Third Western Cape COFISA Foresight Workshop

25-26.02.08

Draft report

COFISA
Cooperation Framework on Innovation Systems between
Finland & South Africa

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                    Western Cape Provincial Foresight Coordinator
                    24 March 2008

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1 Introduction

Foresighting refers to methods and techniques used to develop viable and sustainable futures for communities. The strength of foresighting over short term development strategies is in its proactive development approach towards desired futures. It is a departure from short term incremental planning, which typically focuses on *how* to solve present problems. Foresighting on the other hand focuses on what *can be* and then directing efforts towards systematically developing the desired futures.

2 Purpose

The third Western Cape COFISA Foresight workshop, held at the Devon Valley Hotel, Stellenbosch, was the final of a planned series of three workshops intended to investigate realistic and implementable futures in the context of the development of regional systems of innovation in the Western Cape province. The purpose of the two day residential workshop was to achieve the following outcomes:

- To identify potential improvements to the current systems of innovation at both provincial and national levels, and to make related policy and strategy recommendations.
- To develop specific action plans within each chosen futures theme to enable the implementation of prioritised actions by the delegates, supported by COFISA and a range of relevant stakeholders.

In this workshop, the participants were employed to use three futures-oriented techniques: i) the policy/strategy guidelines; ii) the action wheel; and iii) the action tables. The delegates created the above outcomes in the context of the following themes:

Theme 1: *Hub of Entrepreneurial Excellence;*
Theme 2: *Service Innovation via Knowledge Intensive Business Services (KIBS);*
Theme 3: *Sharing Technology and Technology for Sharing.*

3 Preliminary Inputs to the Foresight Workshop

In welcoming the participants, Mr Aki Enkenberg, the COFISA representative provided an **overview of the aims and objectives of the COFISA programme**, which is summarised here:

> COFISA is a programme that has been developed jointly by the Governments of SA, through the Department of Science and Technology, and Finland, through the Embassy of Finland in Pretoria. Its objective is to contribute to the enhanced

effectiveness of the national system of innovation contributing to economic growth and poverty alleviation. COFISA's three pilot provinces are Gauteng, Eastern Cape, and Western Cape.

The figure below illustrates four key areas of innovation system development, grouping together key COFISA activities into four strategically important lines of action focusing on building structures and competences at the Provincial level. These form the basic building blocks of the COFISA contribution to SANSI development and link the Project to the national 10-year plan.

COFISA → 2009   2009-2018
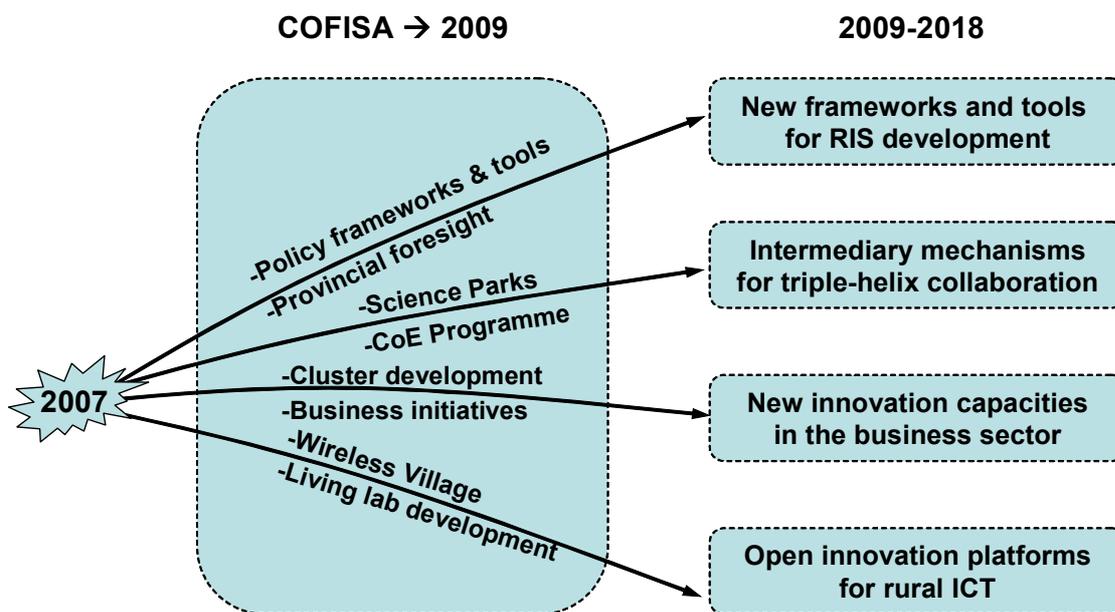
New frameworks and tools for regional innovation system development:

The concept of a regional innovation system or policies related to its development is relatively new in South Africa. Yet, it is widely accepted that complementing a national innovation policy with a strong regional development focus has been successful in many countries in developing regional capacities to benefit from national or supra-national flows of resources.

National innovation policy must find concrete manifestations at the regional or local level. Furthermore, innovation processes occur between a large number of actors, such as companies, R&D organisations and the public sector. Regional innovation policy should exist to provide platforms for cooperation between these different actors.

In addressing the SANSI criticism that "there appears to be fairly weak integration between national level policy and organisations and innovation-related policy and

support measures at provincial and local level " the following mechanisms will be used:

- Creating structures and competences in the Provinces for regional innovation-based economic development strategies (targets, instruments, capabilities, policy coordination, priorities, etc.)
- Developing capacity within the DST Local Innovation Unit for regional innovation policy development, resulting in an action plan and a national framework for RSI development
- Regional foresight work as a tool for supporting planning, building strategic vision on regional innovation and creating collaboration in the triple helix.

