



**Centre for Public Service
Innovation
Strategic Plan for
2020–2025**



the cpsi

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



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Executive Authority Statement



The Minister for the Public Service and Administration presents the 2020–2025 Strategic Plan of the Centre for Public Service Innovation (CPSI), which is a key component of the Ministry for Public Service and Administration.

The 2020–2025 Strategic Plan is a sequel of the 2015–2019 Strategic Plan. The 2015–2019 Plan defined the strategic role of the CPSI as support to the Public Service and Administration Portfolio (hereinafter Portfolio) in achieving its commitment to build an efficient, effective, and development-oriented public service through innovation. The 2020–2025 Plan, however, redefines the role in terms of Priority One of the Sixth Administration, namely the achievement of a capable, ethical, and developmental state. It views innovation as a critical catalyst and enabler of the public service to execute the government's commitment to deliver on the developmental agenda, which includes the other six priorities and in particular the provision of better health, decent jobs, quality education, and safe communities as outlined within the National Development Plan (NDP). As such, this Strategic Plan is also aligned with the priorities of the Sixth Administration and with new approaches such as the District Development Model.

As its contribution, the Portfolio has committed to specific outputs, namely, service-delivery quality and access; human-resource management and development; accountability; tackling corruption effectively; nation-building and national identity; citizen participation; and social cohesion.

The CPSI, on the other hand, fulfils a unique and strategic mandate to inculcate and drive the culture and practice of innovation in the public sector as a critical transformative catalyst and enabler for improved service delivery and performance. The CPSI is a facility for the whole of government for innovative ideas, solutions, and models that will expedite our fulfilment of these important commitments by improving the delivery of quality services to the citizens.

Because of its government-wide reach and influence, the CPSI is best positioned to promote cross-sector and inter-sphere collaboration and co-innovation among government institutions to facilitate the unearthing; encouraging; rewarding; showcasing; piloting; and mainstreaming of innovation in the public sector for improved service-delivery performance.

Through its vast experience and expertise – and a variety of effective, creative, and innovative tools and platforms – the CPSI has and will continue to provide much-needed thought leadership to public-service institutions in their adoption of innovation and innovative solutions, while also demonstrating its value and impact in solving service-delivery challenges of ordinary citizens.

The role and relevance of innovation as a catalyst for development and growth, particularly within the context of modern-day society, can never be overemphasised. In an era of rapid technological explosion, which reshapes the workspace and the global economy while redefining social relations, the government has also to ramp up its innovative efforts to match the expectations of its equally sophisticated citizens. This challenge, which is further complicated by the Fourth Industrial Revolution (4IR) and the most devastating changes in

global climate ever witnessed in human history, requires us to constantly seek new and effective solutions through innovation.

With only ten years remaining for us to achieve the envisaged targets of Vision 2030 of the NDP – namely, to defeat poverty, unemployment, and inequality – not enough progress has been made so far.

For that reason, in his 2019 State of the Nation Address, President Cyril Ramaphosa emphasised the need for extraordinary measures to ensure our realisation of Vision 2030. The public service has to make unpopular choices, set matching priorities, and focus on actions that will have the greatest impact and catalyse faster movement forward, both in the immediate term and over the next ten years.

Drawing from the 2019 State of the Nation Address, which set a tone for the Sixth Administration, this Strategic Plan will support achievement of the seven priorities for the rest of government as mentioned earlier. These are:

- A capable, ethical, and developmental state
- Economic transformation and job creation
- Education, skills, and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements, and local government
- Social cohesion and safe communities
- A better Africa and world

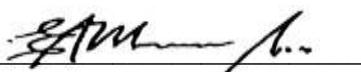
Our Portfolio is committed to work with the rest of government and to align all our programmes and policies with these overarching tasks.

Thus, in the next five years – as outlined in this Strategic Plan geared to achievement of Vision 2030 – the public sector has to streamline and redirect its national effort to ensure progress on the promises made to transform the lives of citizens.

Therefore, echoing President Ramaphosa's advice, 'Let us agree, as a nation and as a people united in our aspirations, that within the next ten years we will have made progress in tackling poverty, inequality, and unemployment, where:

- 'No person in South Africa will go hungry;
- 'Our economy will grow at a much faster rate than our population;
- 'Two million more young people will be in employment;
- 'Our schools will have better educational outcomes, and every 10-year-old will be able to read for meaning; and
- 'Violent crime will be halved.'

