recitable phrase capturing the envisaged future of the organisation, and a detailed strategy that leads to that. This included continuously reinforcing the vision.

In addition, care should be taken to ensure that change takes place at a pace that is tolerable to staff therefore efforts were made to set achievable goal with a focus on incremental change over time; and that leadership play their role of guiding and coaxing staff by engaging in alignment sessions with staff throughout the value chain.

**Step 4: Communicate the Vision:**
Changing an organisational culture is a shared responsibility, hence the need for extensive communication. How well the vision is communicated will determine its success in competition with other visions within the organisation hence the need for a very solid and effective communication strategy to drive the campaign.

A vision needs to be embedded into the organisation’s daily discourse forming part of problem-solving and decision-making. Finally, it is of critical importance to lead by example by living the vision, thus remembering that actions speak louder than words.

**Step 5: Empowering good action and removing obstacles:**
In the arduous and challenging journey of change, there will always be those that seem to be resentful and negative to the entire programme and thus resisting it. In addition, there will often be processes or structures that are blocking the way to the envisaged change. This always happens regardless of any efforts to building investment from all levels of the organisation. Motivation, encouragement and rewarding are the key stimulants.

In this step we continued to build on the firm structure that we established and continually looking out for barriers to the process of change. The removal of obstacles can empower employees and increase their commitment to the ultimate vision while at the same time helping to accelerate the pace at which change is taking place.

Of critical importance, we also worked on the alignment between organisational structure, job descriptions, performance and compensation systems and the vision. As the change process unfolded, we continually recognised and rewarded those who were at the forefront of making change happen while at the same time identifying those who resisted the change to help them understand its importance. We also continued to be on the look-out for barriers to change, albeit human or otherwise.

We also ensured increased visibility by, amongst others, introducing weekly walkabouts by management through the hospital. At the same time, we introduced power hour engagements for instant feedback. We introduced a coaching and mentoring system to create a conducive environment for change, encouraging positive action and allowing for failure while building capacity and confidence in people to take responsibility. But most importantly, we worked towards establishing an environment were staff felt trusted with their own space to work while assuring them the necessary support they required.

**Step 6: Getting short-term (quick wins) and building on the change:**
Change is arduous, time consuming and demanding and it should be punctuated with some occasional quick wins. These serve as beacons or encouraging signs of success in the journey of long-term change. Each success provides an opportunity to build on what went right and identify what can be improved upon.

In accordance with that, we set short-term achievable goals along the way. By creating short term wins early in the change process, you can experience a feel of victory in the early stages of change.
These greatly helped in building on the momentum to ensure constant improvement. Once these so-called low hanging fruits are identified, we established strong coalition teams to drive each one of them. Finally, we ensured that we celebrate each and every achievement using newsletters, social media and good news boards. This served to boost staff morale.

Step 7: Leverage wins to drive change: As change unfolds, it is easy to drop the ball along the way, particularly in the latter stages regardless of the progress being made. At this stage, it is very crucial to sustain the momentum to achieve continuous improvement by analysing the success stories individually and improving from those individual experiences. This demonstrates to others, particularly those that are becoming desperate, that it can still be done.

Step 8: Anchor change in the corporate culture: From the onset, it should be borne in mind that change does not happen for its own sake. It should eventually be integrated and become part of the core of the culture of an organisation. Corporate culture is, in many instances, responsible for the organisation’s success. As a result, the values that underpin the change vision must be visible in day-to-day work.

It is important to make a continuous effort to ensure that the change is felt and that it permeates through every aspect of the organisation on a daily basis. This helps encapsulate and integrate the change with the culture of the organisation.

Impact and Achievements

The change programme at Bertha Gxowa Hospital resulted in many commendable improvements in a few areas which earned the hospital recognition from various quarters. These included; hence the need for extensive communication. How well the vision is communicated will determine its success in competition with other visions within the organisation hence the need for a very solid and effective communication strategy to drive the campaign.

Several staff members, e.g. Dr Keokgale, receiving recognition by the institution and province for outstanding performance in various areas of their work, as a highlight, the winning of the Innovation Competition through the “Uber”-type eHailing App for Porters. Another staff member, Bongani from the Food Services Department, was part of the KFC Taste Competition and returned with more ideas on how to improve the quality of service that his department provides.

The initiative further led to:
- The forging of solid partnerships which resulted in Ekurhuleni West College Internship placements.
- The improvement of National Core Standards from 76% in 2015 to 92% in March 2018.
- The introduction of the Patient file retrieval system which reduced the waiting time from 1 hour 13 minutes to less than 25 minutes in March 2018.

Projects

According to Kotter’s 8 steps of change management, the process of change implementation requires a number of short-term quick-win projects to punctuate it and keep staff motivated and not bored. The change management programme that was implemented at Bertha Gxowa Hospital was made up of a number of projects.

There was an integrated wellness programme which consisted of three projects, i.e. staff clinic, a soccer team and men’s and women’s fora.

Additional improvement and innovation projects which included:
- Clinical Management programme (TTO process including Discharge Lounges) aimed at reducing patients waiting times after being discharged from the hospital with waiting time reduced from 256 minutes to 45 minutes,
- Nurses Services projects aimed at improving the utilization of the hospital theatres resulting in utilization increasing from 26% to 59%,
- Patient Administration projects aimed at decreasing time taken for files retrieval,
- Finance project to improve reporting of financial expenditure with up-to-date information on expenditure and ensuring improved accuracy of financial information,
- A staff crèche,
- Employee recognition awards,
- Saving Blood, Saving Lives replication project,
- Innovation Competition and Open day, to showcase innovations and other critical initiatives taking place in various areas of work, and
- HR roadshows on Human Resource Management (HRM and LR matters). These roadshows have assisted employees to better understand HR policies and importantly the Vision of the turn-around that is being implemented.

The Healthcare Innovation Hub

Perhaps one of the most critical initiatives forming part of the change process at Bertha Gxowa Hospital is the Bertha Gxowa Healthcare Innovation hub. This was the first hospital based innovation hub in Gauteng following the example from Groote Schuur Hospital in the Western Cape.

The hub was set up in response to a concern about the hospital’s expressed aversion to innovation. The hub provides a
conducive creative thinking and innovative space for teams within the hospital. Its primary aim was to provide a platform for staff to brainstorm and come up with new innovative ideas to improve service delivery to patients, whilst also affording innovative-minded employees the opportunity to refresh their minds from daily routine work.

In addition, the hub provides an innovation friendly environment for the consolidation, assessment and implementation of new ideas from different stakeholders; and enable a conducive thinking space for staff to introduce/propose new ideas and innovations that can respond to pressing issues of service delivery.

The second step was setting out time for teams to be able to focus on developing, reviewing and/or assessing their projects. Line managers were requested to allow time for innovation from the daily/weekly routine for teams to work on their innovations.

The innovation hub further serves as a platform for teams to showcase their work in the different departments to allow for replication in other departments and/or inspire other departments to do the same. An Innovation/Lean Manager appointed to guide and support the different projects throughout the hospital using the latest Business Re-engineering tools such as Lean Management, which was being adopted by the Gauteng Department of Health.

**Lessons Learnt**

Change is never an easy process. One of Kotter’s key suggestions is that for change to be successful, 75 percent of a company’s management needs to “buy into” the change. In other words, significant time and energy have to be dedicated towards building urgency, before moving onto the next steps. Change management is done with people rather than to people. It should be all-embracing, involve everyone across employment levels, all of them actively participating and, importantly, owning the process. This critically minimises the risk of resistance and subsequent failure.

It is important that management continue to support the change. This includes existing staff and new leaders who are brought in. Managers should lead the process which includes coordinating and aligning the rest of the team, capacitating them and facilitating an enabling environment for them.

Losing the support of people in a change campaign can have immensely devastating consequences. In addition, thorough preparation is of critical significance as a way of guaranteeing ultimate success in the process to implement change. Quick, haphazard work can open the door to risk further short-term losses which, in turn might result in total failure. Changing an organisational culture requires hard work.

