Creating an Enabling Environment for Public Service Innovation and Digital Transformation to Prosper

41st AAPAM Roundtable
December 2022
What do we do?

Entrenching the culture and practice of innovation in the public sector

Why?

to build a solution-focused public sector able to creatively solve our many developmental challenges...

and

position ourselves to be better prepared for future challenges
So what is Public Sector Innovation?

The process of transforming an idea into a new or improved product, service, process or approach which fulfils the mandate of government and enhances service delivery.

Thus:

- Both Process and Product
- From idea to implementation
  - Novelty
  - Value
How?

Needs-driven research & development

Experimentation (test & pilot)

Unearth, recognise & reward

Incubate & replicate

Demonstrate, learn, share & encourage

Partnerships
Noting that Innovation ≠ Digital Transformation

**Innovation:**
*Transforming an idea into a new product/solution (digital or non-ICT)*

**Digital Transformation:**
*Applying digital technologies to transform traditional, existing processes and services into new / improved ones thus changing the way we work and deliver services:*

Both are about people thus require change management – are we willing to do things differently?
Benefits

Dubai, 8th World Government Summit – ”With technology, we can augment user effort and allow technology to do things on behalf of the customer. We are trying to bundle services, make them simple, reduce steps on customers, make sure that they get what they want in a much shorter time.” Chief of Government Services of the UAE Government

There are many benefits e.g. promotion of a digital culture but IT IS ALL ABOUT THE PEOPLE WE SERVE!
Are our Civil/ Public Service Ready?

• Where are we?
  ➢ Digitisation
  ➢ Digitilisation
  ➢ Digital Transformation
Are our Civil/ Public Service Ready?

- Innovation and Digital Transformation
  - Require a particular **attitude** that cannot be trained for: *dissatisfaction with the status quo and a drive to take the risk to do something about it*
  - **Both are about people.**
  - **Leadership** to not leave anyone behind.
  - Require diverse skills sets.
  - **Both require a lot unlearning and getting out of the comfort zone- trying new things —willingness to change**
Are our Civil/ Public Service Ready?

• Some of the challenges
  ➢ Unwillingness to change
  ➢ Risk averse Civil/ Public Services
  ➢ Working in Silos
  ➢ Use of Legacy Systems
  ➢ Skills gap – eg 4IR skills
  ➢ Cyber security – data breaches, attacks and system failures
  ➢ Constraint budgets? ( IT spent does not translate into positive gains in some instances)
Some South African Examples:
Need: To Reduce Police Response-time to incidents of crime, especially GBV in informal settlements

Solution: Co-developed the Memeza Community Alarm - reduced SAPS response time from 48 hours to 7 minutes

Tested and Piloted: Diepsloot, Gauteng (2015/16)

Sponsor: CPS, Vodacom, SAB, Lotter Location: Diepsloot Duration: 12 Months Partners: SAPS, CPF, The Innovation Hub, Dep Community Safety, Community Policing Forum Objectives: Reduce GBV, rape and crime in general in Diepsloot, while pro-activating and improving SAPS and CPF response times

Average SAPS Response Time measured in Diepsloot: 7 - 12 Min

600 Memeza Community Policing Alarms installed in vulnerable households/SMMEs and linked to SAPS, CPF and Communities

100% Theft prevention rate of theft where Memeza Community Policing Alarms were installed in vulnerable homes linked to SAPS, CPF and Communities

9% Reduction in murder rate as reported by SAPS through National Crime Statistics

26% Reduction in sexual violence as reported through National Crime Statistics

National Project Footprint and Impact Statistics

2200+ Memeza Community Policing Alarms installed in vulnerable communities

65+ Police stations Nationally working with Memeza, supporting the project through direct linkages to SAPS Sector vehicles.

7 to 12 Min Average response time Nationally measured where SAPS Sector vehicles respond to Memeza Community Policing Alarms installed in vulnerable communities

90+ Public Schools ICT and Food supplies protected through Memeza Community Policing Alarms linked to SAPS Sector vehicles, CPF and Communities

99.8% Theft prevention rate of ICT and food for feeding schemes in Public Schools

98% Positive feedback from Schools on improvement in relationship with SAPS and CPF

37 21 Permanent Jobs created and 16 Community Youth Based Jobs created since the start of the project

70 000+ Memeza Personal Alarms distributed to vulnerable Woman, Children, Elderly and people with Disabilities

Memeza's Vision is aligned to the National Development Plan on Safety - "by 2030, people living in South Africa should have no fear of crime. Women, children and those who are vulnerable should feel protected"
The Need: Technology-supported learning and remote learning and learner management

Solution: Locally Developed Online Learner Management System

Impacts: School fully functional during Covid, lessons and learning material accessible 24/7, online assessments, learner tracking.

Edtech that enhances inclusivity...
**The need:** Reduction of queues, medicine availability and stock control / reduce theft

**Solutions:** Pharmacy automation and ATM-like PDUs in malls and at hospitals

**Impacts:** Complete elimination of stock losses, wrong dispensation, queuing time reduced by up to 4 hours

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4IR Tech that improves the health and wellbeing of citizens.

- **2210800** Patients Served by March 2020
- **12216749** Prescription Items Dispensed by March 2020
- **3** In-Pharmacy Automated Sites
- **1** Tele-pharmacy Call centre covering 11 Official Languages
- **18** Active PDUs / ATM Pharmacies
- **2** Central Dispensing Facilities (CDUs)
- **69** Collect & Go Smart Lockers

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**PDU at HJH & Bara Mall**

**Robotics at HJH**
In conclusion...

What Civil/ Services should be doing to contribute to innovation and digital transformation:

…Create a climate for **change**– role of **leadership** – deliberate **strategy to address grand challenges** - …. 

…explore **frontier technologies** and tools like business intelligence…. 

support digital skills development and mentor digital entrepreneurs
  • **Re-skill internal IT**
  • **In-house System Developers**

Willingness to **share datasets** across government departments/ inter-operability
In conclusion...

What Civil/ Public Services should be doing to contribute to innovation and digital transformation:

...champion appropriate tools like design thinking and agile development. 

...and regulating for the use of technology for good, such as inclusion, privacy and algorithmic ethics ....
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