Intermediary mechanisms for triple-helix collaboration:

The triple helix model postulates that collaboration among private, academic and public institutions is key for the promotion of innovation in a knowledge-based economy. Innovation intermediaries are entities providing infrastructure and services to undertakings involved in innovative activities. These almost universally include Science Parks and in specific cases programmes such as the Centres of Expertise (CoE) programme in Finland. Collaboration between the triple-helix players has to be actively promoted and resourced. Key actions by COFISA in this area include:

- Development of science parks as innovation-enabling mechanisms (networking, interactive learning, IP management, venture capital, etc).
- Capacitating the DST in coordinating science park development in South Africa. This learning will be disseminated widely, and could also form the basis of a "Science Park Strategy" for the country.
- Launching the CoE programme in Tshwane for piloting triple helix collaboration and promoting innovation in specific sectors. The programme, coordinated by the Innovation Hub, will provide input into the national Centre of Competence implementation.

New innovation capacities in the business sector:

A specific characteristic of the innovation environment in South Africa is the relatively modest involvement of the private sector in innovative activities. This is especially true of the SMME sector, whereas large companies are often well-resourced to carry out R&D and to innovate. The role of innovation in strategic business plans needs to be highlighted and the SMME sector needs to be drawn into collaborative settings with other innovation players.

- Cluster development activities in the pilot provinces, e.g. development of the South African Maritime Cluster (Oil & Gas and Ship Repair) with respect to innovation networks and sectoral system of innovation.
- Awareness-raising and capacity building on foresight and strategic innovation in business development.

Open innovation platforms for rural ICT:

ICT-based rural development and rural innovation are currently carried out within individually funded project settings, resulting in challenges in terms of the

sustainability of the models, practices, products or services. New platforms for open, user-centric innovation, testing and piloting of solutions and sharing of resources are needed.

- The Village Connection project in Dwesa in partnership with the Meraka Institute, Eastern Cape Universities and Nokia Siemens Networks aims to build cross-sectoral collaboration in rural connectivity and ICT applications and to launch a "Living Laboratory" in the Eastern Cape.
- Building national-level coordination in developing rural living labs, in close cooperation with DST ICT Unit and other living lab initiatives.

Mr Thembinkosi Semwayo, the Western Cape COFISA Foresight Coordinator, next gave a presentation on the **status of the Western Cape COFISA Foresight Initiative**.

He first summarised the main points that emerged from the Western Cape Baseline Data study as presented in the 1st workshop (available on the COFISA web site: *www.cofisa.org.za*). Next, he provided a brief overview of some important generic factors that ran across the outputs of (almost) all the Western Cape working groups in the second workshop. In particular, the *common values* including:

- Open-mindedness
- Free flow of ideas through sharing;
- Encouragement of risk taking
- Equity,
- Value Adding Creation,
- Transparency

Some *common obstacles* were identified, including:

- Disconnection with communities,
- Inertia,
- Lack of coordination (missing triple helix),
- Lack of innovation
- Shortage of human capital

Finally, he described the processes used in the first two workshops, and highlighted the processes that led to the selection of the three more focused themes forming the final subject areas. The presentation also positioned the final workshop within the full COFISA Foresight process, and its intended outcomes.

Next, Dr. Bob Day, the principal South African foresight consultant, gave an **overview of the three themes produced in the second Western Cape Foresight Workshop**, which would guide the proceedings of the final workshop:

The main characteristics of each Theme were described, followed by some important issues relevant to the implementation of tangible results before 2020.

Theme 1:   Hub of Entrepreneurial Excellence:

Build the capacity and support systems for the Western Cape to become an international hub of entrepreneurial excellence. An "entrepreneur-friendly" place attracting "doers" from all over the world.

Issues:
- Create "Systems and Culture of Entrepreneurship"
- NOT within a single university
- NOT another "MBA factory"
- NOT for a "selected few"
- NOT one centre – but what are the possible distributed models?
- Examples:
- Stanford Cluster (Google, etc.)
- A CITI City?

Theme 2:   Service Innovation via Knowledge Intensive Business Services (KIBS):

The Western Cape becomes a centre of world class service innovation in both the public and private sectors, particularly by developing multi-sectoral Knowledge Intensive Business Services (KIBS)

Issues:
- Mechanisms needed to promote both individual KIBS, as well as clusters of KIBS.
- "Bridging Mechanisms" needed to encourage clusters to develop from existing KIBS.
- KIBS as mechanisms for service innovation
- KIBS as mechanisms for organisational transformation
- What are the roles of ICT-KM in service innovation processes?
- Examples: Cardiff KIBS Centre?

Theme 3:   Sharing Technology and Technology for Sharing:

The Western Cape promotes and develops many mechanisms (involving all in society) for sharing and creating "technologies for sharing" to the mutual benefit of ALL.

Issues:
- Promoting community innovation
- Growing trust
- Public good technologies
- User-centric technologies
- Technologies for and by youth and groups of women
- Examples:
- MPCC v3
- Libraries
- Jumble-sharing process (New Zealand and Germany)

This presentation acted as an introduction to a **plenary discussion of the three main themes**, facilitated by Mr Olli Hietanen, the principal Finnish foresight consultant. This discussion was important both because it introduced the new expert delegates to the

process and its outcomes to date, as well as confirming the buy-in and commitment of the delegates to these themes for the rest of the workshop, and for the implementation processes anticipated to begin shortly after the workshop.