When planning carefully and building the proper foundation, implementing change can be much easier with improved chances for success. Impatience and the tendency to expect too many results too soon can lead to failure. Create a sense of urgency, recruit powerful change leaders, build a vision and effectively communicate it, remove obstacles, create quick wins, and build on your momentum. These are the true guarantees of a successful change management process.

**Conclusion**

A fundamental reality about change management is that you will not always get it right. This should be communicated to the team lest they get discouraged during the process. The reality about change management is that it is laden with challenges and pitfalls and there is no guaranteed success, particularly at first attempt. The reality of failure is very eminent.

Of the many challenges that exist, it is always of fundamental importance to choose battles worth fighting for. And, most importantly, you should always invest in people and trust them enough to allow them to own the project(s).

This should particularly apply to the creation of an ideal and enabling environment and the elimination of impediments that could prevent them from unleashing their creativity and innovation spirit without fear of failure and subsequent victimisation.

Lastly, ensure that everyone, including those at ‘lower level’, such as porters, is afforded a voice. The innovation knows no rank or level of employment.
ENCOURAGING INNOVATION TO IMPROVE SERVICE DELIVERY
PIERRE SCHOONRAAD CONNECTS THE DOTS

Matt Mercer interviewed our own head of Research and Development for the UK-based Global Government Forum to share our story with our global counterparts. This is what transpired.

Pierre Schoonraad is a man on a mission: bringing people together to understand every side of a problem, he works to champion innovation across the public sector. He tells Global Government Forum about lessons, leadership and life at the Centre for Public Service Innovation.

Pierre Schoonraad is not one for the quiet life. Although his relaxed lifestyle is very much shaped by the warm climate of his native Pretoria, the great outdoors, red wine and the occasional braai, he takes a far less laid-back attitude to encouraging innovation in South Africa’s government.

Schoonraad, you see, is not someone who opts for the meek acceptance of things as they are. Instead, he prefers to see things as they could be: this, to him, is the essence of innovation. “Every innovation and every innovation process is something different to what’s gone before,” he points out. “Personally, I hate definitions, so I never try to define ‘innovation’. But if you’re not happy with the status quo then you should do something about it: this is what innovation really comes down to.”

It’s good to talk

It’s this ethos that has served as the cornerstone of South Africa’s Centre for Public Service Innovation (CPSI), an organisation set up in 2001 to “develop innovative, sustainable and responsive models for improved service delivery”.

For Schoonraad, CPSI’s chief director of research and development since 2008, the organisation’s core role is not to produce weighty reports or support new research. Instead, he says, CPSI has been at its best when it brings people together to discuss anew the common challenges that traverse departmental boundaries.

“We always talk about people working in silos; so we focus on connecting people and enabling them to learn from each other,” he explains. “In doing this, we have seen quite a number of solutions being adopted by practitioners. So the actual act of bringing people together – those who share the commonality of having to tackle the same challenge – is of fundamental importance, because it builds a common cause which seeds a culture of innovation. It shows you can work in the public sector and innovate.”

To illustrate his point, he cites the example of a recent outbreak of invasive aquatic plant species taking residence in parts of the country’s water supply. To help identify a solution, CPSI gathered together representatives from water and sanitation, environmental affairs, tourism, transportation and even law enforcement. “Just by getting officials around the table to discuss the same challenge creates the enabling environment for them to start sharing their solutions,” he says.

“It was only through these discussions that we realised that the invasive plant species were becoming so prevalent because of the use of recreational boats which would be taken by their owners from one stretch of water to another. The simple low-cost solution was to spray a bio-degradable herbicide on the boats and trailers before they enter and after they leave the water. An App was then developed to track compliance, report incidents and connect skippers to an emergency response system. Connecting people was what created the opportunity for a whole toolkit of solutions to emerge from the experts.”

He goes on to say, though, that identifying the right people to gather around the table is crucial. “When you bring professionals together, everyone has their own piece of the puzzle, but you can’t forget the end user. Particularly when it involves service delivery, you need to bring those responsible for delivering the services face to face with the
citizens who are receiving it. Only then will you get the focus where it belongs – the people who receive the service – whilst actively involving them in finding or co-creating new solutions.”

Moving on from ‘humble beginnings’

Interestingly, the focus on facilitation was not front and centre when CPSI was set up some 17 years ago. Schoonraad describes the “humble beginnings” of starting life as a non-profit belonging to the government: the team was created to establish partnerships with the private sector and NGOs, driving innovations that could then be brought into the public sector.

We knew this 10 years ago and with just these two facts in mind, the planning should have been much better – you didn’t need sophisticated foresight exercises to see this coming.”

Planners could then have brought key players together, viewed all sides of the problem, and identified some innovative solutions long before Cape Town’s plight hit headlines around the world.

Moving forward

Although Schoonraad has been working at CPSI for over a decade, he shows little sign of slowing down. “We are now actively engaging with all the different entities and departments in creating more dedicated mechanisms to promote experimentation,” he says. “Right now, we have pockets of innovation, rather than innovation across the whole system. That is something that I think we really need to work hard at.”

Our Goals

Global Government Forum exists to help leaders across national public sector organisations to learn from the work of their peers overseas, and to build links with fellow civil servants in other countries. We help people identify the tools and innovations to overcome the challenges they face, and provide an environment where they can exchange ideas about what works – and what doesn’t.

Governments have always had to face new challenges, but in the modern world these are faster-moving and more globalised than ever before.

Many of the solutions demand partnerships with other nations, and stronger relationships between the public, private and social sectors; and all of them require civil servants to develop new skills in topics such as digital services, financial and data management, public engagement, policy making, staff development and organisational reform.

But if the challenges are ever more global, so are the solutions – we’re increasingly able to communicate across national borders, and to find answers overseas to the questions being asked by impatient ministers and electorates. We at Global Government Forum help foster that conversation among senior public servants and industry experts by publishing impartial and independent news and interviews, organising events for the world’s top civil servants, and conducting and disseminating research.

Who we are

The Global Government Forum team have extensive experience in working with, and providing services for, senior civil servants. We built our skills producing events, research and editorial aimed at the UK civil service, helping officials to communicate across organisational and professional boundaries. But these days, the best ideas and innovations are as likely to be found in other countries as in other departments; and so Global Government Forum was launched to help officials to communicate across national boundaries.

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What we do

We conduct research into the issues facing civil servants, using a combination of data collation, interviews with senior officials, and online surveys testing the opinions of our global, 220,000-strong audience. Our research reports typically include detailed analysis of the findings, and often involve discussing those findings with top civil servants to gather their reactions and opinions.

We run events bringing together civil servants from a range of countries. Our current portfolio includes round table events for those leading civil service development and reform, and for the heads of finance departments; and conferences serving those involved in promoting innovation in government.

We publish www.globalgovernmentforum.com – an independent editorial website carrying news, features and interviews. Our News articles keep you up to date with developments in organisational management, public service delivery and reform; our Features examine innovative policies, emerging threats and international comparisons; and our Interviews with top civil service leaders explore how they’re meeting the challenges facing officials around the world.

This article first appeared on www.globalgovernmentforum.com, the website for civil servants around the world. Visit the website to sign up for free email news bulletins providing news, features and interviews with central government employees.
LEVERAGING INNOVATION COMMUNITIES FOR ENHANCED INNOVATION IN THE CITY OF CAPE TOWN

By Cllr. Raelene Arendse: Mayoral Committee Member Corporate Services.

The continuous call directed at government institutions to partner for an agile and renewed public sector through innovation was expressed in the theme of the 12th Public Sector Innovation Conference in 2018.

Cllr Arendse unpacked the phrase and support by citing specific City of Cape Town innovation initiatives, where the city is in the process of moving away from the conventional closed in-breeding public sector approach to service delivery solutions.

Innovation in the City of Cape Town

Innovation is of utmost importance to any city’s economic growth and prosperity and the city’s ability to deliver agile solutions to critical socio-economic challenges. Not only does it act as a catalyst for job creation, but it breeds fresh ideas and cultivate new skills required for the global digital and data economy.