The ultimate beneficiaries of the work of the CPSI are the citizens of this country. The more innovative government is in public-service delivery, the more effective and efficient the services we render become, and the better the experiences of ordinary citizens will be.



Mr Senzo Mchunu, MP
Minister for the Public Service and Administration

Accounting Officer Statement



This Strategic Plan (2020–2025) builds on the implementation lessons learned over the past five years. There are no fundamental changes to the strategic direction contained in both the 2015–2019 and 2020–2025 Strategic Plans, as both are guided by the overall mandate of the organisation. Substantial refinements to the model have been made, however, in particular to strengthen the capacity to replicate innovative solutions. The choice of solutions for piloting or replication is guided by the priorities of the Sixth Administration, and in particular, Priority One: Achieving a capable, ethical, and developmental state with a particular emphasis on leveraging innovation to improve:

- The effectiveness and efficiency of service delivery systems, structures, and processes;
- The innovation capacity of public-sector officials; and
- Public service and administration in Africa and the international arena.

In addressing these outcomes, the CPSI ensures the continued alignment of its business and operational model with those of other key sectors within the Portfolio and beyond: to support them in achieving their outcomes through more effective and innovative approaches, processes, systems or products. These sectors include Safety and Security; Water and Sanitation; Education; and Health.

In accordance with its core values, the CPSI values and upholds collaborative partnerships with other key public-sector institutions and entities within and outside the Portfolio; the private sector and non-governmental organisations (NGO) sectors; the South African National System of Innovation (NSI); as well as key global role players within the space for public-sector innovation. Of particular importance is the collaboration with the NSI, which includes science councils such as the Human Sciences Research Council (HSRC) and Council for Scientific and Industrial Research (CSIR); universities; incubators; agencies; and beneficiaries (small, medium and micro-sized enterprises – SMMEs) of the work of these entities.

The promotion of collaborative partnerships is in line with Vision 2030 of the NDP, which demands that the public sector make major adjustments – both in policy and operations – to achieve performance levels that further accelerate delivery on our developmental agenda.

These include strengthening of inter-governmental relations for integrated, collaborative, and seamless service delivery at all levels – national, provincial, and local – supported by all other institutions of government working together. These adjustments also include having a national system of innovation that permeates the culture of the public service, business, and society to guarantee South Africa's competitiveness.

Testing and piloting of new and innovative solutions form one of the key objectives of the CPSI. They also constitute a critical part of CPSI work carried out, in part, to develop new and innovative solutions to service-delivery challenges. An additional refinement was made in this regard to allow for a more phased approach to work, given that most projects are multi-year initiatives. The refinement was necessitated by the fact that risks associated with more

complex projects require a stage-gate approach, where decisions on the viability of projects are taken at key development stages.

The CPSI's service-delivery value chain remains integrated with the annual Awards Programme that anchors deliverables. It remains the primary vehicle for stimulating innovation activities and unearthing existing innovations for sharing and replication.

Our open innovation partnership with the institutions in the NSI, and in particular with the Innovation Hub, has previously resulted in initiatives such as the Memeza Community Alarm system, which continues to significantly impact community safety in poor communities. This partnership will continue with its dual purpose; it stimulates both service-delivery innovation and entrepreneurial development. Taking President Ramaphosa's lead on youth empowerment, we have expanded this open innovation partnership to collaboration with youth initiatives such as hackathons and digital literacy (for the 4IR) in order to not only leverage the ingenuity of the youth to solve public-sector challenges, but also to build core digital skills for the potential public servants of the future.

Innovation in the public sector does not happen in a vacuum. It is prompted and thus grounded on current service-delivery challenges. Importantly, it can only find expression in the quality of solutions that are unearthed and developed to solve those targeted challenges. As a key objective, the CPSI has to encourage the development of solutions by innovators, within and outside of government, as part of its work to nurture innovation in the public sector.

The creation of a culture and practice of innovation in the public sector is critical in ensuring that the sector remains innovative. Public-sector innovation thrives on vibrant knowledge platforms and products to encourage sharing and learning. These platforms are used to avoid reinventing the wheel. The platforms also serve as a source of innovative solutions for the replication programme. International knowledge platforms provide the global context to ensure that South Africa remains relevant and is kept abreast of new developments in the innovation space.

