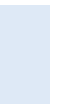


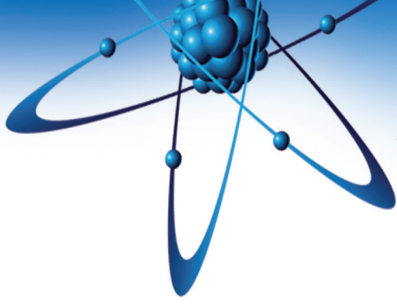
NATIONAL ADVISORY COUNCIL ON INNOVATION

ANNUAL PERFORMANCE PLAN

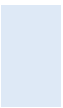
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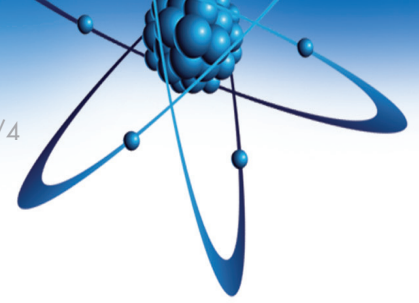
INNOVATION FOR A BETTER FUTURE





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OFFICIAL SIGN-OFF

Dr Steve Lennon C

NACI Chairperson

Signature

Ms Malekgoloane Malapane

Chief Financial Officer (DST)

Signature

Mr Thulani Mavuso

Chief Operating Officer (DST)

Signature

Dr Phil Mjwara

Director General (DST)

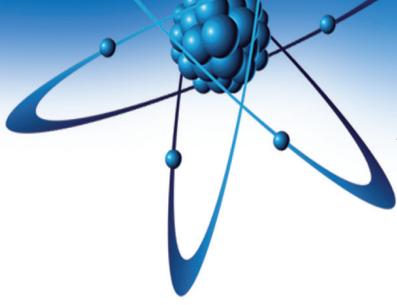
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Approved by:

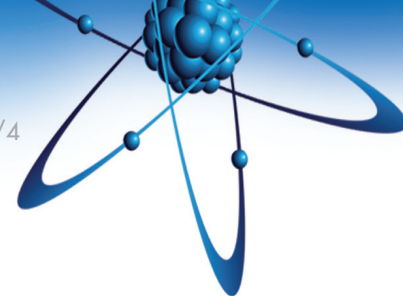
Minister Derek Hanekom

Executive Authority

Signature

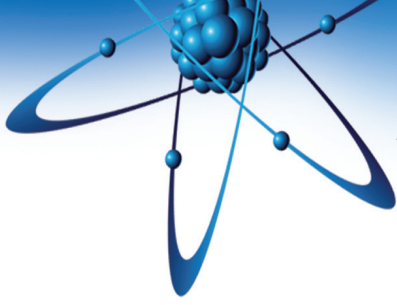


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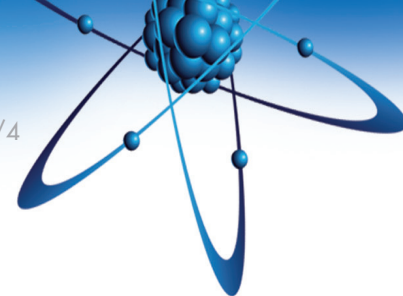


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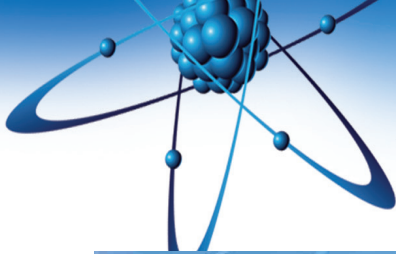


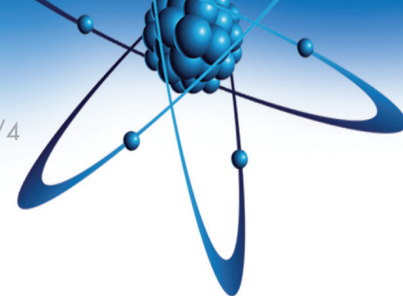
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LIST OF ACRONYMS

ASSAF	Academy of Science for South Africa
CEO	Chief Executive Officer
CSIR	Centre for Scientific and Industrial Research
DST	Department of Science and Technology
ESKOM	Electricity Supply Commission
ExCo	Executive Committee
IT	Information Technology
IWFSA	International Women's Forum of South Africa
MTEF	Medium term expenditure framework
MTSF	Medium term strategic framework
NACI	National Advisory Council on Innovation
NSI	National System of Innovation
OECD	Organisation for Economic Co-operation and Development
PFMA	Public Finance Management Act
R&D	Research and Development
S&T	Science and Technology
SASOL	South Africa Synthetic Oil Liquid
STI	Science, Technology and Innovation
UNISA	University of South Africa





EXECUTIVE SUMMARY

This is the Annual Performance Plan of the National Advisory Council on Innovation (NACI) for financial year 2013/14. It is directed by NACI's mandate as spelt out in the NACI Act (Act No. 55 of 1997), the Science and Technology Laws Amendment Act (Act No. 16 of 2011) and the findings/recommendations of several recent reviews on the role and overall efficacy of NACI and its governance within the National System of Innovation (NSI). The previous Annual Performance Plan (2012/13) sought to address operational shortcomings in NACI in terms of its structure and governance and the impact of its evidence-based studies on the policy advice that it develops.

The NACI Strategic Plan for the period 2011/12 - 2014/15 advocates a move away from a system of long-term standing advisory committees to the establishment of a pool of advisors or experts from different sectors of science, technology, innovation, business and society in South Africa and abroad, who can then be commissioned to serve on Project Teams to address specific key issues for periods for which the expertise is required.