The City of Cape Town have committed to make innovation a top priority in its development agenda by ensuring that it includes it in the five-year Integrated Development Plan (IDP).

Included in this IDP, is the creation of an Innovation Platform which will link up with existing areas of excellence in the City and drive further collaboration with external stakeholders to create opportunities for sourcing of innovative ideas from business and citizens.

Some initiatives that the City has in place already, include: The embedding of a culture of Innovation within the City by using Design-led thinking as a tool for innovation. In 2014, Cape Town was awarded the World Design Capital (WDC) status by the International Council for Societies of Industrial Design for showing commitment to use design as a social, cultural and economic development tool.

The City pursued the opportunity because it believed that WDC status would promote the use of design to transform the lives of residents and communities, and reposition Cape Town for a sustainable future.

- The Open Data Portal which seeks to promote the use some of the datasets of the City’s for broader social and economic benefit. The data is being used as a source for events such as hackathons, data quests and data challenges.

- The establishment of a New Technologies Platform, which has been developed with the exclusive purpose of receiving ideas related to the City’s Service areas. The City is currently exploring transforming new technology platforms into an Open Innovation Platform which will enable the administration, business, citizen and research partners and venture capital funders to collaborate in developing innovative agile solutions.

The purpose of these will be to address current challenges, as well as to prepare for future challenges and opportunities in the informal settlements.
thereby ensuring that the innovation eco-
system support scaling of such solutions
to the benefit of our socio-economic
development agenda.

• The City of Cape Town has an active
research and innovation eco-system
which includes institutions of higher
learning, partner organisations that
actively drive programmes which
promote innovation as an enabler
to attract investment and grow the
economy within the City and the
Western Cape Region in its entirety.

• The City prides itself as host to
four high-quality universities in and
around Cape Town – Cape Peninsula
University of Technology, University
of Cape Town, University of the
Western Cape and Stellenbosch
University. These institutions drive and
encourage innovation in the province.
Looking specifically at research and
innovation and patent activity. From
2009-2015, the universities accounted
for 48.6% of such activity, according
to business leadership organisation,
AccelerateCape Town. The city is
also home to two globally recognised
business schools and research councils.

The City of Cape Town also recognises that
creating thriving partnerships with sector
bodies is important in developing an
innovation ecosystem. The Catalytic Sector
within the Enterprise and Investment
Department of the City focuses particularly
on building partnerships in priority sectors,
such as the information technology
and creative industries, as these
industries can benefit extensively from
open innovation practices.

The City, in collaboration with the
Western Cape Department of Economic
Development and Tourism, supports
a number of organisations to drive
innovation in various sectors.

Some of these partnerships include:
1. Green Cape which is a non-profit
organisation established by the
Western Cape Government to drive the
widespread adoption of economically
viable green economy solutions
from the Western Cape. They work
with business, investors, academia
and government to help unlock the
investment and employment potential
of green technologies and services.

2. Silicon Cape which supports the
growth of the technology ecosystem
in the Western Cape by working
with entrepreneurs, regulators,
governments and corporates to create
an environment where start-ups can
thrive.

3. The Cape Innovation and Technology
Initiative (CiTi) which is best known
for managing the business incubator
Bandwidth Barn, an incubator space for
start-ups to grow and connect. CiTi also
runs several programmes in the skills
and enterprise development space. It
supports IT-enabled innovation across
sectors, including FinTech, EdTech
and TravelTech. CiTi also provides
incubation and innovation support for
tech entrepreneurs in the township
through the Khayelitsha Bandwidth
Barn.

Public sector legislative frameworks
and Open Innovation

Taking our initial context or point of
discussion into consideration, namely
"Partnering for an Agile and a Renewed
Public Sector through Innovation"
it is clear that these various initiatives
that have been sited, do not address the
current legislative framework within which
public servants are expected to operate.
Instead, the legislative framework creates
barriers to open agile innovation which, I
believe, leads to us losing the critical edge
that a well-functional and agile innovation
eco-system can ensure.
The various environments within which our public sector officials operate have also created a number of challenges, as well as opportunities, such as the ability to progressively make use of the 4th Industrial Revolution in respect of digital and data progression, which presents us with an opportunity to co-create the next generation of disruptive smart township business models as an example.

In order to try address these legislative framework constraints, the leadership of Corporate Services within the City of Cape Town is in the process of developing a next generation township social-entrepreneurial business model framework that ensures:

• That Internal/external networks as well as hybrid networks in these communities are digitally connected and their performance from the socio-economic perspective is monitored and tracked independently from the City;

• That all channels to community markets i.e. brick and mortar structures, web applications, social platforms, mobile networks and localized applications and supporting APIs collaborate on an open structured community based digital platform;

• That all community engagements through official city programmes, ensure the independent collaboration of market place influencers such as crowd sourcing partners, advocacy and influence groups where appropriate;

• A comprehensive understanding of the community structures such as support communities (NGOs), vertical social networks (i.e. street, area and branch committees), collaborative economic entities such as stokvels and the local innovation community that benefits all eco-system innovation practitioners.

This should be continuously reviewed in order to ensure coordinated and integrated agile service or product delivery innovation efforts by the various partners involved in the community eco-system, and

• Finally, these next generation township social-entrepreneurial business model framework should ensure the substance of formal and structured collaboration partnerships involving business partner communities such as strategic partners, affiliates and suppliers within the communities and a solid support for engagement between parties by an open structure digital platform within these communities.

We believe this approach has been necessitated by the current reality of our legislative framework within which the city must function, as well as where socio-economic development results tend to fall short. This is very often once-off initiatives by separate/individual entities with minimal impact on the community and no sustainability and scaling potential.

It is further our believe that for communities to start building socio-economic value and to be able to provide compelling citizen experiences at best cost or quality possible, the partners to the innovation eco-system need to commit to a next generation township business model. This township model is a new way of addressing socio-economic challenges in these communities. It combines digital technologies and service delivery capabilities in an integrated, well-sequenced way in order to achieve step-changed improvements in GDP growth, digital literacy and sustainable job creation in a very cost effective manner. This explains why the mantra of the business model is: “For the community, by the community”.

As the City of Cape Town, we look forward to becoming part of this conversation on innovation in the public sector and to drive programmes that will allow us to partner in developing agile open innovation within the public sector.

This article is based on an address by Cllr. Raelene Arendse at the 12th Annual Public Sector Innovation Conference hosted by the CPSI at the Cape Town International Conference Centre, 30 August 2018.

“ As the City of Cape Town, we look forward to becoming part of this conversation on innovation in the public sector and to drive programmes that will allow us to partner in developing agile open innovation within the public sector....”
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Having realised that while having limited resources can mean having limited opportunities in life - especially for those living with disabilities - a group of four physiotherapists from the Chris Hani Baragwanath Hospital chose to do something about it.

Their Standing Boxes Project has since last year distributed over 80 assistive devices to children from Soweto living with cerebral palsy. The standing boxes provide adequate support for children with poor trunk control. They also have tray tables attached for play and feeding activities.

Speaking to SAnews, Eliana Haarhoff said the project came to life after partnering with Sukumani Dream early last year. An average assistive device, she said, costs about R3500, but their boxes cost R150 at the hospital.

While initially parents had to pay the R150 for each box, donations are now being sourced from private companies and individuals.

“We now have a project going where we get help from a non-profit organisation called Sukumani Dream where disabled people manufacture wooden boxes that cost R150,” she said. “We issue them to children in Soweto who would not otherwise be able to have that service available to them.”

“It is manufactured in wood. It looks like the children’s eating high chair, only they stand in it so they can wear it through their feet and we don’t experience problems with their hip joints not developing well,” she said. The legs of the invention can extend so they can grow with the child.

Haarhoff said the project came about when physiotherapists at the hospital were devastated by not being able to provide the standing frames to the affected children.