It is thus in a spirit of learning, continuous improvement, and innovation, and with a deep sense of the task resting on our shoulders, that I am presenting this Strategic Plan for the period 2020 to 2025



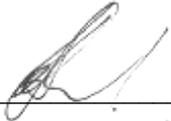
Ms Lydia Sebokedi
Executive Director (acting)

Official Sign-Off

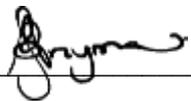
It is hereby certified that this Strategic Plan:

- Was developed by the management of the Centre for Public Service Innovation under the guidance of Mr Senzo Mchunu, MP;
- Takes into account all the relevant policies, legislation, and other mandates for which the Centre for Public Service Innovation is responsible; and
- Accurately reflects the Impact, Outcomes, and Outputs which the Centre for Public Service Innovation will endeavour to achieve over the period 2020–2025.

Mr PJ Schoonraad
Programme Manager: Public Sector Innovation

Signature:  _____

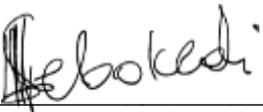
Ms AC Snyman
Chief Financial Officer

Signature:  _____

Ms DN Mavikane
Head Official responsible for Planning

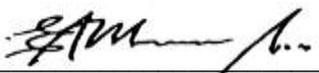
Signature:  _____

Ms LM Sebokedi
Accounting Officer

Signature:  _____

Approved by:

Mr Senzo Mchunu, MP
Executive Authority

Signature:  _____

Part A: Our Mandate

1. Constitutional Mandate

The CPSI does not have an explicit Constitutional mandate but operates under the principles as set out in Chapter 10, s195 of the Constitution of the Republic of South Africa. In particular, s195 (b)–(e) and (g) have direct relevance to the work of the CPSI:

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

Therefore, the CPSI:

- a) Is responsive to the needs of citizens by being challenge-driven;
- b) Champions transparency through open innovation and supporting open government initiatives;
- c) Promotes efficiency and effectiveness through innovation; and
- d) Is development-oriented by co-developing solutions to address challenges identified in the NDP and Sustainable Development Goals (SDGs) with innovators across and outside of government.

Furthermore, in terms of Chapter 3 s41 (h) of the Constitution, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith by:

- (i) Fostering friendly relations;
- (ii) Assisting and supporting one another;
- (iii) Informing one another of, and consulting one another on, matters of common interest; and
- (iv) Co-ordinating their actions and legislation with one another.

Given the cross-sectoral reach of the organisation and the fact that challenges and solutions span all three spheres of government, cooperative governance lies at the heart of successful innovations and replication.

2. Legislative and Policy Mandates

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

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

- (i) advancing needs-driven research and development;

- (ii) unearthing, demonstrating, sharing, encouraging, and rewarding innovation;
- (iii) testing, piloting, and incubating new innovations and supporting the replication of innovative solutions; and
- (iv) partnering with public, private, academic, and civil society sectors on supporting the mandate of the CPSI.

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

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

- The NDP
- NDP Five-Year Implementation Plan
- Medium Term Strategic Framework (MTSF)
- Sixth Administration Priorities
- Ministry for Public Service and Administration (MPSA) Priorities
- District Development Model
- SDGs
- Agenda 2063

4. Relevant Court Rulings

Not applicable.

Part B: Our Strategic Focus

5. Vision

A solution-focused public sector through innovation.

6. Mission

To entrench an innovative culture and practice in the public sector.

7. Values

The following values guide the CPSI's strategic direction:

- **Innovative:** The CPSI enables public-sector innovation by using new methods or ideas to improve the quality of life. The CPSI further acknowledges and honours this fundamental value to encourage public-sector institutions in their efforts to innovate, from unearthing innovative initiatives to replication and mainstreaming.
- **Committed:** The CPSI is fully committed to finding and developing new solutions for the developmental challenges faced by South Africans, in particular, to contribute to the reduction of unemployment, inequality, and poverty.
- **Need-driven:** The CPSI endeavours to respond to the needs of the citizens by addressing the root causes of service-delivery failures in an empathetic manner.
- **Ethical:** *The CPSI is committed to the highest standards of ethical conduct that reflect openness; transparency; honesty; trustworthiness; integrity; responsibility; accountability; and discipline.*
- **Collaborative:** The CPSI values collaborative partnerships with other public-sector entities, the private and non-governmental organisation (NGO) sectors, the South African NSI, and key global role players within the space of public-sector innovation.