This Annual Performance Plan builds on NACI's successes of the past and leads into the new way of working, as the organisation works towards full implementation of its Strategic Plan. The NSI reviews advocated for a revision of "mental models" of how the innovation system operates as well as for a participative system with mechanisms in place for effective cross governmental coordination. These reviews, together with priorities identified in government's Medium Term Strategic Framework (MTSF), inform that the focus of NACI's strategic priorities:

- Monitoring and evaluation of the role players in the NSI and advice development on coordination of activities within a coherent NSI;
- Evaluation and identification of key issues and advice development on innovation for economic development and social upliftment;
- Evaluation and advice development on strengthening skills and infrastructure for research development and Innovation;
- Evaluation and advice development on key issues in bioeconomy policies and strategies; and
- Evaluation and advice development on gender mainstreaming.

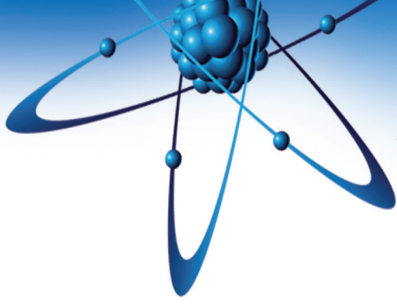
The strategic priorities, and indeed innovation itself, cut across the mandates of several government departments. NACI intends to engage extensively on these issues in order to take the lead role in developing a National Innovation Framework and arriving at inclusive and comprehensive policies, as well as cohesive strategies.

In addition, NACI will continue with the development of advice in the areas in which it currently focuses, e.g. transformation and gender issues, however the new emphasis is on topical 'big science' projects with potential for economic development and social upliftment, as well as the global positioning of South Africa in science and technology.

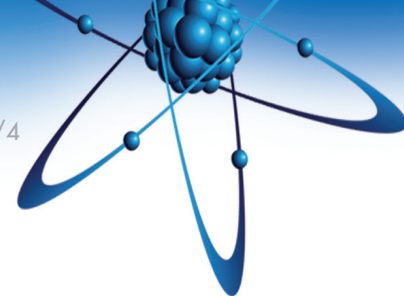
The corporate objectives for the 2013/14 financial year are:

- to engage with the Minister to identify key issues to be addressed during the financial year;
- to engage with the Minister on the implementation of the Ministerial Review Report recommendations;
- to pursue the establishment of a central database of innovation knowledge provision through a national repository for all data, information and analytical reports on relevant topics and initiatives;
- to pursue the establishment of a research chair or a centre of excellence in innovation policy development.

NACI aims to provide credible policy advice to the Minister, as well as to enhance significantly the skills and expertise within the Secretariat.



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1 INTRODUCTION

The Annual Performance Plan of the National Advisory Council on Innovation (NACI) for financial year 2013/14 is directed by NACI's mandate as spelt out in the NACI Act (Act No. 55 of 1997), the Science and Technology Laws Amendment Act (Act No. 16 of 2011) and the findings/recommendations of several recent reviews on the role and overall efficacy of NACI and its governance within the National System of Innovation (NSI). The previous Annual Performance Plan (2012/13) sought to address operational shortcomings in NACI in terms of its structure and governance and the impact of its evidence-based studies on the policy advice that it develops.

The NACI Strategic Plan for the period 2011/12 - 2014/15 advocates a move away from a system of long-term standing advisory committees to the establishment of a pool of advisors or experts from different sectors of science, technology, innovation, business and society in South Africa and abroad, who can then be commissioned to serve on Project Teams to address specific key issues for periods for which the expertise is required.

1.1 NACI's Mandate

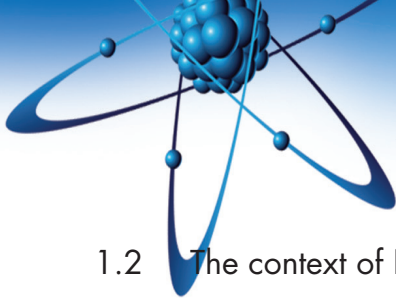
NACI derives its mandate from the National Advisory Council on Innovation Act (Act No.55 of 1997). NACI's core mandate is reflected in section 3 of the NACI Act, which is to:

"...advise the Minister for Science and Technology and through the Minister, the Minister's Committee and Cabinet on the role and contribution of science, mathematics, innovation and technology, including indigenous technologies, in promoting and achieving national objectives."

National objectives include, amongst other things, the quality of life of all South Africans, development of human resources for science and technology, building the economy and strengthening the country's competitiveness in the international sphere.

Given the broadness of the NACI mandate, NACI must assert its position as the principal advisory body on science, technology and innovation (STI) in South Africa, with its advisory services directed at, among others, the:

- coordination and stimulation of the NSI;
- development and maintenance of human resources for STI;
- development of innovation policy to ensure coherence;
- strategies or models for the promotion of all aspects of technological and non-technological innovation;
- funding of the S&T system;
- identification of research and development (R&D) priorities in consultation with provincial departments and other interested parties;
- establishment, phasing out, rationalisation, and management of science councils and national research facilities;
- establishment, analysis and maintenance of STI indicators systems; and
- international liaison and co-operation in STI.



1.2 The context of NACI's work in the 2013/14 financial year

The past reviews of NACI (and the NSI) have proposed several new ways in which NACI should be structured as well as how NACI must conduct its business in order to meet the challenges highlighted in the reviews. For example, the OECD Review (2007) states:

"In order for NACI to be effective, it needs a strong, efficient and effective Secretariat with substantial professional, technical and analytical capability (beyond mere administrative competence)."

These challenges have been taken up at workshops of NACI Council and the Secretariat, and have resulted in the development of a NACI Strategic Plan for the period 2011/12 – 2014/15. Four key objectives of the Strategic Plan are:

- To monitor and evaluate the National System of Innovation (NSI)

Monitor and evaluate the roles of key players in the NSI, and undertake studies in order to develop advice on the achievement of coherence and coordination at all levels in the NSI.

- To establish Project Teams

By this approach, NACI seeks to create synergies and enhance efficiencies by allocating experts to specific tasks related to their area of competence as well as by aligning the term of Project Team members to the period for which the expertise is required.

