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## **42th AAPAM ROUNDTABLE CONFERENCE**

AFRICAN ASSOCIATION FOR  
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**05th – 08th December, 2023**

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**AVANI HOTEL, LIVINGSTONE, ZAMBIA**

**THEME:** *BUILDING RESILIENT SOCIETIES IN AFRICA THROUGH EFFECTIVE GOVERNANCE AND PUBLIC ADMINISTRATION: AN IMPERATIVE FOR THE REALIZATION OF THE SDGS AND AGENDA 2063*



## LAYOUT

- 01 Introduction
- 02 Why innovation key towards transforming Public Administration
- 03 Countries experiences on fostering Innovation
- 04 Innovation context, success and challenges in Tanzania
- 05 Importance of Innovation in the context of Tanzania Public Service
- 06 Key foundations and Pillars to consider in promoting innovation in Public Service
- 07 Roles and Responsibilities of Institutions in managing and fostering Innovation
- 08 Conclusion

# 1. Introduction

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# Background

In the course on improving **Government Performance and service delivery to the citizen**. Since its Independence in *1961*, the Government of Tanzania has made some **efforts and strategies** towards improving public service delivery in terms of quality, access and productivity.

➔ The introduced strategies, were not enough to cure challenges that are affecting public service innovation.



➔ *With regards to the existing challenges, Government took some actions to improve:*

**Human Resource Planning** that will foster innovation in service delivery

**Employees** having positive mindset

Through **Sector guidelines** which direct Public service to implement their plans and strategies

***The meaning of Innovation has been more directly linked to Technology of which the results are clearly seen and tangible, and not the outcomes resulted after innovation being involved such as in terms of service or product that has been improved.***



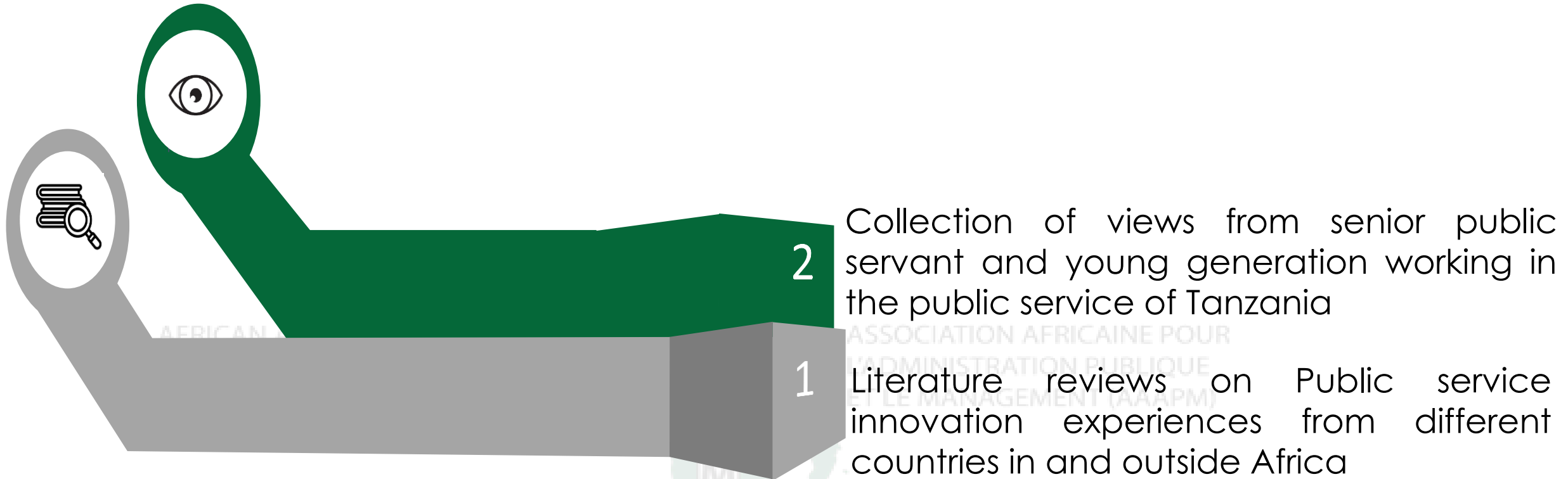
# Objectives

The main objectives are to share on what it entails for the countries to harness the beauty of innovation towards transforming the Public Administration.



# Methodology

The methodology to for the proposed Public Service Innovation guide employs various approaches that can be used by public service institution to improve innovation.