8. Situational Analysis

8.1. External environment analysis

The CPSI operates in an environment that is affected by a number of external factors. The current economic downturn in the country has led to shrinking budgets and reprioritisation of focus areas. Annual cuts in allocations have led to a number of programmes not being pursued. The imperatives of the Sixth Administration have also led to the need to reconfigure the state, which will impact on the CPSI one way or the other during the first part of the five-year period, in terms of placement, organisational structure, and budget allocation.

This is also an era of rapid changes and multiple system transitions, including what is referred to by the World Economic Forum as the 4IR. Rapid change, and in particular the confluence of changes, is another externality that the CPSI has to account for. It requires different skill sets, agility, and anticipatory focus as we chart into an unknown future.

The Covid-19 pandemic is an example of how such a rapid change can happen in the world and disrupt normal planning processes, such as five-year strategic plans. This pandemic has

put unimaginable pressure on the public service, especially on our health and security sectors. In addition, measures undertaken by the South African Government to mitigate and slow down the pandemic, such as the lockdown, have also had an impact on the normal operations of the public service in general. As such, the first year of this strategic cycle will be characterised by uncertainty and volatility, typical of a VUCA¹ world. The programme will require more flexibility than normal and – depending on measures put in place during the first half of the year – resultant adjustment of targets and priorities. However, the Covid-19 pandemic also provides an impetus to innovate, thus making key public services more resilient for future shocks and adding momentum to digitising services. As such we will continue our advocacy of Strategic Foresight as a tool to better prepare for such events.

More generally, inertia, risk avoidance, and a lack of entrepreneurial spirit in departments remain some of the key global threats to public-sector innovation, as articulated by an Australian public servant in a recent report by Noveck and Glover.²

Middle management faces accountability systems that lead to risk-avoidance, siloed mentality — they sent a message of, 'we don't trust you' in a context of uncertainty.

A similar mentality in the South African context poses a threat to CPSI's ability to deliver on its mandate. The nature of the CPSI's work requires a collaborative approach during development, replication, and mainstreaming of innovative solutions. Without the collaboration between – and taking of ownership by – departments, the CPSI will always grapple with problems in achieving targets.

Despite the numerous threats that the organisation faces, a number of strategic opportunities remain for the CPSI to exploit in carrying out its mandate. Opportunities that come with 4IR ensure the relevance of the CPSI going forward. These opportunities will be explored at the project level in order to leverage frontier technologies and the required skills for public-service delivery. The NSI also recognises the CPSI as a critical organisation in driving public-sector innovation,³ and as this system transitions into a more sustainability-focused system as required by the White Paper on Science, Technology and Innovation, the CPSI will play a critical demand-side role. In addition, a number of global partners in the public-sector innovation space also provide opportunities for the CPSI to explore. One of these is the new Accelerator Lab established by the United Nations Development Programme (UNDP) to leverage innovation that will accelerate the achievement of SDG targets.

Successful public-sector innovation requires partnerships and collaboration with multiple stakeholders. The below framework will be used to guide stakeholder engagements at programme and project level.

The NDP further expands on the requirements for the medium- to long-term developmental and capable state, namely the need to:

- Stabilise the political-administrative interface;
- Make public service and local government careers of choice;
- Strengthen delegation, accountability, and oversight;
- Improve Interdepartmental co-ordination and relations between national, provincial, and local government;
- Strengthen local government; and

¹ VUCA: Volatility, uncertainty, complexity, and ambiguity.

² THE ROADMAP: TODAY'S PROBLEMS, YESTERDAY'S TOOLKIT. 2019. Report for the Australian and New Zealand School of Government.

³ White Paper on Science, Technology and Innovation, P35.

- Leverage the developmental potential of state-owned enterprises.

Though not explicitly mentioned in the list, the NDP clearly articulates the role of innovation as a key driver of change, including the stipulation that, 'The government must investigate more creative and innovative ideas.'

As we build a culture of innovation – and involve more youth entrepreneurs in exploring solutions for service delivery challenges – the CPSI is inundated, beyond its capacity, with requests for support. Its services are also required to support and facilitate the replication of innovations unearthed through its Awards Programme. At present, the capacity of the organisation only allows for the development of two solutions and the additional replication of two solutions.

8.2. Internal environment analysis

The CPSI's strengths lie in its ability to facilitate pre- and post-development support and in its robust knowledge platforms and products that encourage learning and replication. The strong corporate governance of the CPSI is one of the key strengths that the organisation needs to leverage.