- To develop professional, technical and analytical skills within the NACI Secretariat

In the medium to long term NACI seeks to strengthen in-house expertise within the Secretariat. This will be achieved by way of joint appointments or secondments from Universities and Science Councils, working together with Secretariat staff on key projects.

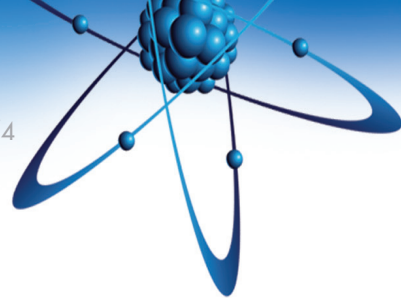
- To establish pools of advisors/experts

To enhance the quality of its advice NACI will establish a pool of advisors/experts from different sectors of science, technology, innovation and business in South Africa and abroad.

By these measures NACI aims to provide credible policy advice to the Minister and government, as well as enhance significantly the skills and expertise within the Secretariat.

In the Project Teams approach:

- NACI Council has the goals, terms of reference, and measurable outcomes for the Project Teams;
- The Project Teams are comprised of individuals who have the skills and expertise necessary to complete the project at hand, and the roles of each selected team member have been clarified, thereby assuring timeous delivery of high quality reports and other outcomes;
- Reliance on service providers to conduct NACI's research is reduced;
- NACI as an organisation can more readily respond to a rapidly changing innovation environment, and is more responsive to the changing political environment;
- NACI is evolving into a credible policy advisory body on innovation.



Outcomes from these measures include the following:

- Projects undertaken by NACI are focused on key issues identified in consultation with the Minister;
- Business planning is improving and focussed on the key issues premised on one NACI performance plan not several committee performance plans;
- The focused Project Teams which have been established have clearly defined objectives and their duration is linked to the project life-span;
- The challenge of non participation/unavailability of Committee members has been done away with;

The 2013/14 Annual Performance Plan therefore builds on NACI's successes of the past, leads the organisation into the new way of conducting its business, and sets it onto the path of evolving into a stronger, national advisory body on science policy and innovation.





2. VISION, MISSION AND VALUES

The vision, mission and values of NACI as envisaged in the Strategic Plan are outlined below.

2.1 Vision

As the key source of advice to government, NACI's vision is to actively promote a well coordinated NSI, based on a cohesive advisory system, in which science, technology and innovation are the primary drivers of economic and social development in South Africa and the enablers of our participation in the global knowledge society.

2.2 Mission

NACI's mission is to be the premier advisory body to the Minister, and, through the Minister, Cabinet, on the contribution of science, technology and innovation in promoting and achieving economic development and social upliftment. Furthermore, NACI seeks to monitor and advise on co-ordination and coherence in the national system of innovation thereby contributing to the achievement of national objectives.

NACI will give effect to its mission by utilising evidence-based scientific approaches and the best available resources. This mission statement finds expression in the NACI motto:

"Innovation for a better future"

2.3 Values

NACI shall conduct its business within the following values framework:

- *Excellence of service*
- *Professionalism*
- *Integrity*
- *Respect and people-centred*
- *Transparency and accountability*

It is envisaged that with the commitment of members of Council, Project Teams and the Secretariat, this Annual Performance Plan will translate into viable programs/plans, the outcomes of which will validate the meaning of NACI's existence as a National Advisory Council on Innovation. This document also serves as a public commitment to the critical function of NACI in continuously monitoring and evaluating the roles of the various players in the NSI and in achieving coherence and coordination within a National Innovation Framework. NACI will foster the utilisation of innovation in the growth of the economy and the improvement of the quality of life of all South Africans.

The Council will continue to be served by the NACI Secretariat consisting of the Chief Executive Officer, Senior Policy Analysts and a number of officials, all appointed on a full-time basis. In order to put into effect the work initiated by Council, the NACI Secretariat needs to be equipped with the necessary skills and resources. The strengthening of the Secretariat with substantial professional, technical and analytical capability both in terms of the capabilities of its staff and developing partnerships with researchers in universities and science councils is one of the targeted priorities in the medium term.



3. STRATEGIC PRIORITIES, OBJECTIVES AND ANNUAL PERFORMANCE

3.1 Strategic Priorities

The strategic priorities of NACI are informed by the various reviews of science, technology and innovation in South Africa, in particular, the OECD Review of Innovation in South Africa (2007) and the Synoptic Report of the Ministerial Review Committee on the science, technology and innovation landscape (2012).

Key findings in respect of the NSI:

- The concept of a “National System of Innovation” as something wider than the sum of traditional R&D activities has only limited understanding;
- Virtually no prospective NSI planning as envisaged in the White Paper on Science and Technology has been possible;
- The challenges of coherence and co-ordination of government departments at national and regional levels as well as agencies at their various levels in the NSI run both vertically up and down the levels of authority in the system as well as horizontally between the agencies;
- There seem to be only limited horizontal coherence and integration between agencies in the NSI;
- A greater clarification of roles between various agencies is needed; and
- Business is insufficiently involved in “NSI-building”.

Key findings in respect of NACI:

- NACI’s mandate was hamstrung by the fact that it reported to the Department of Science and Technology (DST) and thus had no structural location that would afford it the authority needed for effective coordination of a national innovation system;
- NACI has been effectively constrained to “advise” only in the limited NSI domains in which the DST can operate; and
- In order for NACI to be effective, it needs a strong, efficient and effective Secretariat with substantial professional, technical and analytical capability (beyond mere administrative competence).

NACI intends to engage extensively on these issues in order to take a lead role in achieving coherence and coordination in the NSI, as well as addressing the structural and capacity constraints that limit its optimal operations.