# Expectations

**Build a Sustainable Innovation System** with positive effects and results with sustainability and multiplier effects from innovation



**Having in place an Effective system, a foundation and strong pillars** that will enable employees to show or provide alternative ideas to solve challenges, including involving all important stakeholders in the process of finding solutions

*Thus, changing the working order, will bring the challenge of changing the basic habitual behaviours and thus there is a need to have a solid foundation that will enable its implementation so as to stimulate innovation within the Government machinery.*

## 2. Why innovation key towards transforming Public Administration

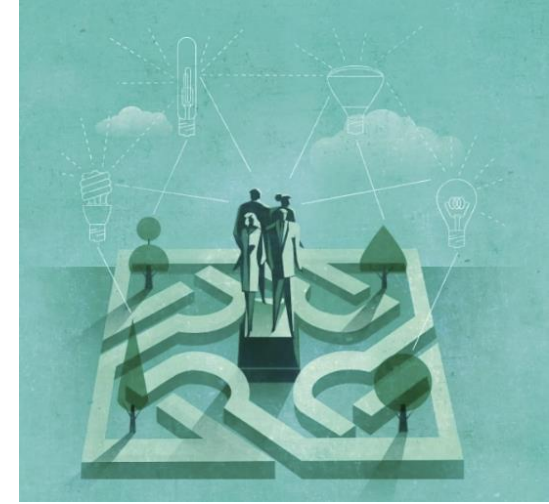
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# Innovation

The Government recognizes the importance of innovation as a cross-cutting area in **enhancing performance** and **service delivery** to the Public.



It gives Methods or systems that bring productivity in the provision of services

Foster Ability to design new ways of doing things

Thus, Innovation can be a change in the quality of products, procedures for obtaining services, ideas or ideas that bring about positive changes, administrative methods,

● Effective coordination strategies

● Setting up an enabling environment

● Involvement of various stakeholders

### 3. Countries experiences on fostering Innovation

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# Countries Experiences

Analysis of the experience in managing innovation in providing public services shows that countries such as:

➤ **South Africa,**

➤ **Ireland, and**

➤ **Singapore**

Use various systems to implement the concept of innovation in public service delivery, resulting in successes and various challenges.



# Experience in Innovation in South Africa

Established the Centre for Public Service Innovation (CPSI) in 2001, under the Ministry for the Public Service and Administration.

This centre is tasked with creating sustainable modules of innovation within the context of the public sector.

## Achievements

- (i) Establishment of the Centre for Public Service Innovation (CPSI)
- (ii) Introduction of Innovation Awards and increased participation in the annual competition;
- (iii) Organization of the annual Innovation Conference, which helps change perspectives and engage various stakeholders, including donors;
- (iv) Establishment of innovation workshops at the provincial level
- (v) Launch of an innovation journal that informs the public about existing challenges and innovative solutions;
- (vi) Creation of online platforms to gather innovative ideas from various stakeholders based on identified challenges;
- (vii) Implementation of a system for piloting accepted innovative projects; and
- (viii) Existence of a sister institution, the Department of Science and Innovation (DSI), which coordinates scientific innovations and collaborates in overseeing the innovation mandate.