“So we started to look at possibilities. One of the physios that worked with us – Dalio Rooison – found this NPO and she contacted them. She started the project but she has since left Bara Hospital,” she said. Chief physiotherapist Tracey Bulmer now runs the project with Haarhoff, Stacey Kennedy and Katie Davies, who all work in the hospital’s paediatric ward.

“They deal with sick and disabled children on a day-to-day basis,” said Haarhoff. The project provides the frames in batches of 20 and they are distributed accordingly. The project provides the frames in batches of 20 and they are distributed accordingly. “Eighty children now have devices they can stand on at home, play in and become functional human beings [while] we prevent complications for them,” she said.

The Sukumani Dream NPO relies on donors for wood but the team assists with finding such contributors.

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AWARDS AND ACCOLADES

INSPIRING BARA PHYSIOS CHANGE THE STATUS QUO.....
The Good Samaritans were acknowledged by government for their commitment to improving the lives of the physically and visually impaired. They walked away the overall winners at the 16th Public Sector Innovation Awards for their Standing Boxes Project. The awards were recently held in Pretoria, held on the eve of the beginning of the Disability Rights Awareness Month. The Standing Boxes Project won the main trophy accompanied by a R70 000 cash prize.

The second big winner of the night was a team from the North West Finance Department for their “accessible salary advice for [the] visually impaired”. The invention came upon the realisation that one of their colleagues, Andrew Mkhabele, did not have the privacy he deserved when going through his monthly salary advice due to his blindness. “So we [then] started to develop a salary advice that is accessible to him. The project initially started looking at salary advice in braille [but] we are now looking at salary advice being emailed to beneficiaries,” Mompati Ngakantsi, project leader, said. Rolled out to only Mkhabele in 2016, the project has since been extended to 11 other employees in the North West government department.

“We have now extended [the project] to the rest of the North West provincial government. In 2016 we managed to braille the first salary advice… [there are] 30 employees [who are] visually impaired in the whole the provincial government but only 11 are currently benefitting," he said.

A limitation in resources for equipment such as the Braille embosser and gadgets for the short-sighted was the reason behind the 19 others not yet benefitting from the initiative.

“We are intending on extending the project to national [departments] as well as to other provinces,” said Ngakantsi. Mkhabele, a transformation officer in the department, also formed part of the project.

“It makes my life easier because I don’t need a sighted person to read the salary advice to me. Now my salary is confidential, no one knows how much I earn. I now know all the deductions,” he said.

He has been employed by the department since 2002 but has been in the public sector since 1996. “So in all those years, I never received my salary in a format that is accessible to me. I am really happy up to now," he said.

The team walked away with a R20 000 cash prize as well as trophy. - SAnews.gov.za.
ITALY’S FIRST DIGITAL COMMISSIONER ON LEADING CHANGE

Diego Piacentini shares lessons from setting up and leading Italy’s first digital government team with Medha Basu of GovInsider.

“I believe that the most important achievement actually is the fact that my job continues,” says Italy’s first Digital Commissioner.

At the end of 2018, Diego Piacentini wrapped up a two-year stint in the Italian Government. He founded and led the country’s first digital government team, while on sabbatical from his 16-year career at Amazon as one of its top executives. “You’re actually catching me on my last day in Milan,” he tells GovInsider.

As he hands over the baton at the Italian Government to a new Digital Commissioner, his next steps are uncertain. “I’m going to take two or three months off, and I will think about what to do next.” But he’s clear about the lessons learnt from setting up Italy’s first centrally-led digital team, and what it must do next. Those historical developments have given birth to the current 4th Industrial Revolution.

Piacentini joined the Italian government in 2016 with a vision to simplify how the government serves citizens and businesses. “That’s the ultimate plan; governments are here to make our lives easier,” he told GovInsider in 2017.

He brought with him a great deal of expertise in building organisations and platforms that must constantly adapt to new technologies and serve demanding customers.

The project is in the beta phase, and is being tested with local and central agencies. To get here, Piacentini first set out fixing foundational and core platforms in the Italian government. The team fixed the unified national registry, a database of information on all Italian citizens. He introduced more agile and iterative procurement, guiding suppliers to gather feedback from cities and amending the system.

The team is redesigning the national digital payments system by improving the user interface, making it mobile friendly, and linking up with other payment systems. By 2018, the total payments made through PagoPA amounted to 6% of total payments, up from 1% the previous year, he says.

Third, the team launched a digital identity system, which provides all citizens with a single credential to access all government services. They will also be able to use it for bank and insurance services. There is an immense amount to learn from Piacentini’s two years at the forefront of a massive national experiment in reforming the way the government works. He shares four pieces of advice for digital government leaders everywhere.

Find your tribe

First, carefully pick your allies: “You have to learn not to try to convince everybody in government, local or public, but work with that handful of administrations that want the change.” Build, what he calls, the “virtuous circle”. “Don’t waste your time to work with those that offer a lot of resistance.”

Over time, they will influence others who will join in and the circle will grow. “The good administration that starts digitising will show over time to the other administrations that it can be done,” he adds.

In Italy, the Ministry of Economy and Finance, Ministry of Education, Ministry of Interior and the local government of Milan were among the members of Piacentini’s virtuous circle. He used the strengths of these powerful allies to influence others who were more resistant.

“The Ministry of Economics and Finance is incredibly important because they own everybody’s wallet. Finance could be a good ally, to create incentives or to introduce penalties for the administrations that do not want to transform themselves,” he says.

Nudging is the best approach

That’s not to say that being tough is the best way to drive change. Instead, leaders must use a combination of incentives and penalties – a carrot-and-stick approach, according to him. “Nudging in government, for me, is the most effective approach by far,” he says. “Start with the carrot approach; make the carrot work for two or three years, and then eventually use the stick.”

Digital leaders must give organisations the support and tools they need to change. “Give them documentations, create webinars, create seminars”, he says. In some cases, the more basic incentives have the widest reach.

For instance, one of the most successful webinars created by the Italian Digital Transfo-
“Nudging in government, for me, is the most effective approach by far....”

Nudging in government, for me, is the most effective approach by far....

The very existence of Italy’s Digital Government Team today is a testament to this principle. In the 2018 general elections, anti-establishment and right-wing leaders ran against Piacentini’s former boss and recruiter, Prime Minister Matteo Renzi. The elections ended with a hung parliament, with no political party or group winning a clear majority.

After three months without a cabinet, a coalition was agreed: an independent professor of law Giuseppe Conte as Prime Minister, with right-wing Matteo Salvini and anti-establishment Luigi Di Maio both serving as his deputies. “The new government, which is very different from the government that I came with, has really appreciated the work that we have done,” he says.

The new administration has appointed Piacentini’s successor as Luca Attias, the former head of law Giuseppe Conte as Prime Minister, with right-wing Matteo Salvini and anti-establishment Luigi Di Maio both serving as his deputies. “The new government, which is very different from the government that I came with, has really appreciated the work that we have done,” he says.

The Commissioner’s recommendations

Piacentini outlines four key things Italy needs to do next, but they could just as well apply to other digital governments. This first one concerns everyone: “Start moving government services to the cloud”.

Piacentini is possibly a little biased, coming from the company that dominates more than a third of the cloud market. But the technology’s benefits in cutting costs and improving efficiency are widely known in the private sector.

Governments should “get organised” because moving to the cloud is “unavoidable”, he says, but also extremely challenging. “This is going to be the most difficult, most time and energy intensive effort that the government will take,” he adds. “You need to change your applications, you need to change your processes.”

Cloud infrastructure is a part of the three-year digital government plan Piacentini had set out. Agencies should be given incentives to progressively adopt a cloud-first strategy, a team member wrote in a blog post. Italy plans to create a marketplace or catalogue of services, similar to the UK Government’s G-Cloud initiative, where agencies can start from.

The next three recommendations for the Italian Digital Team are all to do with talent and recruitment. While the government already plans to expand the team, it needs to “create a much larger digital transformation department of more than 500 people”, he says.

The department should be relocated to Milan from the capital Rome, he suggests. “Milan is a much more modern city that can attract talent that want to work as civil servants,” he says. There is also the culture and aesthetics: “Today, we’re in the old government buildings whereas I suggest it goes into more modern, more efficient, more open space.”