Some of the weaknesses that may impede the CPSI in delivering on its mandate include, among others, capacity constraints; lack of funding mechanism for public-sector innovation; the limited use of innovative solutions within the organisation itself; and the strict regulatory restrictions related to its corporate form. More can be done to improve organisational culture and stakeholder management. The CPSI will actively engage with all stakeholders in order to strengthen or augment existing capacity. A new initiative to actively implement innovations unearthed through the Awards Programme in Programme 2 will further help the CPSI to overcome these weaknesses. The CPSI has and will continue to engage with the Minister on capacity challenges and corporate form as a government component.

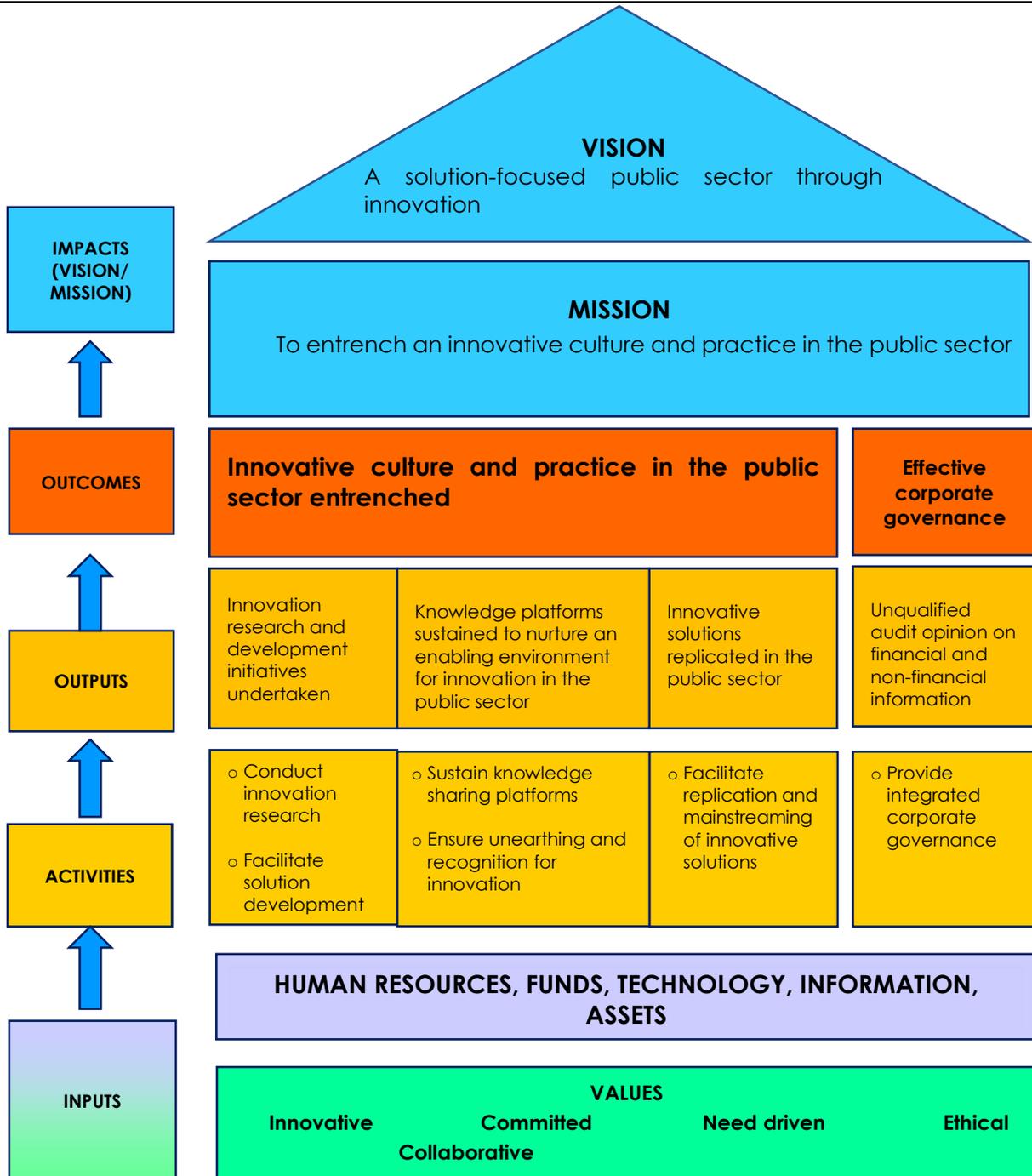
The table below summarises the outcomes of a more comprehensive SWOT analysis.