## Challenges

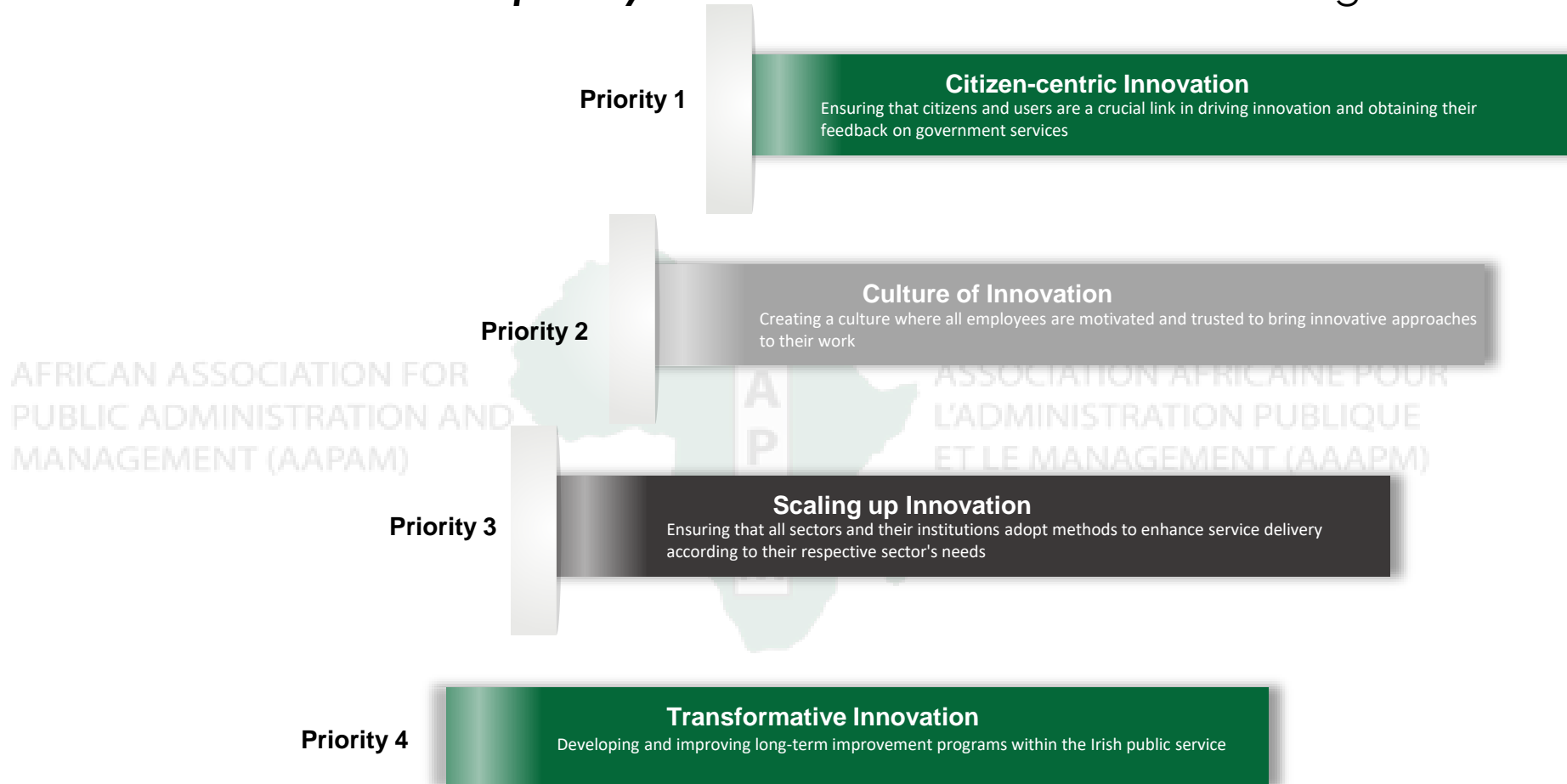
- (i) Limited capacity of institutions to implement innovative plans and strategies;
- (ii) The presence of laws hindering innovation;
- (iii) Outdated service delivery processes and procedures that are not digital;
- (iv) Changes in leadership and shifting priorities;
- (v) Changing customer needs in the era of globalization;
- (vi) Many innovative projects relying on donor funding;
- (vii) Domestic and international crises such as COVID-19; and
- (viii) Weak willingness of institutional leaders to support innovation.

# Experience in Innovation in Ireland

In Ireland, innovation is managed by the Department of Public Expenditure and Reform, which has a special unit for Public Service Improvement.

The foundation of innovation in the Irish government is built upon a vision to utilize the power of innovation to deliver world-class public services in Ireland.

*This vision aims to focus on **four priority** areas of innovation within the Irish government*





# Experience in Innovation in Ireland...

## *Achievements*

- (i) Existence of an Innovation Score Card system that focuses on assessing the five key areas of innovation standards certified under ISO 56000.
- (ii) Presence of a Public Service Innovation Fund
- (iii) Existence of the Public Service Innovation Board,
- (iv) Guidelines for the preparation of Innovation Strategies in Public Institutions:
- (v) Annual Innovation Week: Ireland introduced an innovation week, which took place for the fourth time this year since its inception; and
- (vi) Completion of the Innovation Declaration Form: All public institutions are required to complete innovation declaration forms every year to demonstrate their readiness to develop and foster innovative environments within public institutions and build a culture of innovation.

## *Challenges*

- (i) Non-compliance with quality standards for projects seeking funding from the Innovation Fund;
- (ii) Bureaucracy; and
- (iii) Resistance to face changes.