And his fourth recommendation is to build a digital service scheme for young graduates and end-of-career professionals. “Once they finish with university, go work for your country and government for three years to help with digital administration,” he says.

“At the same time, for people like me, if you are at the end of your work career, spend time in the government and give back to your government to help them develop digital transformation.”

Piacentini has now moved back to the US to figure out his next project, and has left the Amazon team. It’s not yet clear what he plans to do next, but “I want to do something that will have a positive impact for generations, that my children and the children of my children will get some benefit from”, he says. One thing’s for sure: he will continue to be an influential figure on the global GovTech scene.

“No political labels”

And fourth, digital transformation must have support from the highest levels of the public service. “The highest government official must embrace digital transformation. It cannot be just an effort of the technology people,” he says. “If you look at Estonia, the president herself is a very competent digital person.”

And this support cuts across political divides. The leaders of successful digital governments understand that it’s a long-term project that must survive the test of political changes. “They’re going to be benefiting the next government, even if it’s a different color. That’s what you need to do,” he says. “What I said and wrote from the beginning is that digital transformation has no political label”.

The very existence of Italy’s Digital Government Team today is a testament to this...
GETTING MORE FROM OUR GOVERNMENT DATA

Dr Paul Plantinga, HSRC and Open Data South Africa, gives practical examples of tools to derive value from open government data.

South Africa is accumulating a unique collection of public data resources and skills that can provide deeper insights for service delivery planning, support rich communication on policy issues and empower citizens to have an impact in their communities.

Open Data South Africa is a joint initiative by the Department of Public Service and Administration, the CPSI, The Innovation Hub Management Company, OpenUp, Geekulcha and Open Data Durban to increase access to, and use of public government data by citizens and public servants. Through this programme, we have interacted with many national and local champions leading innovative data projects, and experimented with new ways of expanding everyday use of data by all sectors of society.

Most interesting for us is the diversity: in the types of data being made available, in the different ways people can engage with data, and in the community of technical and social activists within and outside government supporting ground-breaking projects. DDGs, directors, specialists and managers from all spheres of government can easily connect to this community to build internal data skills, improve data collection, engage young social entrepreneurs/developers and explore creative ways to use data for better internal planning and citizen engagement.

What makes open data special for public servants?

Public servants, MPs, policy analysts, economists and civil society activists have always created, collected and analysed government data; from drafting texts for new legislation to reporting on MTEF targets. What’s new is how accessible public data is, and the variety of ways it can be used to improve government decision-making and communication on service delivery issues. More specifically, for public servants, open data means that:

- Public data from other departments, agencies and spheres of government is easily available without having to submit requests or get approvals.
- There is information about where the data comes from and when it was collected, so that we can decide if it is relevant to our analysis needs.
- The data is available in formats that makes it easy to find, understand and use.
- There is information about related data from other entities or programmes that can enhance our analysis.
- Citizens and civil society can access and use public data to better align their work with government service delivery and ensure accountability of civil servants and MPs in their communities.

The two examples in the Table below show how different the ‘opening’ of data is, and how it can support better communication and decision-making in very different contexts.

<table>
<thead>
<tr>
<th>Interactive legislation (text - and numbers)</th>
<th>Spatial data (numbers - and text)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most legislation is already quite structured when compared to typical government reports or papers, as most paragraphs or clauses are numbered. This numbering of paragraphs helps people to refer to specific sections of text. But these documents are still difficult to navigate for most of us interested in law.</td>
<td>Spatial data is used to define the features and boundaries of all kinds of objects around us, from the type and length of a road to the mineral rights and boundaries of a mine. All of this is anchored by location data in the form of latitude and longitude coordinates.</td>
</tr>
<tr>
<td>OpenByLaws² and SAFLII³ are making it easier to explore legislation by annotating or marking up the text (adding descriptive information and links) using a standard template and publishing it online. When published in this way:</td>
<td>Government departments often employ GIS professionals to process and present this data in visual maps that can be used for planning. Traditionally, spatial data has been stored in proprietary or closed file formats. Increasingly it is being made available in open markup (GML) and formats (GPKG) that allow users to ‘look into’ the underlying data and transfer or publish on any platform they want. There are also many new open source and online tools that non-GIS professionals can use to do basic spatial visualisations.</td>
</tr>
<tr>
<td>Legislation can be contextualised. For example, we can more easily show related legislation or embed sections of text in web reports.</td>
<td>Such as we did in this mini-guide⁴: by adding school information from the Department of Basic Education website to a map of Sol Plaatje Municipality.</td>
</tr>
<tr>
<td>Legislation becomes interactive. For example, you can view the definition of a technical term by hovering your mouse over it.</td>
<td></td>
</tr>
<tr>
<td>Legislation can be coded: For example, tables with numbers could be used in web applications.</td>
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for specific cases or more complex data cleaning and causal analysis, but these more technical aspects of data are only a small component of a much wider data management process and set of opportunities that all public servants can draw on to innovate with data on a daily or weekly basis.

Getting value from data has become less about cleaning and processing raw data using Python or Excel formulas, and more about finding and using one of the many available tools to get your job done. As examples, Wazimap has become a popular way for less technical users to browse Census 2011 and Community Survey 2016 data\(^3\), Municipal Money\(^6\) tracks National Treasury data on municipal finances, the Bioenergy Atlas for South Africa helps project developers assess the feasibility of bioenergy investments\(^7\), and a medicine comparison tool\(^8\) has been built on the Department of Health single exit pricing data.

Through the Open Data South Africa initiative we have experimented with a few approaches for supporting the identification and use of data (and data tools) by new audiences, and our partners (and other entities) run many more of these types of engagements that could be used internally to support wider use of data or for engaging external data innovators. As examples:

**Training on public servants on data-driven storytelling**: Data analysis is ultimately about telling a story that can help with decision-making or influence behaviour. In recent months we have run a number of TrainUp\(^9\) workshops with government officials, young entrepreneurs and civil society groups. These workshops introduce a design thinking-led approach to building a data story, and using available online tools for sourcing, analysing and visualising data on specific topics, such as spatial transformation or tourism.

By equipping public servants with these critical data skills, they will be able to identify data that can help isolate areas or population groups that have specific needs, build compelling proposals for private and public sector investment, and communicate with partners and communities more effectively.

**Un-conferences**: Un-conferences or open space technology (OST) are an approach to running a meeting in which participants define the agenda on arrival, and then move between small, participant-led work groups focusing on specific sub-issues. This is a useful method for identifying critical policy issues or challenges for which data needs to be sourced and analysed, as done in the Hack4Water campaign in 2015\(^10\). The Vulekamali project\(^11\) has used these extensively.

**Hackathons**: Hackathons are primarily a way to introduce and motivate a large number of technology-oriented youth around a social challenge, stimulate ideation, encourage knowledge sharing, and to identify potential candidates to work with over the longer term.

Through Open Data South Africa, we have worked with Geekulcha and Open Data Durban to host student-oriented hackathons in Polokwane, eThekwini, Soshanguve, Kimberley and Johannesburg on air quality, spatial transformation, healthcare and government service delivery\(^12\).

To derive real benefits from a hackathon, public servants need to have identified how the event could (1) feed into a formal (graduate) recruitment process or (2) feed into follow-up hackathons, skills development or user workshops and idea development sessions, usually with committed incubation and end-user partners.

**Easter Egg Hunt**: During hackathons we ran short “Easter Egg Hunt” sessions in which participants use data to answer specific questions. This activation can run...
as short as 10 minutes up to 1 day, and encourages participants to work together to find and interpret data using available tools to answer a specific question. These hunts are based on an OpenUp approach used in Khayelitsha during the 2016 International Open Data Day13.

**Frameworks for data contracting and sharing:** As a government entity it is important to be aware of key legislation and to consider possible models for data collection and sharing, and to be careful when contracting data service providers to avoid being locked out of your own data assets. Open Data South Africa has developed a one-page Government Data Canvas which highlights important policy and financing considerations for getting more value from available data, along with a 1-page contracting and licensing framework14. Open Data Durban has published a more comprehensive toolkit15 for municipalities to guide them on open data implementation.