The medium term strategic priorities of NACI are:

- Evaluation and advice on monitoring, coherence and coordination in the NSI;
 - Evaluation and advice development on strengthening skills and infrastructure for research development and Innovation;
 - Evaluation and advice development on key issues in bioeconomy policies and strategies;
- Evaluation and identification of key issues and advice development on innovation for economic development and social upliftment; and

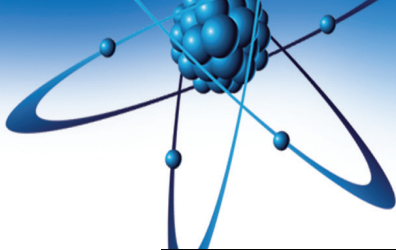
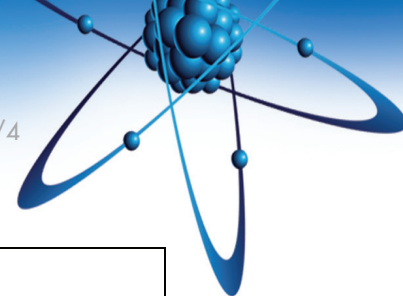
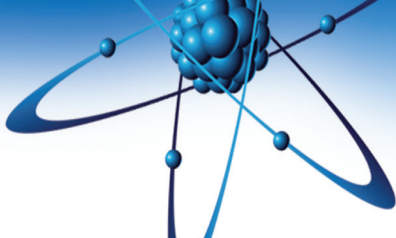


Table 1: Annual Performance Plan

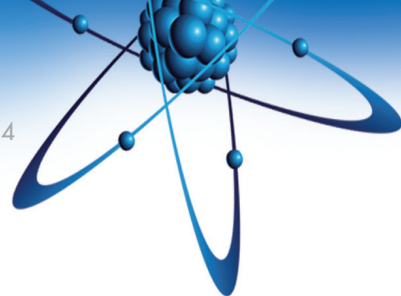
STRATEGIC PRIORITY 1: EVALUATION AND ADVICE ON MONITORING, COHERENCE AND COORDINATION IN THE NSI									
OUTPUT	PERFORMANCE INDICATOR	STRATEGIC TARGET	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2009/10	2010/11	2011/2012		2012/13	2013/14	2014/15
STRATEGIC OBJECTIVE: TO EVALUATE AND ADVISE ON THE DEVELOPMENT OF A NATIONAL INNOVATION FRAMEWORK									
Policy Advice on National Innovation Framework	Policy options on how to enhance coordination and coherence vertically and horizontally within the NSI, approved by the Minister	Research on strategic initiatives suitable to support the desired state of the NSI	-	-	-	-	Report and policy options on coordination and coherence in the NSI by March 2014	Track implementation of policy options on coordination and coherence in the NSI (Pending implementation of the Ministerial Review Report)	Review implementation coordination and coherence in the NSI (pending agreement with DST and Minister)
STRATEGIC OBJECTIVE: TO ADVISE ON MONITORING, EVALUATION AND INDICATORS									
Policy Advice on the development of new set of M&E indicators in the NSI	Policy options on the M&E indicators for the NSI, approved by the Minister	A portfolio of indicators to measure the health, performance and sustainability of the NSI	-	-	-	-	Reports and policy options on M&E indicators finalised by March 2014	Track the implementation of policy options on M&E indicators (pending implementation of Ministerial Review Report)	Review implementation indicators for the NSI (pending agreement with DST and Minister)



STRATEGIC PRIORITY 2: EVALUATION AND ADVICE DEVELOPMENT ON STRENGTHENING SKILLS AND INFRASTRUCTURE FOR RESEARCH DEVELOPMENT AND INNOVATION									
OUTPUT	PERFORMANCE INDICATOR	STRATEGIC TARGET	AUDITED/ACTUAL PERFORMANCE				ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS	
			2009/10	2010/11	2011/2012	2012/13		2013/14	2014/15
Policy advice on current infrastructure for research development and innovation support and needs	Policy options on current infrastructure for research development and innovation, approved by Minister	Review of the current infrastructure for research development and innovation	-	-	-	-	Research report and policy advice on current infrastructure for research development and innovation finalised by February 2014	Track implementation of policy options on current infrastructure for research development and innovation (pending the implementation of Ministerial Review Committee report)	Review implementation on current infrastructure for research development and innovation (pending agreement with DST and Minister)
STRATEGIC OBJECTIVE: TO EVALUATE AND ADVISE ON STRENGTHENING SKILLS IN MATHEMATICS, SCIENCE AND TECHNOLOGY TO SUPPORT INNOVATION IN THE EDUCATION AND TRAINING VALUE-CHAIN.									
Policy Advice on strengthening skills in mathematics, science and technology	Policy options on strengthening skills in mathematics, science and technology approved by the Minister	Strengthening skills in mathematics, science and technology	-	-	-	-	Research report and policy options on the impact of Legislation and Institutional Environment on Biotechnology in South Africa finalised by February 2014	Track the implementation of legislation and Institutional Environment on Biotechnology in South Africa (pending the implementation of Ministerial Review Committee report)	Review implementation of legislation and Institutional Environment on Biotechnology in South Africa options for key issues in bioeconomy policies and strategies