STRENGTHS	WEAKNESSES (AREAS TO BE DEVELOPED)
<p>Innovative solutions available</p> <ul style="list-style-type: none"> • Facilitate post-development support <p>Enabling environment for innovation fostered</p> <ul style="list-style-type: none"> • Knowledge transfer platforms • Recognition for innovation <p>Business management/leadership</p> <ul style="list-style-type: none"> • Corporate governance <p>Corporate resource management</p> <ul style="list-style-type: none"> • Financial management • Supply-chain management <p>Knowledge base for innovation created</p> <ul style="list-style-type: none"> • Harness innovation research capacity • Provide policy support research • Knowledge custodianship <p>Innovative solutions available</p> <ul style="list-style-type: none"> • Facilitate solution development <p>Business management/leadership</p> <ul style="list-style-type: none"> • Business positioning • Organisation culture development • Business performance management • Corporate communication/branding • Stakeholder relations management 	<ul style="list-style-type: none"> • Capacity constraints • Non-implementation of innovative solutions within the organisation itself • Regulatory constraints related to its corporate form as a government component • Internal systems (not fully digitised)

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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Connected to NSI opportunities • Political support • Local partnerships (entrepreneurs, youth, SMMEs, NSI) • International partnerships (Open Government Partnership, Organisation for Economic Co-operation and Development (OECD), African Union (AU), United Nations (UN)) • Further leveraging awards entries for replication and learning • Innovation a national priority • 4IR • New ways of working post Covid-19 • Availability of innovation tools/knowledge • Demand for co-ordinated public-sector innovation • Authority to drive public-sector innovation nationally 	<ul style="list-style-type: none"> • Changing political priorities • Covid-19 pandemic • Stakeholder decisions affecting our projects • External dependencies • Insufficient public-sector innovative solution funding • Risk aversion in departments • External events such as a pandemic • Insufficient executive management (of implementing institutions) support for replication and mainstreaming • Non-protection of Intellectual Property (IP)

Part C: Measuring Our Performance



9. Institutional Performance Information

9.1. Measuring the impact

Impact statement	Improved effectiveness and efficiency of the public service and its service delivery to the public through innovation
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9.2. Measuring Outcomes

Outcome	Outcome Indicator	MTSF Priority Six	Baseline	Five-year target
Effective corporate governance	Number of unqualified audit opinions	A capable, ethical and developmental state	1 p/a	5
Innovative culture and practice in the public sector entrenched	Number of innovation initiatives enabled		15 p/a	75

9.3. Explanation of planned performance over the five-year planning period

9.3.1. Outcome: effective corporate governance

The achievement of this outcome will ensure, among others, accountability for the efficient, effective, and economic use of allocated resources towards fulfilling the mandate of the organisation.

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

There are three sub-programmes

- **Strategic Management** provides administrative support to the Executive Director to co-ordinate implement, monitor, and report on the organisation's overall performance.
- **Corporate Resource Management** manages and monitors the provision of corporate resource management services, information communication and technology management services, security management services, office support, and auxiliary services.
- **Office of the Chief Financial Officer** ensures compliance with all relevant financial management statutes and regulations, notably the Public Finance Management Act (PFMA), and oversees the effective financial and supply-chain management of the organisation.

9.3.2. Outcome: innovative culture and practice in the public sector entrenched

This outcome contributes directly to the achievement of the mandate of the CPSI and the implementation of the NDP. It is also a cross-cutting outcome that impacts on the seven priorities of government as identified by the Sixth Administration.

Solution development is a critical step in infusing innovation in the public sector; these solutions are mostly brought forth by innovators, within and outside of government.

Through active engagements with youth on challenges, new ideas and concepts can be explored, which in turn encourages youth to contribute to the economy of the country whilst solving service-delivery challenges. The CPSI thus supports hackathons and similar initiatives and collaboration with partner institutions such as The Innovation Hub to develop solutions,

The creation of a culture and practice of innovation in the public sector is critical in ensuring that the public sector remains innovative. Public-sector innovation thrives on vibrant knowledge platforms and products to encourage sharing and learning. These platforms are used to avoid reinventing the wheel.