Mr Semwayo, Mr Heitanen and Dr Day co-facilitated the rest of the two day COFISA workshop, assisted by several other COFISA team members. The full agenda is provided in Annex 1. Twenty one participants attended the workshop (see Annex 2) and were placed in three working groups according to their expertise and preferences (see Annex 3).

4 Outputs based on the three chosen Western Cape Themes

Day One: Innovation Policy

On the first day, following the introductory morning plenary session (see above), each working group spent the rest of the day discussing **innovation policy and strategy issues and recommendations** (both provincial and national) based on their insights related to their chosen theme. The groups were asked to capture the major issues and make associated recommendations on a tabular template, based on the following guidelines.

First, clarify the innovation relevant to your theme:
- Which aspects of your theme involve innovation?
- If there is more than one innovation, identify the primary innovation in the theme.
- Characterise that innovation.

Next, consider each issue in the list (italics) below:
When considering each issue, first address the questions that are specific to the theme (as set out below). Then for each issue address the following generic questions in the context of the relevant innovation system (national and/or regional):
- Which components of the innovation system exist (both static and dynamic)?
- How well are they working?
- What are the gaps?
- What national and/or provincial policies and strategies are needed to address the deficiencies and enable and enhance the innovation system? What are *your recommendations*?

Knowledge
What new knowledge is involved in this innovation?
How will this knowledge be acquired?
How much of the knowledge required involves:

- theoretical research and
- applied research?

Which research capabilities are needed: academics, research institutions, private R&D, etc., and how accessible are they?

What expertise is required, first for creating the innovation, and second for implementing the innovation?

- Sector-specific expertise;
- Cross cutting expertise: Engineering; ICT; Project Management; etc.

Relationships
What linkages, networking and partnerships are required (regional, national and international)?
How can they be built?

Intellectual property
What are the challenges concerning IP (in particular, is this a public good innovation)?

Funding
What funding and funding mechanisms might be required?

Support for implementation
What are the relevant government departments?
What government resources would be helpful?
Do legislation and regulations help or hinder?
What about support facilities such as science parks, incubators, and support for entrepreneurs?

Bridging individuals and organisations
What types of bridging individuals and organisations are relevant (e.g. NGOs, CBOs and KIBS)?

Impact on Social and Environmental Assets
What are the social and environmental challenges and opportunities?

Barriers, gaps and grey areas
Are there any other barriers, gaps or grey areas that have not been mentioned?

The detailed tables, including the recommendations, produced by each group based on the above template are provided in annex 4.

Day Two: Action Plans

Each group first developed an Action Wheel in a brain-storming session (see sections 4.1.1, 4.2.1 and 4.3.1 below). A voting process was then used to identify the most important immediate high level action(s) with which the group believed they could begin the implementation of their vision of the future captured in their theme. This high level action was then characterized in a table to ensure that it was well understood and

agreed upon by all group members (see sections 4.1.2, 4.2.2 and 4.3.2 below). The following issues were described:

- Outcomes
- Actions
- Customers / Beneficiaries
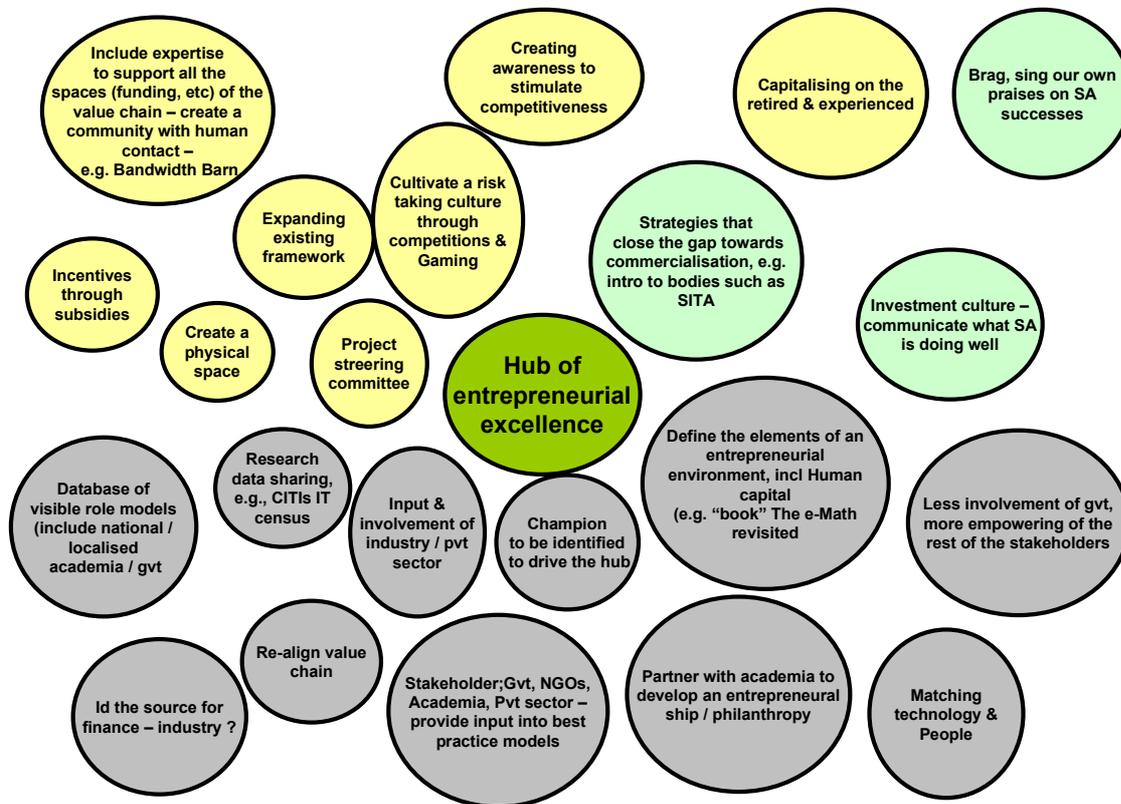- Critical Success Factors
- Assumptions
- Risks