STRATEGIC PRIORITY 3: EVALUATION AND ADVICE DEVELOPMENT ON KEY ISSUES IN BIOECONOMY POLICIES AND STRATEGIES								
OUTPUT	PERFORMANCE INDICATOR	STRATEGIC TARGET	AUDITED/ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2009/10	2010/11		2011/2012	2012/13	2013/14
STRATEGIC OBJECTIVE: TO EVALUATE AND ADVISE ON KEY ISSUES IN BIOECONOMY POLICIES AND STRATEGIES								
Policy advice on the legislation and institutional environment of biotechnology in South Africa	Policy options on the legislation and institutional environment of biotechnology in South Africa, approved by the Minister	Research on the impact of Legislation and Institutional Environment on Biotechnology in South Africa	-	-	-	Research report and policy options on the impact of Legislation and Institutional Environment on Biotechnology in South Africa finalised by February 2014	Track the implementation of Legislation and Institutional Environment on Biotechnology in South Africa (pending the implementation of Ministerial Review Committee report)	Review implementation of Legislation and Institutional Environment on Biotechnology in South Africa options for key issues in bioeconomy policies and strategies
STRATEGIC PRIORITY 4: EVALUATION AND ADVICE ON INNOVATION FOR ECONOMIC DEVELOPMENT AND SOCIAL UPLIFTMENT								
OUTPUT	PERFORMANCE INDICATOR	STRATEGIC TARGET	AUDITED/ACTUAL PERFORMANCE		STIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2009/10	2010/11		2011/2012	2012/13	2013/14
STRATEGIC OBJECTIVE: TO EVALUATE AND ADVISE ON INNOVATION FOR ECONOMIC DEVELOPMENT AND SOCIAL UPLIFTMENT								
Policy Advice on forms of innovation that could enhance economic growth and social upliftment	Policy options on how all forms of innovation could enhance economic growth and social upliftment, approved by the Minister	A framework on how all forms of innovation could be used to enhance economic development and social upliftment	-	-	-	Report and policy options on optimal impact of all forms of innovation	Track implementation of policy options on optimal impact of all forms of innovation (pending implementation of Ministerial Review Report)	Review implementation on optimal impact of all forms of innovation (pending agreement with DST and Minister)



STRATEGIC PRIORITY 5: EVALUATION AND ADVICE ON GENDER MAINSTREAMING									
OUTPUT	PERFORMANCE INDICATOR	STRATEGIC TARGET	AUDITED/ACTUAL PERFORMANCE			STIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2009/10	2010/11	2011/2012	2012/13	2013/14	2014/15	2015/16
STRATEGIC OBJECTIVE: TO EVALUATE AND ADVISE ON GENDER MAINSTREAMING IN THE SCIENCE, TECHNOLOGY ENVIRONMENT									
Policy advice on mitigating gender disparities in selected science and technology sectors.	Policy options for addressing gender disparities in selected science and technology sectors approved by the Minister for Science and Technology.	Research report on gender disparities in selected science and technology sectors with implementable policy options and recommendations.	-	-	-	-	Report and policy options on mitigating gender disparities finalised by February 2014.	Tracking implementation of policy options for addressing gender disparities in the STI environment. (pending implementation of the Ministerial Review recommendations report)	Review implementation gender mainstreaming in the STI. (pending agreement with Minister for Science and Technology)



- Evaluation and advice development on gender mainstreaming.

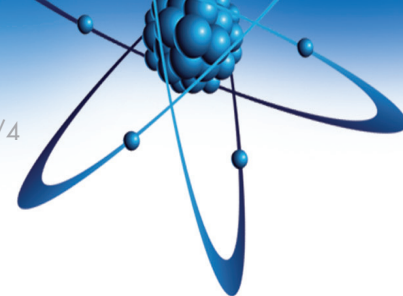
3.2 Strategic Objectives

The medium term priorities of NACI translate into the following strategic objectives for the financial year 2013/14:

- To evaluate and advise on the development of a national innovation framework;
- To advise on monitoring, evaluation and indicators;
- To evaluate and advise on strengthening skills in mathematics, science and technology to support innovation in the education and training value chain;
- To evaluate and advise on innovation for economic development and social upliftment;
- To evaluate and advise on strengthening infrastructure for research development and innovation;
- To evaluate and advise on key issues in bioeconomy policies and strategies; and
- To evaluate and advise on gender mainstreaming in the science and technology environment.

3.3 Annual Performance Plan

The strategic objectives outlined in 3.2 above have been translated into programmes and key supporting activities for the financial year 2013/14 (see Table 1). The focused programmes were identified by the NACI Council in consultation with the Minister for Science and Technology. The programmes outlined below will form the basis for NACI's evidence-based advice.

**Table 3.4 International Liaison**

NACI's international profile was boosted in 2011/12 and 2012/13 by participation in some OECD STI workshops and meetings. This has provided direct access to international initiatives/programs on innovation and a network of expertise, and enhanced the credibility of NACI through the international acknowledgement of its work.

NACI will continue to be an active participant in workshops and meetings of recognised bodies, such as the OECD and its STI committees, in particular in workshops of the OECD on Smart (Regional) Specialisation Strategies, in support of its work plan. A list of events that NACI hopes to participate in is provided in Appendix C.

4. RESOURCES AND BUDGET

4.1 Projected and estimated NACI budgets

For NACI to conduct its business, it requires adequate, financial, human and infrastructural resources. The existing human resources comprise of members of the NACI Council and its supporting Project Teams (see Appendix A) that include the Executive Committee (ExCo) as well as the staff of the NACI Secretariat. The Secretariat provides research and administrative support to the Project Teams, ExCo and NACI Council.

The Project Team approach that NACI will follow in the 2013/14 financial year requires additional financial resources, project management system as well as a Secretariat equipped with the required high level of analytical skills. Funding for NACI's programmes and logistics are allocated through the DST.

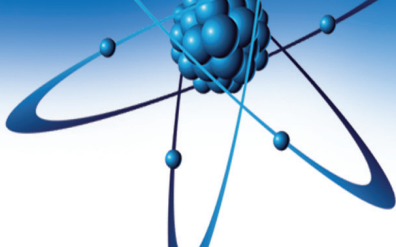
Table 2 below presents a summary of NACI's allocated budget for the 2013/14 financial year while the breakdown is outlined in Table 3. This allocation is modest, given the broad mandate of the organisation and the new project team approach adopted in 2012/13 financial year. For NACI to fulfill its mandate additional funding above the prescribed allocation is necessary especially to service the costs of maintaining Project Teams.