# Experience in Innovation in Singapore

- ❑ A significant part of the success of innovation in Singapore has been driven by the government's emphasis on cultivating a culture of innovation among all public servants.
- ❑ Success in this regard has been achieved by making improvements and reviewing innovation processes, including through essential principles and procedures that public institutions follow when providing services.
- ❑ This centre uses various methods to promote a culture of innovation among public servants, such as organizing training sessions for public servants on innovation issues that do not focus much on technology, allowing participants to learn how to use the built innovation framework practically.
- ❑ Moreover, through the "makeathons" process, public servants collaborate with individuals/citizens to **identify challenges**, jointly experiment with various approaches, and find solutions.

# Lesson Learnt

Based on an analysis of innovation systems in *South Africa, Singapore* and *Ireland* and considering the performance system within the United Republic of Tanzania's government, the interpretation of innovation in the public service should include:

 **Ability to create new methods, approaches or systems that enhance the efficiency of service delivery**

Therefore, innovation in the public service may involve improving the quality of products, streamlining service acquisition procedures, introducing new ideas or concepts that bring about positive changes, and administrative methods, among other things.

## 4. Innovation context, success and challenges in Tanzania

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# Innovation Context

According to the Tanzania Ministry of Education, MoEVT (2018), **Innovation** and **invention** cannot be legislated, nor brought about by edict, but comes from individuals and from creative and interactive communities.

Unfortunately there is no specific Public Service Innovation Guideline. For a successful and sustainable Public Service Innovation it needs a **proper guidance** which will enable public servants and being able to includes all important stakeholders in the process to share ideas that can solve existing performance challenges.

*This can be done by focus on the following areas which are*

- ➔ Setting an enabling environment to allow innovation to happen;
- ➔ Involvement of internal and external stakeholders to get innovative ideas; and
- ➔ Investments in time, equipment's, technology, finance and Human Resources.



# Success for Innovation in Tanzania

1

The existence of e-Government Authority that enables Government services to be accessed through online platforms Example: Government Payment services (GePG), online Meetings and Surveys

2

The presence of COSTECH, which encourages innovation from the community through various programs such as the Subsidiaries under the BUNI hub

3

The existence of the Science and Technology Fund coordinated by COSTECH

4

Availability of Awards for Designers through the MAKISATU program

5

The presence of various Public Service Improvement Programs that bring alternative ideas and thoughts to strengthen the performance of the Government



# Challenges for Innovation in Tanzania

1

Unclear understanding of the concept of innovation in the Public Service

2

Employers do not provide an enabling environment that stimulates performance or the provision of creative ideas to improve performance

3

The existence of Processes and procedures for service delivery that are outdated and accompanied by various obstacles

4

Lack of an effective procedure to recognise, honour talent, creativity and innovative ideas that improve performance in the Institution and the Public Service in general

5

The presence of Institutional Structures that do not stimulate and encourage innovation



# Challenges for Innovation in Tanzania...

6

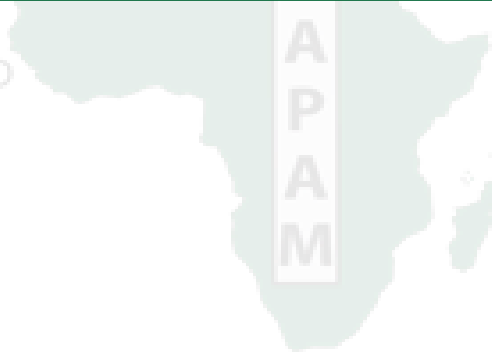
Scarcity of financial resources, people and tools needed in the work

7

Fear of unknown as someone may not aware of the results of the innovative idea as the idea may not bring positive results as expected

8

Absence of an effective system/guideline to identify and stimulate innovation in the Public Sector



## 5. Benefits of fostering Public Service Innovation in the context of Tanzania Public Service

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# Importance of Innovation



**It increases  
revenues**  
(existing and  
new)

1



**Reducing Service  
Delivery Time**

2



**Increase  
efficiency** and  
facilitating  
decision making  
by having new  
Systems

3



**Increase  
Production**  
without  
compromising the  
quality of services

4

# Importance of Innovation...



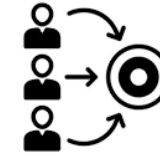
Enhancing the  
Quality of  
Products and  
Services