Finally, significant time was spent by each group on drawing up more detailed sub-action tables, where for each sub-action the following issues were identified:

- Owner
- Completion date
- Other actors
- Cost (in Millions of Rands)
- Other resources
- Dependencies between sub-actions

These tables (see sections 4.1.3, 4.2.3 and 4.3.3 below) represent the culmination and most important output of all three workshops, and form the basis of the working groups' ongoing efforts in their chosen area.

4.1 Action Outputs: Hub of Entrepreneurial Excellence Group

4.1.1 Hub of Entrepreneurial Excellence: Action Wheel

The diagram shows circles arranged around a central "Hub of entrepreneurial excellence" node, with the following labels:

- Include expertise to support all the spaces (funding, etc) of the value chain – create a community with human contact – e.g. Bandwidth Barn
- Creating awareness to stimulate competitiveness
- Capitalising on the retired & experienced
- Brag, sing our own praises on SA successes
- Cultivate a risk taking culture through competitions & Gaming
- Expanding existing framework
- Strategies that close the gap towards commercialisation, e.g. intro to bodies such as SITA
- Investment culture – communicate what SA is doing well
- Incentives through subsidies
- Create a physical space
- Project streering committee
- **Hub of entrepreneurial excellence**
- Database of visible role models (include national / localised academia / gvt
- Research data sharing, e.g., CITIs IT census
- Input & involvement of industry / pvt sector
- Champion to be identified to drive the hub
- Define the elements of an entrepreneurial environment, incl Human capital (e.g. "book" The e-Math revisited
- Less involvement of gvt, more empowering of the rest of the stakeholders
- Re-align value chain
- Id the source for finance – industry ?
- Stakeholder;Gvt, NGOs, Academia, Pvt sector – provide input into best practice models
- Partner with academia to develop an entrepreneural ship / philanthropy
- Matching technology & People

The prioritised high level actions chosen by the *hub of entrepreneurial excellence* group were:

1   Role Models
2   Risk Taking Culture
3   Residence (Facilitates enterprise Model)

4.1.2 Hub of Entrepreneurial Excellence: High Level Action Overview

Theme: Hub of Entrepreneurial Excellence	High level action 1: Role models	High level action 2: Risk taking culture	High level action 3: Residence (facilitates enterprise model)
Outcomes	• Motivation / • Identification • Transfer of skills (tacit & tech.skills).	• Change of mind set. • New ideas. • Competitive culture / barrier of entry.	• Better service. • Access to knowledge • Networking • Investment
Actions	• Creating a database on all levels. • Call for interest for mentors & mentees (multimedia). • Align & gather info that exists for best practice.	• Culture of learning. • Action learning to include parents. • Incentives. • Life skills – presentation, marketing the brand – self.	• Steering committee. • Creating the appropriate (Virtual & actual) space.
Customers/beneficiaries	• Existing / potential entrepreneurs. • Pub.Pvt.Part. (PPP) • Industry.	• Existing / potential entrepreneurs. • Pub.Prvt.Part. (PPP) • Industry.	• Existing / potential entrepreneurs. • Pub.Prvt.Part. (PPP) • Industry
Critical success factors	• Innovation / Invention • Recruitment & selection • Funding	• Affirmation. • Rewards. • Trust & corporation. • Tolerance.	• Technology up starts. • Document learning's & feedback. • ICT & Application & Accessibility. • Funding. • Relationships with cluster stakeholders.
Assumptions	• PPP – that this what is required? That they will work together. • That there are people who are interested.	• Money makes the difference. • An infinite supply of funding. • Sustainability = success • Risk taking culture. • Alleviate poverty.	• Technology transfer will happen. • The entrepreneur wants to be there. • Creates growth & innovation. • Solve the lead flow (pipeline). • Alleviate poverty.
Risks	• Unrealistic expectations. • Relationships should not be people dependant / People centric.	• There are no markets. • Risk adverse culture. • Economics. • Impact on the economic culture & perception of investors.	• No funding. • White elephants. • Lack of opportunity lead flow / products / ideas.

4.1.3 Hub of Entrepreneurial Excellence: Sub-Action Plan

No.	SUB-ACTION	OWNER	OTHER ACTORS	COST – R mil	OTHER RESOURCES	COMPLETION DATE	DEPENDS ON #
**THEME: Hub of Entrepreneurial Excellence**	**HIGH LEVEL ACTION: *Role Models***					
1.	• Creating a database on all levels ○ determine user categories and market	• DEDT	• SPVs • Industry				

2.	• Call for interest for mentors & mentees (multimedia)
	  ○ determine the form e.g. multi-media
	  ○ determine criteria for call of interest e.g. for mentors etc
		• DEDT
		• Academia
			• SPV's		• Govt , public and industry databases
					• Media
					• NGO's, CBO's
					• Skills development platforms in priority sectors		