Table 2: Summary of NACI budget allocations for 2013/14, 2014/15, and 2015/16

ITEM	MTEF 2013/14	MTEF 2014/15	MTEF 2015/16
	R'000	R'000	R'000
Compensation of Employees	7 095	7 485	7 897
Good and Services	8 408	10 801	11 231
Total	15 503	18 287	19 128

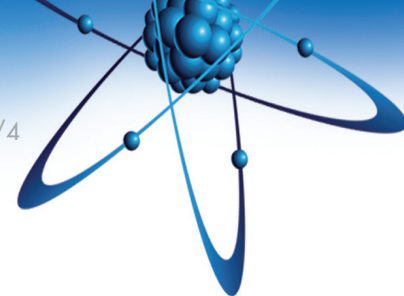
Table 3: Breakdown of NACI budget allocation for 2013/14, 2014/15, and 2015/16

ITEM	MTEF 2013/14	MTEF 2014/15	MTEF 2015/16
	R'000	R'000	R'000
COMPENSATION TO EMPLOYEES	7 095	7 485	7 897
GOODS AND SERVICES	8 408	10 801	11 231
<i>a) Institutional</i>			
Co-fund Research Chair	1 100	1 413	1 469
Lease, services and maintenance	1 590	2 043	2 124



ITEM	MTEF 2013/14	MTEF 2014/15	MTEF 2015/16
Sub-Total	2 690	3 456	3 593
b) Strategic Programmes			
Economic Development and Social Upliftment	750	963	1 002
✓ Innovation for Economic Development and Social Upliftment			
Skills and Infrastructure for Research and Innovation	700	899	935
✓ Infrastructure for Research and Innovation	650	835	868
✓ Strengthening Skills in Mathematics Science and Technology			
Bio-Economy Policies and Strategies	700	899	935
Gender Mainstreaming	750	963	1002
Monitoring, Coherence and Coordination in the NSI	468	601	625
✓ Development of a National Innovation Framework	450	578	601
✓ Monitoring, Evaluation and Indicators			
Sub-Total	4 468	5 740	5 968
c) Special Programmes			
IT systems	1 250	1 606	1 670
Sub-Total	1 250	1 606	1 670
GRAND TOTAL (R'000)	15 503	18 287	19 128

This is an important transitional phase in NACI's evolution from its current structure and mode of operation to one designed to meet the recommendations of the various review panels and the report of the Ministerial Committee in STI. To implement the project approach it may require the annual budget for 2013/14 to be increased. Application for additional funds will be made through the MTEF budgetary process.



5. PERFORMANCE MONITORING AND EVALUATION

As a statutory body that advises the Minister of Science and Technology, and the government, NACI is an important reference point on the efficacy of innovation policy in South Africa. The effective execution of NACI's statutory mandate, therefore, has to be monitored and evaluated regularly as articulated in NACI's previous business plans. Monitoring and evaluation of NACI's work will ensure maintenance of both the relevance and impact of its advisory services, and accountability of its activities, while enhancing its performance.

- To assess its performance, NACI will apply the following approaches:
- Project management system that provides for ongoing monitoring of progress;
- 3 yearly performance review moderated by external moderator(s)
- Review of NACI's board performance a year before the end of the term of office of NACI Council; and
- Yearly customer satisfaction assessment, to gauge the relevance, quality and effectiveness of advice. NACI's pertinent customers are the Minister of Science and Technology, DST, and the Cabinet.

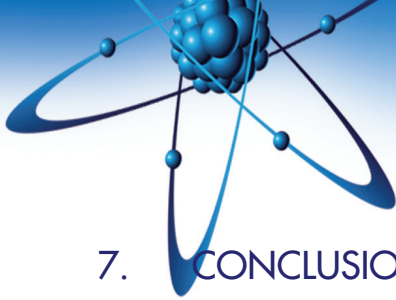
6. RISKS

The risks that NACI faces in achieving its Strategic and Annual Performance Plans include:

- Revisions to the NACI Act, to ensure strategic alignment with proposals and recommendations from the Ministerial Review Committee report of March 2012;
- Project management approach/ Project teams
 - Inadequate funding for the new project management approach adopted in 2012/13 financial year;
 - Capacity continues to be a major constraint for the optimal operation of the NACI Secretariat and project teams;

The 2008 External Review of NACI also identified several systemic shortcomings in NACI's governance and operations, relating in particular to:

- The position of the NACI CEO should be elevated to be similar in level to that of heads of science councils, and
- The NACI Council and NACI CEO would be fully responsible for NACI, including managing the finances and affairs in accordance with the PFMA,

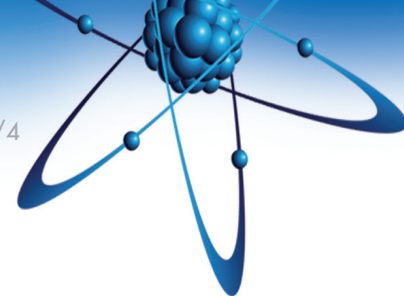


7. CONCLUSION

Assessments of NACI's past activities show that the organisation has been rendering credible advice on various aspects of Science, Technology and Innovation to the Minister of Science and Technology. Much of this advice has been generated from studies motivated by Council and its supporting Advisory Committees. In the present Performance Plan, the primary focus will be on key issues aligned in practice with the National Development Plan (NDP), DST strategic priorities, Ministerial Review Committee Report and other important policies and strategies. Such an alignment seeks to yield advisory and policy development services that make greater impact on social and economic development in our country and the quality of life of its citizens. The implications of this initiative is that NACI's work has expanded considerably from financial year 2012/13 onwards, both in terms of volume and depth; its impact is destined to be greater.

In order to effectively implement its project approach, NACI will also need to have a strong leadership, competent, professional, committed and experienced secretariat staff and in-house services such as panel(s) of national and international experts. Amendments to the NACI Act, a first step of which has been recently been promulgated in the Science and Technology Laws Amendment Act (Act 16 of 2011), may also mean that NACI will need to have its own legal, financial, operations, human resources, ICT facilities and supply-chain managers, or enter into service level agreements with the DST on these services. The expansion, therefore, will undoubtedly come with resources and budget implications, as indicated in Section 4.