5



Understanding  
and **Utilizing New**  
Service Delivery  
Technologies

6



Providing Services  
in Line with  
**Stakeholder**  
Needs

7

## 6. Proposed Key foundations and Pillars to consider in promoting innovation in Public Service

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# Proposed Key Foundations and Pillars

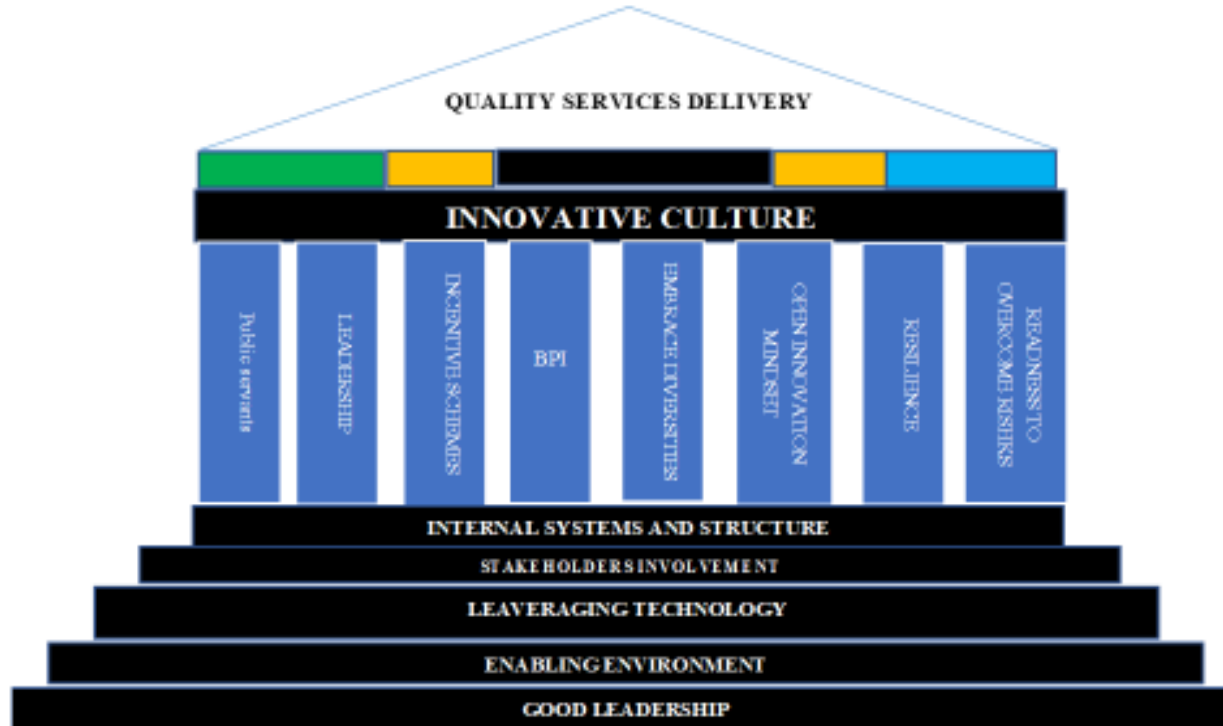
## Innovation Pillars



# Innovation Foundations

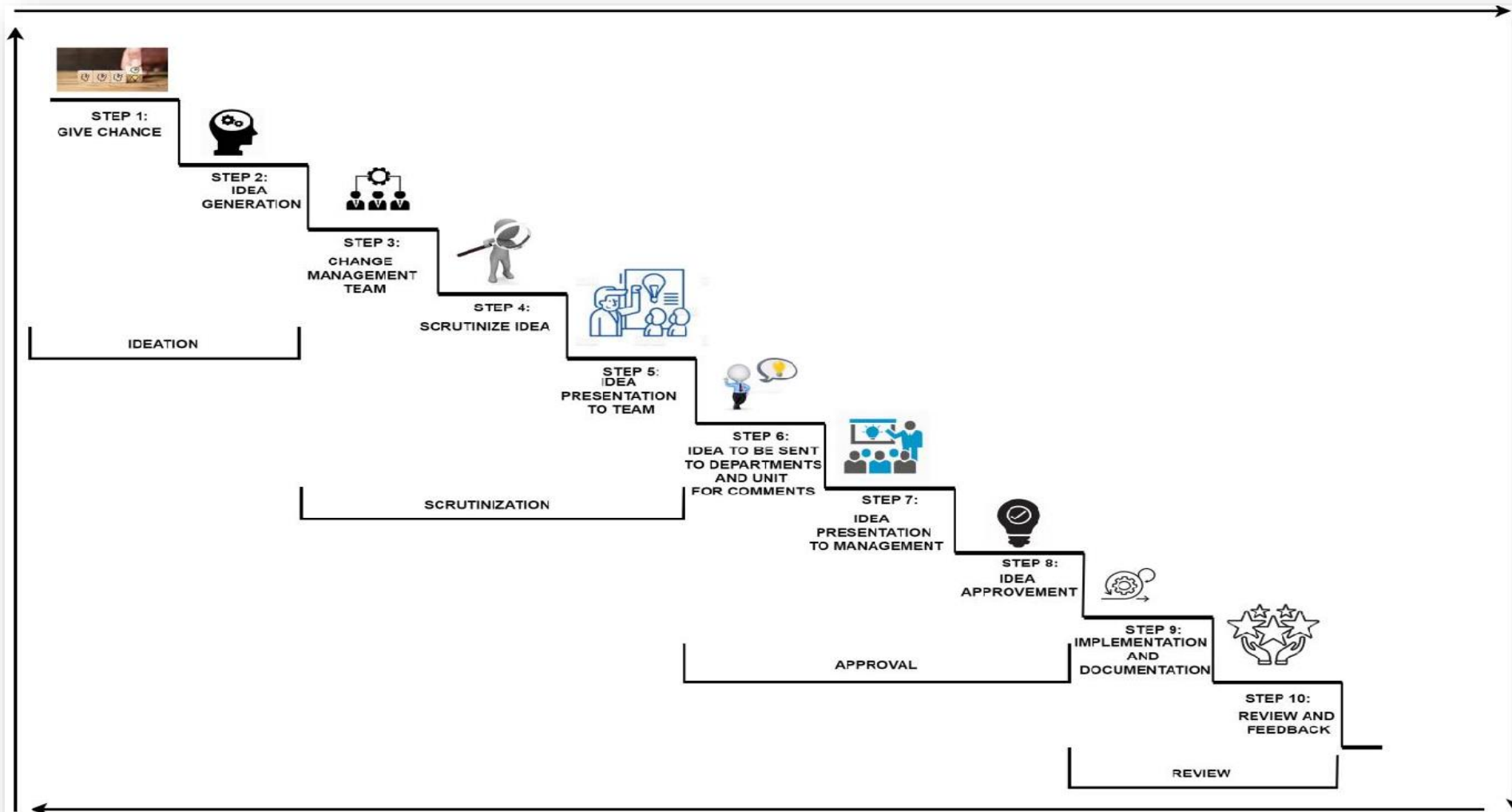
These foundations are built on the capacity of institutions to create conducive environments that allow public servants to work and demonstrate extra effort in solving performance challenges.

**Figure 1: Foundations and Pillars of Innovation**



# Proposed Key Steps for Generating Innovative Ideas in the Public Institutions

*The process of generating new innovative ideas may not be linear because innovation is an art and talent.*



## 7. Roles and Responsibilities of Institutions in managing and fostering Innovation

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# Roles and Responsibility for responsible Ministry

Since key actors of innovation in the public sector being the public Servants to a larger extent, hence the Ministry responsible for Human Resource Management and Development has to take the charges