3.	• Align & gather info that exists for best practice	• SPV's	• Research institutions				
4.	• identify benchmarks and call for information on best practice in South Africa and Internationally. Quality management • create matches between mentors and mentees with database • determine projects which matches mentors • identify concurrent programs, opportunities • for those who have entrepreneurial interest and not necessarily start a business	• SPV's	• Research institutions • Industry players • Industry players • Industry players	• ±R1 mil		• 1 year	

4.2   Action Outputs: Service Innovation via KIBS

4.2.1   Service Innovation via KIBS Action Wheel
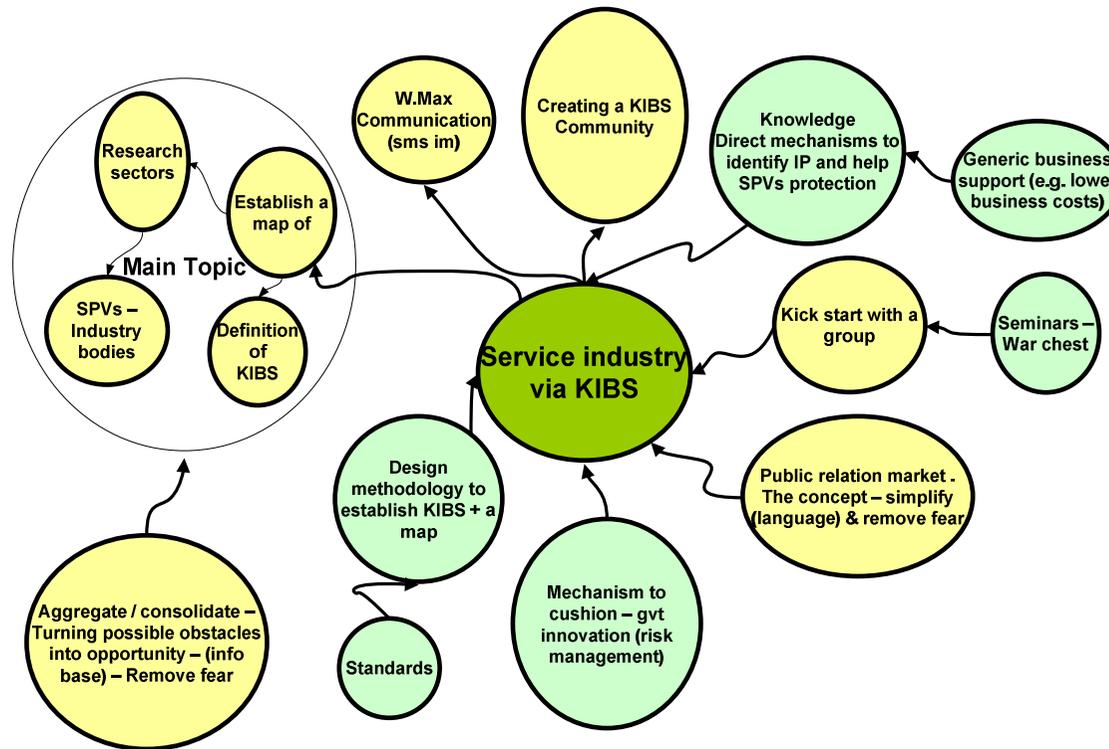
The prioritised high level action chosen for the *Service Innovation via KIBS* group was:

> ➢   Map KIBS

4.2.2 Service Innovation via KIBS: High Level Action Overview

Theme: Service Innovation via KIBS	High level action 1: *Kick start KIBS for Industry (Mapping)*
Outcomes	• Mouth = month; demo / tangible / visible; believers; delivery
Actions	• Stakeholder session ➔ to identify project and buy-in • Project plan & terms of reference & budget & risks & working groups • Mechanism to mitigate risk of "no" / contract for delivery!
Customers/beneficiaries	Social partners } pockets of early adopters; socially vulnerable people business (CBOs', informal sector co-ops) Key stakeholders
Critical success factors	• Simplify; communication plan; political cover; industry buy-in; support & expertise
Assumptions	• Commitment is possible • People will understand / confusion

4.2.3 Service Innovation via KIBS: Sub-Action Plan

THEME: Service Innovation via KIBS				HIGH LEVEL ACTION: *Map KIBS*			
No.	SUB-ACTION	OWNER	OTHER ACTORS	COST – R mil	OTHER RESOURCES	COMPLETION DATE	DEPENDS ON #
1	• Access KIBS research globally – methodology, definition and data instrument	• DEDT • CoCT	• DST • UCT / WC / US • SPVs • Industry • Knowledge Crucible	• ±R2 mil	• 5x champions • Academia, industry, government • "hardware • "Nerve centre"	• ± 2months	• 0
2	• Stakeholder management					• ± 2months	
3	• Framework and plan					• ± 1months	
4	• Gather data					• ± 3months	
5	• Collate information • "Propose" findings					• ± 1months	
6	• Reference group						
7	• Distil intervention • KIBS Map prototype					• ± 2months	
8	• Prioritise plan and prototype					• ± 1months	