8. APPENDICES

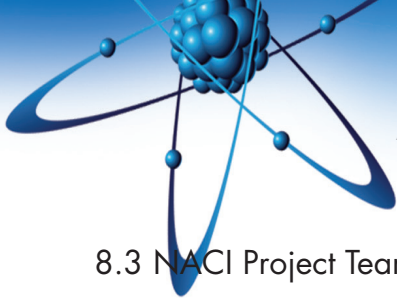
APPENDIX A: Members of NACI and its supporting Project Teams

8.1 NACI Council Members

Full name	Organisation
Dr Steve Lennon (Chairperson)	Eskom
CEO (Vacant)	NACI Secretariat
Mr Kuseni Dlamini	New Bond Capital Ltd
Dr Azar Jammie	Econometrix Ltd
Prof Helen Laburn	Wits University
Prof Lineo Mazwi-Tanga	Cape Peninsula University of Technology
Prof Michael Pepper	University of Pretoria
Prof Francis W Petersen	University of Cape Town
Prof Gerhardus Prinsloo	Durban University of Technology
Mr Geoff Rothschild	Johannesburg Stock Exchange
Prof Jennifer A Thomson	University of Cape Town
Prof Mamokgethi Phakeng	UNISA
Ms Nkuli Shinga	Department of Trade and Industry
Adv Louisa Zondo	Sasol

8.2 NACI ExCo

Full name	Organisation
Dr Steve Lennon (Chairperson)	Eskom
Ms Nkuli Shinga	Department of Trade and Industry
Mr Geoff Rothschild	Johannesburg Stock Exchange
CEO (Vacant)	NACI Secretariat



8.3 NACI Project Teams

NACI has established project teams in order to implement its new strategic priorities as outlined in the tables below.

8.3.1 Monitoring, Coherence And Coordination In The NSI

8.3.1.1 Members of Development of a National Innovation Framework Project Team

Full name	Organisation
Dr Steve Iennon (Project Leader)	Eskom
Ms Joanne Yawitch	National Business Initiative (NBI)
Dr Takalani Rambau	ASSAf
Prof David Kaplan	University of Cape Town
Mrs Jayshree Naidoo	Da Vinci Institute

8.3.1.2 Members of Monitoring, Evaluation and Indicators Project Team

Full name	Organisation
Dr Azar Jammie (Project Leader)	Econometrix
Dr Sebble Worku	Statistics South Africa
Mrs Irma Grundling	Yakini Consulting
Dr Neo Molotja	Human Sciences Research Council
Dr Makhapa Makhafola	Mintek
Mr Geoff Rothschild	Johannesburg Stock Exchange
Prof Gerhardus Prinsloo	Durban University of Technology

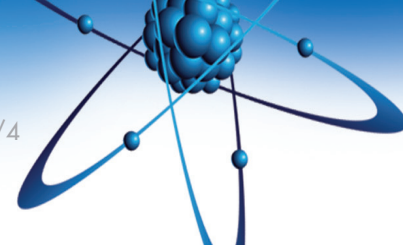
8.3.2 SKILLS AND INFRASTRUCTURE FOR RESEARCH AND INNOVATION

8.3.2.1 Members of Strengthening Skills in Mathematics, Science and Technology Project Team

Full name	Organisation
Mr Kuseni Dlamini (Project Leader)	New Bond Capital
Ms Jocelyn Vass	Department of Trade and Industry
Prof Yunus Ballim	Wits University
Ms Mpho Letlape	Sasol Inzalo Foundation
Dr Vuyo Mahlati	IWFSA
Mr Guy Harris	Management Consultant

8.3.2.2 Members of Infrastructure for Research and Innovation Project Team

Full name	Organisation
Prof. Gerhard Prinsloo (Project Leader)	Durban University of Technology



Full name	Organisation
Prof Nelson Ijumba	University of KwaZulu-Natal
Mr Ravindra Naidoo	Infrastructure & Development Advisory Practice
Dr Zawadi Chipeta	Centres for Disease Control and Prevention
Dr Mohammed Jeenah	Agricultural Research Council
Dr Vinesh Maharaj	CSIR Biosciences
Ms Nkuli Shinga	Department of Trade and Industry
Dr Zeblon Vilakazi	iThemba Labs
Dr David Phaho	Sasol
Dr Ndanduleni B. Nthambeleni	National Research Foundation
Dr Oswald Franks	ECSA

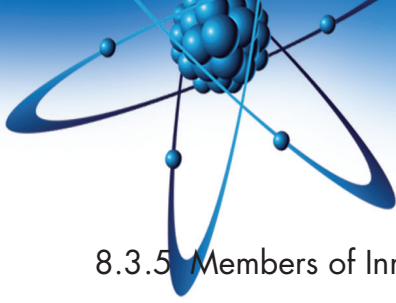
8.3.3 BIO-ECONOMY POLICIES AND STRATEGIES

8.3.3.1 Members of Bioeconomy Policies and Strategies Project Team

Full name	Organisation
Prof. Michael Pepper (Project Leader)	University of Pretoria
Prof. Helen Laburn	Wits University
Mr Mclean Sibanda	The Innovation Hub
Dr Joe Molete	Council for Scientific and Industrial Research
Dr Antonel Olckers	DNAbiotec® (Pty) Ltd
Dr Francisca Mochaba	Ribotech (Pty) Ltd
Mr Patrick Tippoo	The Biovac Institute (Pty) Ltd
Prof. Jennifer Thomson	University of Cape Town
Prof Melodie Slabbert	UNISA