**Getting started**

There is a scepticism about the actual benefits of data for public servants and caution about data-related risks, such as privacy. So the core of our approach is to deliver value by supporting small projects or incremental changes to processes, starting with relatively low-risk, non-personal data. For example, running an Easter Egg Hunt can get public servants and citizens interested in data and can help you find leaders to build larger data projects. More broadly, some general principles have emerged from our engagements that could be relevant to your department or region:

- **There are many different technical and social skills needed to make data initiatives work.** Very short, project-related training can equip public servants and youth to complete deliverables and build capabilities they can use in other contexts.
- **Through our air quality training and hackathons16 it became clear that we need to support data-enabled movements that are led by local champions (there are many youth groups and student societies interested in data), rather than just trying to design individual solutions.**
- **Also, data solutions must enhance government’s relationship with people, not just automate service delivery.** Data should empower public servants to better understand citizens’ individual circumstances, home and history; prioritise the allocation of resources; and provide the correct services.

**End Notes:**

1. All data lies somewhere on a spectrum from closed to open (public) https://theodi.org/about-the-odi/the-data-spectrum/.
5. https://wazimap.co.za/
8. https://mpr.code4sa.org/
10. https://www.opengovpartnership.org/stories/ogp-hack4water-awards-premi...day-summit
12. Over 200 youth participated in a 3-day Service Delivery #IgniteHack in September 2018 https://ignitehack.devpost.com/
15. https://intact.gitbook.io/intact/v/toolkit-2.0/

**Hackathon: HealthHack with Limpopo Connexion**

Over 70 young people from TVET and private colleges and the University of Limpopo participated in a 2-day HealthHack during August 2018. Over 10 teams worked on their own health data projects. For example, one team extracted text from the Department of Health standard treatment guidelines into a web app as a tool that nurses could refer to when treating patients. Another team used lead time data from the master procurement catalogue to help guide clinics and hospitals on when they should be re-ordering medicine. Finally, the Waterberg team collected dosage information for different medicines online to assist patients who don’t receive or have lost these instructions.
PUBLIC SECTOR BUSINESS TRANSFORMATION IN MAURITIUS

By Kelly Culver, President and Principal Consultant for The Culver Group Inc. reflects on the Shift from Civil Service Reform to Public Sector Business Transformation.

Kelly Culver regularly collaborates with senior public sector leaders in Commonwealth countries on civil service reform and public sector modernisation, human resource development and institutional strengthening/capacity building. She went to Mauritius as a Commonwealth Technical Expert advising Government as it develops and implements an enterprise-wide Public Sector Business Transformation Strategy1.

How did this happen?
The shift from civil service reform to public sector business transformation

In August 2015, less than a year after coming into power, the new Prime Minister set out Vision 2030. It is the government’s key policy document. He called for the private sector, the public sector and the population at large to team up with his Cabinet to help achieve the Vision. Towards this goal, he clearly stated that the public service must become more efficient, innovative and creative, saying “I expect you to be active drivers in the nation building process.

I want a new mind set that focuses on national targets rather than on routine administrative jobs only”. The Prime Minister was setting the stage for public officers to become facilitators and enablers of national development and the transformation to a modern and prosperous country.

The objective of Vision 2030 is to transform Mauritius into a high-income, sustainable, innovative and inclusive economy with modern infrastructure, global connectivity and advanced skills and technology. The Budgets of 2015 and 2016 worked in harmony with Vision 2030.

They also set out expectations for continuous improvement in the public sector. The 2015 Budget laid the foundation for Mauritius to propel itself towards the next phase of development that will be driven by innovation and the 2016 Budget built on this by spelling out a number of measures to achieve major public sector reform.

In the bigger picture, these activities are administrative-based and process-driven and almost exclusively focused on the civil service itself rather than the role of the civil service in social and economic growth and national development.

There is consensus across the public sector at the political and administrative levels, the private sector, and academia that civil service reforms have not had a master plan. Reforms appear to be piecemeal and implementation has been inconsistent. The reform framework has not been holistic or crosscutting in its approach.

The Ministry of Civil Service and Administrative Reforms by its very name is seen to own reform and change across government rather than reform and change residing within the purview of all public institutions. In some instances reform has been driven by academic theory, which could not be applied in a real world setting or by examples from other jurisdictions without much regard for whether they were fit-for-purpose for Mauritius. The initiatives have not addressed the core of what needs to change, and have not set out a vision and

“The objective of Vision 2030 is to transform Mauritius into a high-income, sustainable, innovative and inclusive economy with modern infrastructure, global connectivity and advanced skills and technology”

1Note: This is not an argument for public sector business transformation over civil service reform. It is not a research paper and should not be read in that context. It is the story about what worked in Mauritius. “Reform fixes the past; transformation is a positive vision that creates the future.”
The institutional framework in place does not support a modern, smart country. In other words, changes have occurred but transformation has not.

The institutional framework in place does not support a modern, smart country. In other words, changes have occurred but transformation has not.

In Mauritius, appellation (nomenclature) matters. In using the term appellation, it is important to understand this is not about a superficial search for the right word; rather it is about how words connect us to concepts, visions, experiences and feelings. It is about finding the truth for what has meaning and value.

This project undertook a precedent-setting approach to consultation and listening in terms of the extent, the number of meetings, the range of positions and stakeholders involved. Over 600 public officers from all cadres and grades – from drivers and cleaners to the Secretary of Cabinet – were consulted about their vision and aspirations for the public service in 31 separate public sector engagement and issues identification workshops. Sixty-six stakeholder meetings were held with public sector trade federations and associations, representatives of the private sector, civil society, NGOs, academia and high commissions, embassies, delegations and the United Nations Mission in Mauritius.

At one level, these consultations provided key insights and priorities for transformation. At a completely different level, the consultations highlighted something much more important and deeply ingrained. There was an overwhelming agreement that the civil service was not broken. Reform and renewal were stale ideas that had negative connotations, as if the civil service had been doing something wrong for its entire existence; as if it was broken and the technical expert was here to fix it.

Likewise, improvement had a meaning or vision that had both a negative and punitive connotation especially when linked to performance. Innovation was a concept that had been overused and was not necessarily suited to describe a public accountability environment that was neither risk-taking nor mistake-friendly.

The very language and concepts used to describe the project were resulting in cynicism and disbelief that this time things would be different. Gradually, over time, the notion, idea and concept of transformation began to take shape. Given the right framework, the public sector could do things in a wholesale different way. Transformation inspired a bigger, more positive vision.

Public officers themselves were starting to describe the public sector as a business where shareholders were both the public officers and the citizenry. They were questioning how this business could contribute to people-centric sustainable social and economic growth and the national development goals, just as the Prime Minister had requested.

Senior leaders were beginning to ask how this business could improve the quality of life for citizens, improving prosperity, reducing inequality and ultimately propelling Mauritius towards the high-income economy goal it has set for itself.

Bold thought leaders were asking how citizens could begin to participate as shareholders in this company, including how they could become engaged in the design and delivery of programmes. The foundation for moving towards a more strategic shift – that of public sector business transformation – was starting to gel. The omission of the connecting word “and” is significant. It is not public sector and business transformation. It is public sector business transformation.

The whole business, the business model, the institutional framework, the inter-relationships and institutional norms, the structure and organisation needed to be viewed as one entity, aligned to a common purpose, vision, goals and behaviours. Public sector business transformation also reflects the government’s need to continuously evolve, innovate and transform in order to respond to and anticipate the needs of its citizens as well its local and global clients.

What is whole-of-government and what does it mean?

A key vision outlined by government is an “integrated, dynamic and forward looking public service that is imbued with global thinking abilities, new forms of managerial and leadership skills, political impartiality and socially responsible attitude…taking a whole of government approach, requiring institutions to work in a collaborative mode and think across organisational boundaries”.