4.3   Action Outputs: Sharing Technology and Technology for Sharing

4.3.1   Sharing Technology and Technology for Sharing Action Wheel
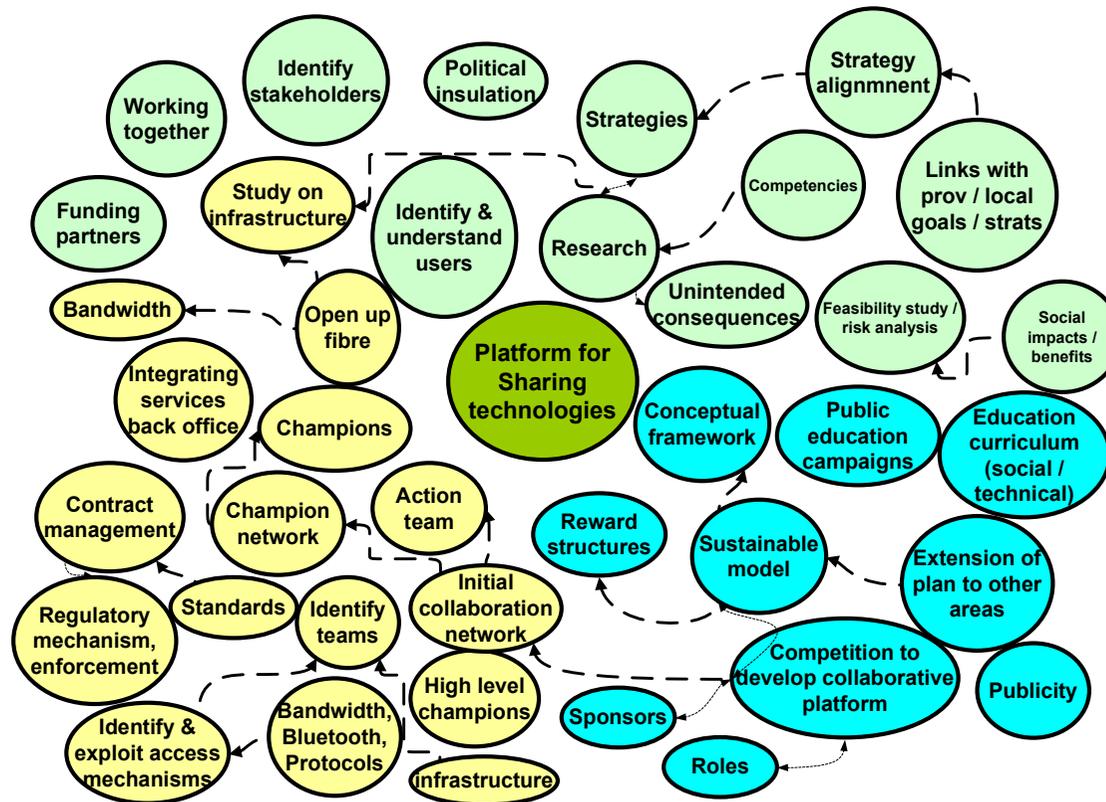
The prioritised high level action chosen by the *sharing technology and technology for sharing* group was:

> ➢ Kick-start Project by building the "FreeCape"

4.3.2 Sharing Technology and Technology for Sharing: High Level Action Overview

Theme: Sharing Technology and Technology for Sharing	High level action: *Build The "FreeCape"*	
Outcomes	• Free-for-all ubiquitous communication network & collaboration platform • Zero-cost access model	• Community empowerment • Business & innovation opportunities, minimal barriers to entry
Actors	• Provincial government, premiers office, e-innovation / dedt • City of cape town, economic development, municipal power utility, ict (fibre project) • CITI • COFISA • ICT specialists • Meraka institute	• Universities (networks) • Individual champions • Users, individuals, businesses as part of network • Sponsors, Shuttleworth Foundation, etc. • Dedicated section 21 company or equivalent to run it
Customers/beneficiaries	• All users, individuals, organisations, businesses in metro / wc • Developers, apps, content • Government in general	• 2010 organisation, city of cape town, publicity value • GIS mapping • Police and security
Critical success factors	• Someone takes this forward tomorrow! • Establishment of organisational home for Free-cape • Substantial funding available • Political support, not hi-jacking • Opening up the fibre • Winning the public over quickly, publicity and media support	• Has to be free and sustainable • Replicability (model for WC, SA, Africa??) • Management capabilities and adherence to vision • Regulatory and legislatory environment, • Dealing with lawsuits / icaasa / telkom etc.
Assumptions	• Commitment is possible	• People will understand / confusion

4.3.3 Sharing Technology and Technology for Sharing: Sub-Action Plan

	THEME: Sharing Technology and Technology for Sharing			**HIGH LEVEL ACTION:** *Build The "FreeCape"*			
	SUB-ACTION	**OWNER**	**OTHER ACTORS**	**COST MR**	**OTHER RESOURCES**	**COMPLETION DATE**	**DEPENDS ON #**
-1	• Shared workspace for group	• Group 3	•	• 0	•	• 1.4.2008	•
0	• Securing high-level champions extending to forum / action team • -run a workshop	• Group 3 • Olivia • COFISA • Meraka?	•	• 0,1	•	• 30.4.2008	•
1	• Open up optical fibre	• City of cape town, ICT + D.R. recontre) • Raven Naidoo	• Danny Day • CSIR • PGWC (premier's office, DEDT) • CITI	• 2	• Advocacy • Case made, • Scenarios, • Revenue	• 30.11.2008	• 2.1, possibly 2.2
1.1	• Rolling out connectivity	• Free cape	• Implementing company • City of Cape Town	• 100	• Connectivity • Technology • Hardware	• 30.11.2009, before 2010	• 1, 2.2, 2.3