**1** Establish criteria for identifying innovators in improving service delivery

**2** Create conducive environments for recognizing innovators within the public service

**3** Prepare guidelines and coordinate the awarding of innovation prizes within the public service

**4** Disseminate and promote the Innovation Promotion Guidelines in public service

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# Roles and Responsibility for responsible Ministry...

**5** Coordinate the development of plans and strategies for promoting innovation in public service and oversee their implementation

**6** Review the staffing structure of public servants to encourage innovation

**7** Build the capacity of public institutions by providing professional advice on the implementation of the Innovation Promotion Guidelines

**8** Monitor and evaluate the implementation of the Innovation Promotion Guidelines and provide appropriate recommendations



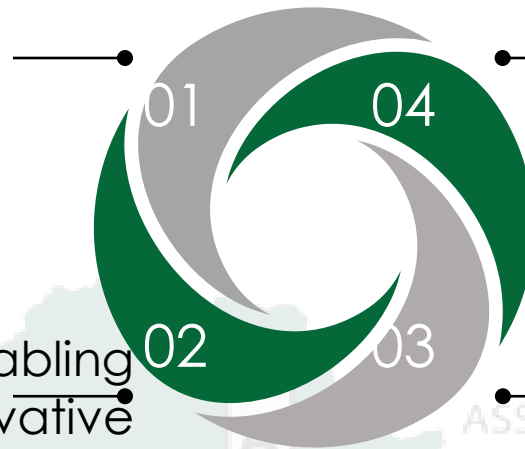
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# Roles and Responsibility of Other Public Institutions