All-of-government…whole-of-government… it is more than a subtle nuance. In Mauritius, the Cabinet of Ministers represents all-of-government. Decisions taken at Cabinet represent an all-of-government decision on a particular issue, policy, initiative or action, many of...
which have a singular focus and singular line of accountability.

A whole-of-government decision is one that addresses an issue, policy, initiative or theme of national importance that cuts across all or a number of ministries and departments where a collective line of accountability, an enterprise-wide approach and joint ownership for results are needed. It requires shared outcomes across portfolios and breaking down the traditional ministry silos or insular approaches to work. Whole-of-government requires strong relationships, trust, an agreement on the mutual accountabilities and the inherent belief in the “we are one government rule”.

It requires a level of professional maturity where individuals understand they are part of something much bigger than themselves; that every action has a reaction somewhere else in the government or institutional continuum. This realisation has to occur at both the political and public official level. In instances where implementation of policy, the annual budget or other initiatives takes place in a highly political and complex environment, it becomes paramount to have a whole-of-government approach to achieve results.

Integrated policy setting, planning and decision-making will help drive results in priority areas including those related to national development goals through greater coordination, clarity on goals, risks and implementation and continuous measurement of and adjustment in performance. A culture of collective responsibility linked to a common purpose and vision will begin to form across all public institutions. As one public officer described, “whole-of-government is needed for initiatives that are collaborative across government elements. We can see things through different eyes and get a stronger outcome”.

Whole-of-government should not imply that ministries, departments and agencies abdicate responsibility for their own policy and legislation development, strategic planning, projects and priorities. Ministries are responsible to execute their individual mandates. They remain accountable for designating appropriate means and resources for meeting government objectives and ensuring implementation of government policies, priorities and programmes. There are other benefits to a whole-of-government approach. It improves the connection between state and non-state actors in policy dialogue, networking and knowledge sharing.

Government can use a wrap-around lens with issues and priorities so that ministries, departments and agencies are not working at cross-purposes and do not have overlapping or duplicating responsibilities.

Non-state actors also will know there is no wrong door when accessing government because information and knowledge is shared across departmental boundaries. It can be a more inclusive approach to policy making where everyone has a voice from the most marginalized individual to the most privileged individual in the country.

Why did this work now? The case for transformation and evolution

The world is changing and Mauritius is not isolated from this effect. The role and accountability matrix for the public service is becoming more complex. Issues that this Government must address now require collaboration, horizontal and globalised thinking across different ministries, departments, agencies as well as organisations outside government.

Its citizens are more informed, better educated and their expectations are constantly shifting and growing. Clients are demanding efficient and effective services that wrap around their interests and needs and that also keep pace with the way they and society are changing.

In Mauritius, one of the strengths of the public service is its continuity and ability to adapt when needed. There are showcase examples here to this effect. Yet one of the interesting outcomes of the consultations is that the public service does not see itself as one organisation or one institution that must work together to achieve a common purpose, vision and goals.

“A whole-of-government decision is one that addresses an issue...of national importance that cuts across all or a number of ministries...where a collective line of accountability...and joint ownership for results are needed.....”
The risk is that this works against achieving the objectives set out in Vision 2030. Ministries tend to see themselves as individual entities rather than partners in the One Government position on policies, priorities, performance, reform or transformation.

This mindset and way of doing business does not create the environment for the public service to be facilitators of economic growth and social development. In addition there is limited planning and coordination across key functions and limited collaboration in policy making and information sharing that makes it difficult to achieve a truly accountable and results-driven public service.

As in other jurisdictions, government is where the tough problems come to be solved. Right now the public service organisation has rigid structures and is driven by rules, hierarchy and processes that impede solving problems quickly or being innovative and responsive to the needs of citizens or clients.

In light of all this, government began reviewing its programmes and services to keep pace globally and to achieve its vision. It recognized the benefit and importance of further transformation and innovation to accelerate economic growth. It understood that its civil service reform path needed to change to a new model that would improve performance and contribute towards achieving a high-income economy. And it recognized this meant transforming both its institutional framework and the public service to become adaptive, responsive, high-performing and accountable facilitators for its vision and agenda.

The conclusion government arrived at is there is an inescapable need for change. The Mauritius Public Service touches the life of every citizen from cradle to grave. Its reach extends globally, internationally. Government has asked the question “what is the impact to society and our vision of the country if nothing changes”? This is the impetus behind public sector business transformation and this is why the timing works right now.

What’s next?

Institutions, real or perceived, formal or informal, are built by people. Institutions can manifest themselves as a set of norms or rules, an organisational structure or as people, power and influence. And yet institutions are not some imaginary, nameless, faceless, out-of-reach edifice on a hill. If they are built by people, they can be changed by people in a way that has meaning and value within the local context.

The government has set out a vision for a high-income, sustainable and inclusive economy that will improve the quality of life for citizens. To do this, transformation has to be at the national level and cut across all public sector institutions. Boundaries, mandates and jurisdictions will need to become integrated. Institutions and organisations will need to coordinate and collaborate when dealing with issues and initiatives of national importance so that the very best decisions are made.

Ministries, departments and agencies will need to change the way they think and act, how they view their roles, how they share information, how they innovate and bring continuous improvements, how they manage risks, and how they pool together resources to reduce overlap and duplication and better serve their clients. At a practical level, agencies will need to use a systematic way to plan, allocate and prioritize workforce, financial, information technology and infrastructure resources.

The Public Sector Business Transformation Strategy is a new vision that sets out a whole-of-government approach for transformation. It underpins all transformation initiatives across the public service regardless of sector. It is a road map for fundamental changes that are aligned to government objectives on continuous evolution and improvement through the highest and best use of resources. It sets the stage for public officers to execute their role as facilitators and enablers of national development.

It creates a new model of the Mauritius Public Service that is one entity, aligned to a common purpose, vision, goals, belonging and behaviours. It contributes to developing capacity and knowledge across the public service, connecting and inspiring the brilliant talent within its ranks. It has a relentless focus on implementation and monitoring outcomes and results.

These good business management practices should shift the system towards a modern, adaptive and responsive public service that can quickly move to address emerging opportunities. This cannot be accomplished in isolation. The Strategy has a global focus and explores partnerships with private sector, civil society, research institutions, other jurisdictions and international organisations to collaborate on the transformation journey.

The Implementation Plan spans forty-eight months and is centred on four main goals: (i) A strong governance and institutional framework with the right institutional, legal and policy-enabling frameworks so that functions and accountabilities are redefined, institutions reflect the Nation they serve, and performance and outcomes are improved; (ii) A knowledgeable, open and digital government where government is technology enabled, open and innovative and there is cross-boundary sharing of information and knowledge to improve results; (iii) Business transformation where the services and business solutions anticipate and respond to evolving client needs; and (iv) A forward-
Looking, adaptive, responsive, capable and competent public service that can embrace its role as facilitators of economic growth and social development.

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Kelly is a Certified Management Consultant, Registered Professional Trainer and holds a Certificate in Mediation from the University of Western Ontario and a Certificate in Negotiation from the University of Toronto.

Kelly regularly collaborates with senior public sector leaders in Commonwealth countries on civil service reform and public sector modernisation, human resource development and institutional strengthening/capacity building.

JOHANNESBURG – Liquid Telecom has succeeded in Africa where the infamous Cecil John Rhodes did not, in connecting the Cape to Cairo.

At the end of the 19th century, Rhodes had a dream to build a Cape-to-Cairo railway route and conquer “Darkest Africa”, but he only got as far as what today is called Zimbabwe in his lifetime. It took Liquid Telecom 10 years to realise its Cape-to-Cairo network of 10 000km in its “One Africa” broadband vision, encompassing a 60 000km network.

The terrestrial land link complemented the existing undersea cables and offered faster connectivity.

Sha said the biggest structural challenge was getting the fibre link over the Zambezi and Limpopo rivers. It was done with “great difficulty”.

In some areas, the company had to be sensitive to the environment. However, it was driven by its Africa vision, to get people connected. Connecting the rest of Africa was still in the works, Sha said. “We are currently working on connecting East and West Africa,” he said.