THEME: Sharing Technology and Technology for Sharing		HIGH LEVEL ACTION: *Build The "FreeCape"*					
	SUB-ACTION	**OWNER**	**OTHER ACTORS**	**COST MR**	**OTHER RESOURCES**	**COMPLETION DATE**	**DEPENDS ON #**
2.1	• Planning a concept document / process map	• -small group of high level champions Danny, Raven, Viola, Shuttleworthh f.)	• COFISA • -sponsors	• 0,5	•	• 31.7.2008	• 0
2.2	• Preparing the business case	• Consultancy job • High-level champions	• Provincial government • City of Cape Town • Researchers	• 3	•	• 31.12.2008	• 0, 2.1
	• Define access mechanisms and tech requirements	• Consultancy • Specialist • Researchers	•	• falls into 2.2	•	• 31.12.2008	• 2.2
2.4	• Setting up freecape as a section 21 company or extending the mandate of citi	• Key stakeholders	•	• 2 per annum initially	•	• 1.4.2009	• 1, 2.2
2.2	• Open competition for collaborative systems (3 levels, schools, local users, international)	• section 21	• Sponsors • Google	• 20	• publicity	• 30.11.2009	• all

Annexure 1. Agenda for the 3rd Provincial Foresight Workshop

**Final COFISA Foresight Residential Workshop:
2-Day Programme for the Western Cape Province**

Devon Valley Hotel, Stellenbosch; 25-26 February, 2008.

Day 1: Introduction and Innovation Policy

09h00 **Registration,** tea/coffee

09h30 **Welcome Session (Plenary):**
- Overview of COFISA
- Process & Outputs of first 2 Western Cape workshops
- Focused themes and related issues for this workshop

10h30 **Open Plenary Discussion:**
- General discussion of the three Western Cape themes.
- Finalisation of selection of 3 working groups.
- Presentation on "Guidelines for group development of Innovation Policy/Strategy Issues".

12h30 *Lunch*

13h30 **Group Session – Innovation Policy Issues:**
Each group:
- uses guidelines to draw up comprehensive list of Innovation Policy/Strategy Issues/Recommendations:
- Summarises these for presentation.

15h30 **Plenary Session**
- Group presentations of their findings on Innovation Policy/Strategy Issues
- Discussion of common messages, and any apparent conflicts

16h30 Close for day 1

18h30 Evening Activities: Group Dinner

Day 2: Action Plans

09h00 **Plenary Session**
- Review of day one, and discussion.
- agenda for day two

09h45 **Group Session - Action Wheels:**
Each Group:
- expands their theme into an Action Wheel based on the input material provided.
- Produces one wheel with the 3 most important issues selected.

11h00 *Tea*

11h15 **Group Session – Action Plans 1**:
- Presentation on "Guidelines for group development of action plans"
- Each group creates concrete action plans.

12h30 *Lunch*

13h30 **Group Session – Action Plans 2**:
Each group completes their action plans and summarises them for plenary presentation.

14h30 **Final Plenary session:**
Group presentations followed by general discussion.

15h30 Next steps, wrap up, and closing.

Annexure 2. Details of Workshop Participants

Attendance register

Project	:	COFISA Provincial Foresight		:	
Subject	:	3rd COFISA Western Cape PROVINCIAL FORESIGHT WORKSHOP	Date	:	25.03.2008 & 26.03.2008
Place	:	Devon Valley Hotel – Stellenbosch	Time	:	09H00

Present:

Full Names	Organization	Email	Telephone	Cell phone
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Day. Bob	Non-Zero-Sum Development	bday@scientia.co.za	(012) 998 8456	082 458 9119

Annexure 3.   Breakdown of working groups and their themes

Hub of Entrepreneurial Excellence (Group 1)	Service Innovation via KIBS (Group 2)	Sharing Technology and Technology for Sharing (Group 3)
Rahima Loghley	Solomon Bhunu	Olga Phele
Johan Strauss	Khalid Khan	Daniel Day
Viola Manuel	Raven Naidoo	Rick de Satge
Andre Le Grande	Melina Ng	Reuben Kadalie
Thandeka Tyatyantshi	Bolelang Rakeepile	Aki Enkenberg
Olli Hietanen	Glen Gillis	
	Lee-Hendor Ruiters	
	David Lefutso	

Annexure 4. Innovation Policy and Strategy Recommendations

Theme 1: Hub of Entrepreneurial Excellence		Innovation: *Mapped environment, proposal model*
	How?	**Recommendations**
Knowledge	- Engaging various stakeholders - Addressing challenges in prototyping - How users create further innovation - Test model in market within entrepreneurs / academics / schools / communities - Benchmark and add value to existing platforms /models - Models & structures/processes (SPVs) across sectors - Use existing platforms (inclusive) + venture	- Strengthen, Stats SA, etc, (patents), - Determine stats better, better access, - Expanding focus, - Use appropriate tools + measurements and spaces, - Knowledge IP, - Closely linked with value chain
Relationships	- Appropriate vs Best practices - Harness existing platforms / models using end users - Built – incentives, sliding, staggered approach, faster close to market, but beneficiaries - Culture of thinking – integrated is more grass roots as well - Approach of policy, systems, strategy with all stakeholders	- Roll out models across sectors where applicable, - Role models, - Story telling
IP	- Overcome costs for patents & trademarks - Lack of knowledge & incentives - Use of patents? Commercialization - Copyright vs patent	- Parallel processes - Subsidise - Incentivise - Enhance Depts. relationship with TIA - Encourage open source - Ethics discussions