Develop a plan to manage and recognize innovators within their institutions

Create an enabling environment for innovative outcomes to be used in addressing citizen challenges



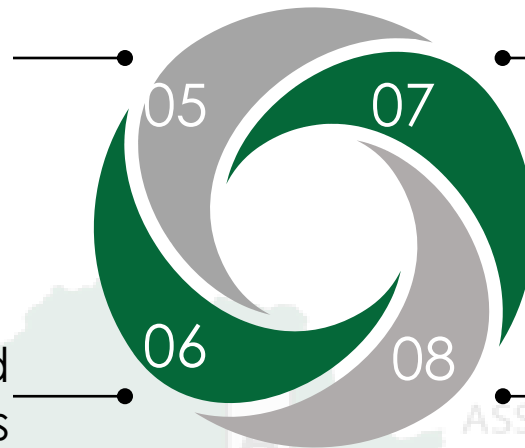
Ensure that positive outcomes of innovation are use

Establish conducive environments for recognizing and promoting innovators

# Roles and Responsibility of Other Public Institutions...

Prepare reports on the implementation of the Innovation and submit them to respective Ministry for Human Resource Management

Educate internal and external stakeholders about existing innovations



Conduct regular training on innovation in service delivery

Provide incentives and recognize innovators within the institution

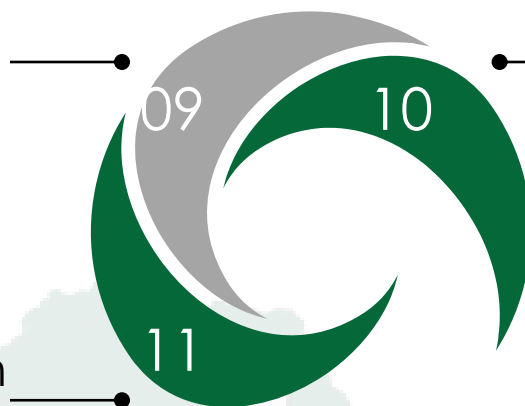
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# Roles and Responsibility of Other Public Institutions...