The platforms also serve as a source of innovative solutions for the replication programme. International knowledge platforms provide the global context to ensure that South Africa remains relevant and is kept abreast of new developments in the innovation space.

Enabling Environment (EE) uses innovative platforms and products to nurture and sustain an enabling environment, which is critical in entrenching a culture and practice of innovation in the public sector. Many solutions that are unearthed through the Awards Programme or through collaboration with the broader NSI have the potential for broader impact. As such, there is a demand for the replication and scaling of these. The Public Sector Innovation (PSI) programme thus also annually selects potentially scalable innovations for replication.

10. Key Risks

In order to ensure responsible risk management and risk mitigation, the below strategic risks were identified. It should be noted that public-sector Innovation is no different from innovation in the private and social sectors, as innovation, by definition, is strongly associated with risk-taking. As such, risks cannot be avoided, and in many cases, responsible risk-taking is required. The CPSI ensures that risks are actively managed at a project level and, as recommended by the OECD, a portfolio approach is taken to select higher and lower risk initiatives whilst detecting and monitoring potential unintended consequences. For example, projects focussed on the development of new solutions in partnership with innovators are typically high-risk initiatives, whilst replicating an initiative that was rewarded through the Public Sector Innovation Awards poses less risk.

OUTCOME	KEY RISK	RISK MANAGEMENT & MITIGATION
Effective corporate governance	Inappropriate business positioning (form and function)	<ul style="list-style-type: none"> Improve business positioning in cooperation with key stakeholders
An innovative culture and practice in the public sector	Business closure/destabilisation	<ul style="list-style-type: none"> Advocate the value add of innovation to public-sector service delivery
	Restrictive fiscal environment	<ul style="list-style-type: none"> Advocate the value add of innovation to public-sector service delivery
		<ul style="list-style-type: none"> Secure alternative sources of funds Secure effective form and function for the organisation

Part D: Technical Indicator Descriptions (TIDs)

Indicator title	Number of unqualified audit opinions
Definition	<ul style="list-style-type: none"> The outcome indicator measures good governance in the administration of the CPSI through the achievement of an unqualified audit opinion/

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	<p>outcome as a result of compliance with the PFMA; Treasury regulations and other applicable prescripts in the use of the department's resources; as well as the development and reporting of financial statements and performance information.</p> <ul style="list-style-type: none"> ▪ An unqualified outcome will be achieved through ensuring that the annual financial statements (AFS) and annual performance information of the organisation are accurate and fairly present the financial position and performance of the organisation.
Source of data	<ul style="list-style-type: none"> ▪ Auditor-General of South Africa (AGSA) final audit report.
Method of calculation/assessment	<ul style="list-style-type: none"> ▪ Final audit report.
Assumptions	<ul style="list-style-type: none"> ▪ The CPSI should have operational systems and processes in place.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ None.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> ▪ None.
Reporting cycle	<ul style="list-style-type: none"> ▪ Annually.
Desired performance	<ul style="list-style-type: none"> ▪ Unqualified audit outcome achieved.
Indicator responsibility	<ul style="list-style-type: none"> ▪ CFO.

Indicator title	Number of innovation initiatives enabled
Definition	<ul style="list-style-type: none"> ▪ The meaning of the indicator: The indicator measures a suite of initiatives embarked on to build a culture and practice of innovation, including knowledge-sharing platforms; workshops and recognition; the unearthing of solutions; development; and replication of innovations. ▪ The explanation of technical terms used in the indicator <i>Enabled means various approaches, including researching; facilitating; hosting; supporting; co-designing; and co-developing that are applied to ensure that innovation is implemented in the public sector.</i>
Source of data	<p>Number of platforms and workshops hosted. Number of research initiatives embarked upon. Number of projects (development and replication) initiated.</p>
Method of calculation/assessment	<ul style="list-style-type: none"> ▪ Simple count.
Assumptions	<ul style="list-style-type: none"> ▪ Attendance by delegates. ▪ Ownership by service delivery departments.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Target for women: N/A. ▪ Target for youth: N/A. ▪ Target for people with disabilities: n/a.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> ▪ n/a.
Reporting cycle	<ul style="list-style-type: none"> ▪ Annual progress against the five-year target.
Desired performance	<ul style="list-style-type: none"> ▪ Fifteen initiatives per annum.
Indicator responsibility	<ul style="list-style-type: none"> ▪ CDs Enabling Environment; Research and Development; Solution Support; and Incubation