Theme 1: Hub of Entrepreneurial Excellence		Innovation: *Mapped environment, proposal model*
	How?	**Recommendations**
Funding	• Fund recommendations • Perceptions of funding [availability, access, terms] • short term • Change in mind set • Govt, not just number crunching, rather set up of systems etc	• Closer relationships • TIA • Long term interventions • ROI • Black hole for certain business sectors • Culture of mistakes , • Learning
Support	• Existing entrepreneurial environment • From within gvt + entrepreneurs, educating themselves on systems • Forms it takes	• Grass root experience required from officials • understand business cases • support incubators, COE, Science centers
Bridging	• Stakeholder feedback + education vital • Gvt educate public regulations "access to funds", priority sectors • Lack of integrated economic approach	• Workshops on, "How to access funds" • enabling • risk management • Integrated economic model
Environment & Social Impact	• Educating community of benefits of entrepreneurship • Positive role models • Transfer of tacit knowledge	• Internships - driven by industry • peer education, science, • role models
Barriers	• Virtual mentorship • Process of recruitment & recruitment + selection of both mentors + potential entrepreneurs.	• Technology + tacit skills transfer, sustainable

Theme 2: Service Innovation via KIBS		Innovation: *Map KIBS in sector – KIBS systems map*
	How?	**Recommendations**
Knowledge	• What does each KIB do? • Where are the problem service areas & what bottlenecks needed to be overcome, • Where are GAPS in the sector ? • Which & where are successful KIBS ? • What business models do they use ? • What are the global bench marks ? • State of KIBS, activities, accessibility, i.e., determining exact nature of a KIB, what it will serve at a high level • Applied vs theory - research: 90/10 • What expertise: cross cutting expertise	• Applying existing resources e.g. knowledge of sector, tech, case studies • Communicate / create awareness of KIBS to people - KIBS – style • Thinking from lower levels • Incentivise KIBS by gvt recognition. - Subsidised services • Measure effectiveness + application of research • Let research be driven mainly by pvt sector
Relationships	• For social partners: Govt, industry / Business, Labour, Civil Society • Extend these to international parties • Map that applies specifically to SA, Map that applies globally • Global linkages help in developing sector • Partly by gvt intervention or by association + Pvt sector involvement	• KIBS Forum • Sector forum • Building trust • Market benefits •
IP	• No IP - Public good innovation	• X
Funding	• Contribution from industry • Initial seed funding from gvt., industry driven • Can't impose tax - rather some form of voluntary membership system	• Proposal by stakeholders • Following buy in from all relevant parties- • Also international partnerships
Support	• Project to map out those KIBS - Set up initiative by gvt • Need buy in from beneficiary sector • Equal play among the social partners • Finance, understanding of the importance & value of a KIB by the and for partners • Build it as a community owned concept vs gvt regulated • Actual sector maps can be in association's custody (KIBS centre)	• National KIBS strategy (DST)
Bridging	• PGWC as initiator • Seed funders • Can't impose tax, rather some form of voluntary leadership system	• Source funding also from provincial and local gvt. e.g. writing proposal

Theme 2: Service Innovation via KIBS		Innovation: *Map KIBS in sector – KIBS systems map*	
	How?		**Recommendations**
Social / environmental impact	• Possible failure to secure interest from industry • Possible misuse of info: cyber - crime		
Barriers	• Resistance to the adoption of new ways of working		

Theme 3: Sharing Technology and Technology for Sharing		**Innovation:** *Western Cape local ubiquitous collaborative platform used by everyone (access + collaboration)*
	How?	**Recommendations**
Knowledge	- Knowledge about technology, new models of access? - User knowledge, feedback, involvement, learning, skills, what do people want to access, who are they collaborating with? - Business knowledge, market knowledge? - How can people be involved in co-creating knowledge / services? - Knowledge about communities (communities of practice vs. other definitions) - Research - mostly applied, action research, learning - technology and social / human fused, trans-disciplinarity - R&D around collaboration platforms - Expertise - cultural/systems expertise, holistic approach (trans) sectoral technology expertise - Govt. information - everything (all data) online	- Competition for the plan and conceptual framework (open, international competition) - Different levels, schools, general public (applications), designers - Obligation to address public and address the issues raised by schoolchildren
Relationships	- ICT networks / communities -relationships between government, funders, service providers, researchers, communities - Focus on shared resources between different stakeholders, platforms, access to development contexts: low barriers to entry - Modular approach, building blocks	- Everyone to participate - Start building a research community and mapping research /knowledge interests
Intellectual property	- System itself: open IP, OS, open standards - Use IP issues defined separately, creative commons-type licencing? - DRM questions need attention	Build policy beforehand, set rules

Theme 3: Sharing Technology and Technology for Sharing		Innovation: *Western Cape local ubiquitous collaborative platform used by everyone (access + collaboration)*
	How?	**Recommendations**
Funding	- Public & private funding - Research funding - Operational funding - Hardware costs - User donations, sponsorships possible	- Initial funding from Provincial Government + City of Cape Town - Sponsors for prize-money - Regional innovation funding
Support for implementation	- Incentives for service infrastructure - Exploit existing infrastructure (fiber optics and other) - City of Cape Town must drive initially - Provincial Government must support - Cape Gateway must be involved - All information online!!	- Training for KIBS must be organised - Political consensus needs to be built for the project - Continuous evaluation - Regulator must un-bundle local loop, consortium to govern fibre - Storage capacity
Bridging individuals & Organisations	- CITI - Champion network, contributing members - SME developers, zero-cost start-ups?	
Impact on Social & Environmental Assets	- Less traffic congestion - Environmental campaigning + action groups can utilise platform - Integrated communities	Transparent governance encouraged
Barriers, Gaps, Gray areas	- Fighting over your piece of cake - Barriers to entry	- Different infrastructures have to be linked - gradual expansion from the City onwards?