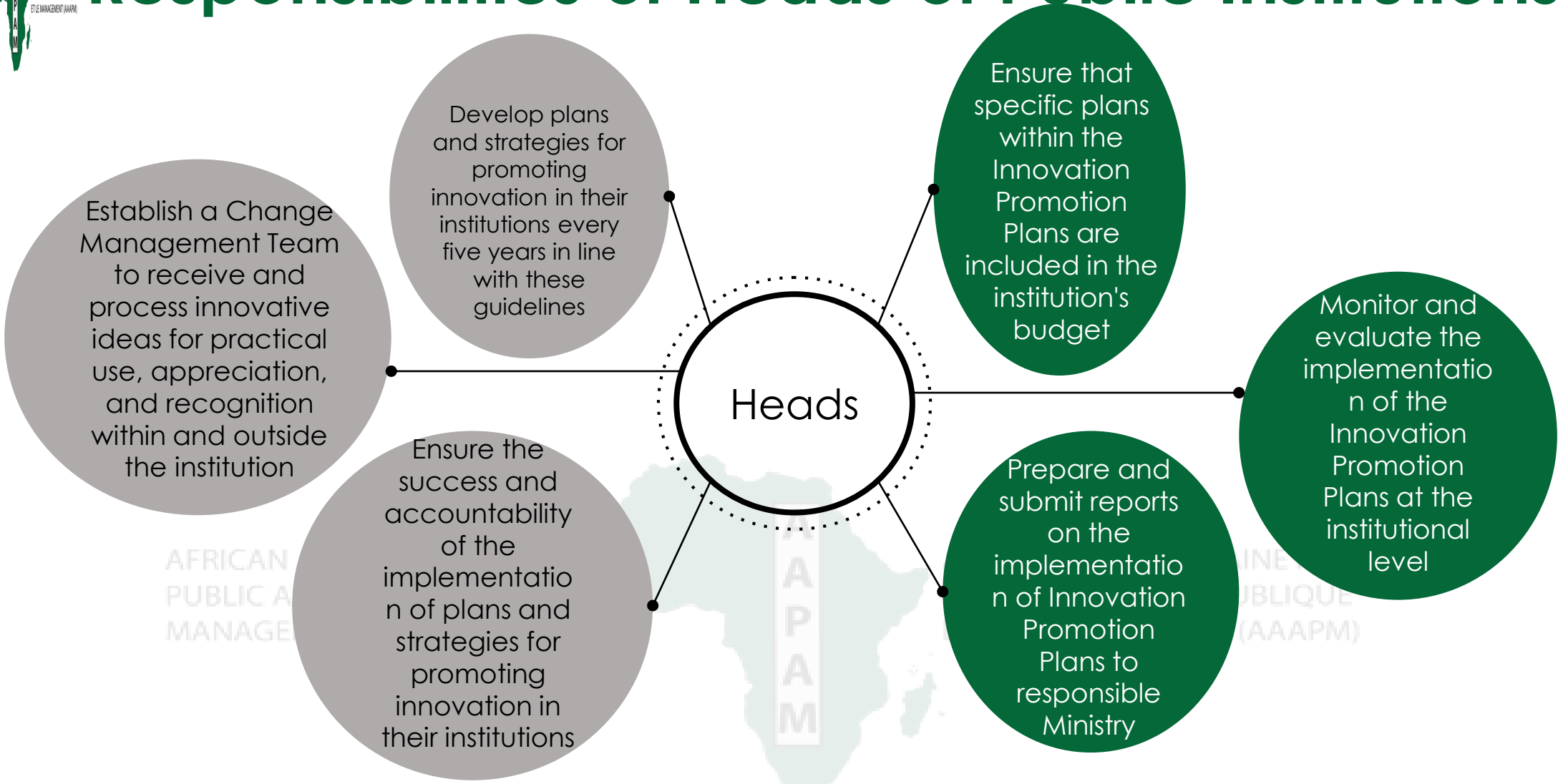
Facilitate and develop matters related to innovation by establishing innovation centers to nurture ideas that enhance performance

Connect innovators with relevant stakeholders involved in the specific innovation



Protect innovation through patent and trademark rights as per the law

# Responsibilities of Heads of Public Institutions



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# National Change Management

It is proposed to have a National Committee responsible for overseeing the implementation of the Innovation Promotion initiatives in the Public Service. This committee will be appointed by the Permanent Secretary responsible for Public Service Management and will consist of high level members from Central Institutions and Academic Institutions.



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01

Coordinate the preparation and oversee the implementation of Innovation Promotion Plans in the Public Service.

02

Coordinate the preparation and oversee the implementation of Innovation Promotion Plans in the Public Service for ten (10) years

03

Coordinate annual assessments of the implementation of Innovation Promotion Plans in the Public Service

04

Advise the government through the Permanent Secretary responsible for Public Service Management on the implementation of Innovation Promotion Plans in the Public Service

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# Institutional Change Management Team

There will be an institutional committee responsible for overseeing the implementation of the Innovation Promotion Guidelines in the public service. This committee will be appointed by the Chief Executive Officer of the respective institution and will consist of no more than seven (07) members. Additionally, the committee may invite any expert for clarification on relevant issues.



01

Receive innovative ideas from employees within the institution

02

Process innovative ideas and present them at the institution's management meetings

03

Educate institution employees on innovation matters

04

Monitor the implementation of innovative ideas

05

Provide timely feedback to the innovator

# Collaboration with the Private Sector and Other Stakeholders

The involvement of the private sector and other stakeholders in the development of innovation in public service is essential. Such initiatives have been successfully implemented in countries like South Korea, where innovation within public service is used both internally and externally, including in the private sector and internationally.



## 8. Conclusion

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# Conclusion

- ❑ It is vital for the government to **recognize and harness existing opportunities and beauty of Innovation** in the Public Service;
- ❑ It is also important to **establish a proper mechanisms** and **guide public institutions** and provide proper interpretation on innovation in the public service **without compromising** the significance and perspective of ICT.
- ❑ The proposed approach will assist public servants, public institutions, and various stakeholders in the public service to have **a common understanding of the true meaning of innovation** in the context of the public service in Africa; and
- ❑ Citizen expect a lot from their Governments, **customers taste change gradually** hence public service needs to improve with the growing pace of technology and globalization.

# AHSANTE..!

# Thank you

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