Liquid Telecom would use capital markets and did not rule out a listing in future as it expands its footprint.

Sha said in an interview with Business Report: “Our approach is to expand the network, and if that means acquiring or partnering other networks, that is what we will do.”

Scaling the network allowed Liquid Telecom to aggregate buying capacity, while partnerships with big companies such as Microsoft enabled it to work out better commercial deals, which benefited the customer.

“Having a large footprint allows us to deliver a much better service portfolio, which benefits our customers,” Sha said. In discussing the regional context in which Liquid Telecom operates, Sha said understanding the regulatory framework and knowing the business and market environment of each country were highly relevant to making the business a success. “So it needs to be home growth”.

“In each of the countries we operate in, we either have entered the market from scratch and built up the business, or acquired the business that was already operating in that market, like in South Africa acquiring Neotel and building a business on that,” he said.

Article adopted from BUSINESS REPORT.
India has won the Commonwealth Association for Public Administration and Management Award 2018 for an initiative that envisages quality education for all.


India on October 23, 2018 won the Commonwealth Association for Public Administration and Management Award (CAPAM) 2018 for an initiative that envisages quality education for all.

The initiative entitled ‘Unnayan Banka-Reinventing Education Using Technology of Banka District’, state of Bihar has been awarded under the category ‘Innovation Incubation’.

About Unnayan Banka Initiative

It is an initiative that envisages ‘quality education for all’ especially for those at the bottom of the pyramid, using the latest technologies.

It is a holistic model aimed at ensuring the overall development of youth starting from education to employability.

‘Education’ is one of the most important Millennium Development Goals. It is a great social mobiliser and must be everyone’s birthright and it is the Union Government’s endeavour to provide this to all children.

Besides this, another initiative entitled ‘Unified Agriculture Markets’ of Co-operation Department of Government of Karnataka was selected under the category of ‘Innovation in Public Service Management’. The initiative has also been awarded the overall Gold Award at CAPAM Awards, 2018!

ABOUT CAPAM

CAPAM is a non-profit association representing an international network of over 1100 senior public servants, Heads of Government, leading academics and researchers located in over 50 different countries across the Commonwealth.

The association is guided by international leaders who believe in the value of networking, knowledge exchange and the promotion of good governance for the betterment of citizens in the Commonwealth countries.

It has been announcing its International Innovations Awards (IIA) Programme bi-annually, since 1998.

The CAPAM award celebrates the spirit of innovation in public service by recognising organisations that have made significant contributions to improve governance and services in the public sector.

Background

The Union Government had sent entries for CAPAM International Innovations Awards, 2018 under a host of different categories.

The CAPAM Innovation Awards were announced during the Annual General Members Meet, which was held on October 23, 2018 at Georgetown, Guyana.

On the occasion, another significant development for India included the election of the Union Secretary in the Department of Administrative Reforms & Public Grievances (DARPG), KV Eapen to the CAPAM board.

The [Indian] Department of Administrative Reforms and Public Grievances (DARPG) under the Union Ministry of Personnel, Public Grievances and Pensions is an institutional member of Commonwealth Association for Public Administration and Management.
Exciting course: Leading Innovation in the Public Service

Do you want to innovate in the public sector? Do you want to demystify innovation? Then you must attend the enthralling “Leading Innovation in the Public Service” course offered by the School of Government in partnership with the Centre for Public Service Innovation.

Innovation management within the public sector is one of the pillars of the knowledge economy. In practice, very few managers know about innovation management and therefore cannot easily define it as different to other general concepts such as improvement, creativity or entrepreneurship.

THE PURPOSE OF THIS COURSE IS TO EMPOWER PUBLIC OFFICIALS TO:
◊ Approach challenges in new and creative ways
◊ Apply innovation theory, models, principles and practices to work-related challenges in a specific context
◊ Analyse their own work environments in terms of the features of innovation and identify gaps that should be bridged in order to embed innovation as a culture and practice
◊ Lead a team through a process of creative thinking and problem solving that is not traditional or expected so that it can yield new possibilities and solutions for improved service delivery standards

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The Government of United Republic of Tanzania in collaboration with development partners, through the Regional Communication Infrastructure Program (RCIP-Tanzania) have successfully developed and launched nine Information and Communication Technology (ICT) systems to improve public service delivery.

The objective of launching systems is to enhance efficiency, transparency, accountability, effectiveness in the performance of daily government activities, reducing the cost of purchasing international communications networks, increase network access to rural areas, eliminating corruption systems when stakeholders and citizens need services at Government Institutions.

The Systems launched included the Birth and Death Registration System for enhancing birth and death registrations through improved systems and business processes; Telemedicine System for improving health care services through Information and Communication Technologies (ICT) by linking remote hospitals to a referral hospital (Muhimbili National Hospital-MNH), with focus on e-referral, e-radiology and e-consultation; National e-Procurement System for providing end to-end electronic system for acquisition of medical supplies from selection of suppliers and purchase, to delivery at the Medical stores Department (MSD).

Other systems included e-Records System for management, preservation and access of digital records for Government, business and citizen needs; Government e-Payment Gateway – GePG through which customers can pay for public services via cards, internet banking and mobile money; Government Mobile Platform for enabling Government institutions to establish and render mobile service solutions to Citizens; e-Office System for automating Government daily routine business operations; Government Mailing System and e-Vibali system for approving public servants’ personal or official trips outside the country.

In launching the systems, the Prime Minister of the United Republic of Tanzania, Hon. Kassim M. Majaliwa (MP) said that, the 5th Phase Government is committed to continue improving its services and enable citizens to access quality services particularly in rural areas, and also intensify the fight against corruption through the ICT enabled service delivery systems.
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Ikasi Solutions c.c. is a Level 1 I.T. company founded in March 2001.

Our core business include the following product offering:

- **Communications Services**
  - Within our communications portfolio we support a range of products and technologies that are designed to offer our customers access to tailored voice, networking, security, mobility, storage and power solutions that will meet their express converged communication needs.

    Tapping into a pool of leading vendors our team is able to assist our clients in providing best and suitable solutions, support and skills across the length and breadth of the customers communications requirements viewing these as a holistic extension of their business at all times.

- **Mobility Solutions**
  - We offer the best auto-identification technologies in today’s high-growth data capture market. We offer our partners access to a range of technologies that extend from secure electronic payment and on-demand receipt printing to wireless handheld scanners.

- **Cloud Solutions**
  - Our relationship with Westcon Group has enabled us to offer the best cloud solutions that allows us to help our clients understand the cloud as well as internalise it in their own business. It is not our goal to develop a cloud and sell you cloud real estate – instead we want to be you and your IT professionals cloud vendering machine. Enabling you to select solutions best suited to your business, providing you with the training and migration tools you need to make the cloud a reality.

- **Security Solution**
  - Our range of specialist networking, physical and data security technologies, supported by our internal support services, provide our client’s access to solutions that will assure their environments the peace of mind required in an era where security threats are more prevalent than ever. We achieve this by supporting client’s with expert knowledge, vendor-accredited sales and technical training and value-add professional services.

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In this captivating work, Berkun efficiently dismantles the myths that surround the process of innovation. He talks about many things, most importantly about the sources of new ideas, why many people don’t like coming up with ideas, how great managers make innovative ideas thrive and the importance of finding the right problem to solve.

The book is rich with case studies and anecdotes that make it all the more entertaining. Berkun also shows how to overcome resistance to new ideas and emphasizes that problems are in fact more important than answers. Finally, he also shows that significant breakthroughs don’t happen overnight and the best ideas may not always win.

The public service does not see itself as one organisation or one institution that must work together to achieve a common purpose, vision and goals.

This mindset and way of doing business does not create the environment for the public service to be facilitators of economic growth and social development. In addition there is limited planning and coordination across key functions and limited collaboration in policy making and information sharing that makes it difficult to achieve a truly accountable and results-driven public service. As in other jurisdictions, government is where the tough problems come to be solved.
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