8.3.4 Members of Gender Mainstreaming (Cross Sectional) Project Teams

Full name	Organisation
Adv Louisa Zondo (Project Leader)	Sasol
Ms Ntebatse Matube	Women in Nuclear South Africa
Prof Lineo Vuyisa Mazwi-Tanga	Cape Peninsula University of Technology
Dr Romilla Maharaj	National Research Foundation
Dr Mmantsae Diale	University of Pretoria
Prof Bafana Khumalo	Sonke Gender Justice Network
Prof Amanda Gouws	Commissioner for Gender Equality

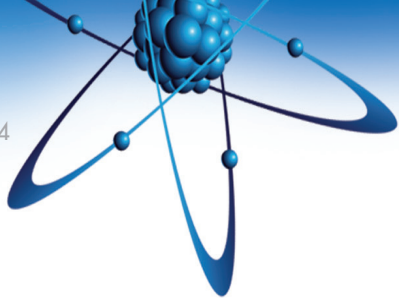


8.3.5 Members of Innovation for Economic Development and Social Upliftment Project Team

Full name	Organisation
Prof Francis Petersen (Project Leader)	University of Cape Town
Mr Lumkile Mondli	Industrial Development Corporation
Dr Daphney Mayindi	Department of Rural Development and Land Reform
Dr Kate Phillip	Trade and Industrial Policy Strategies
Mr Bongani Motsa	Department of Minerals and Energy
Ms Nkuli Shinga	Department of Trade and Industry

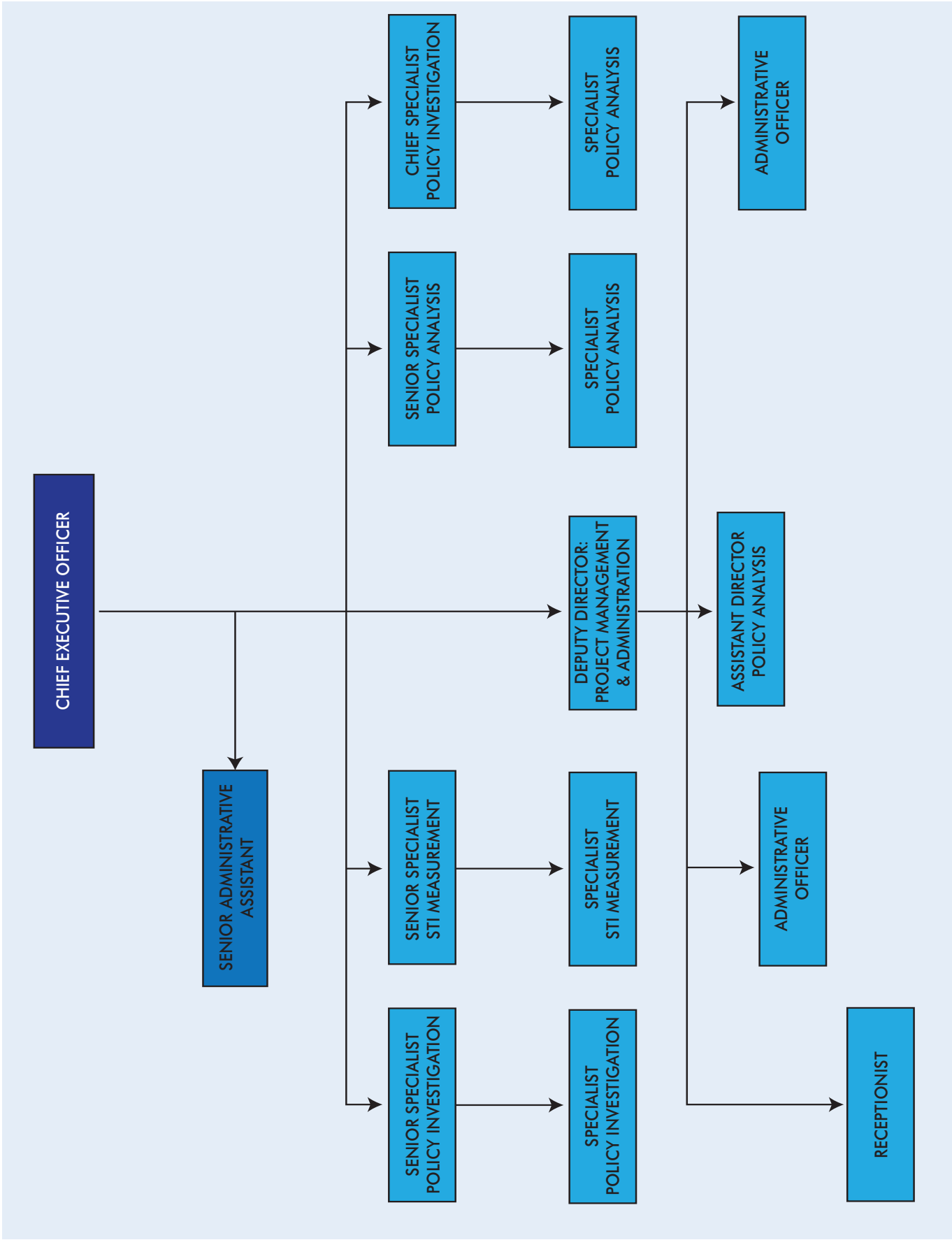
8.4 NACI Secretariat

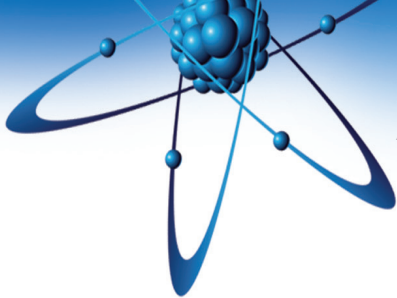
Full name	Position
Vacant	NACI CEO
Dr Thiambi Netshiluvhi	Senior Specialist: Policy Analysis
Ms Nozipho Buthelezi	Chief Specialist: Policy Investigation
Dr Ntsane Moleleki	Senior Specialist: Policy Investigation
Mr Petrus Letaba	Senior Specialist: STI Measurements
Advertised	Specialist: Policy Analysis
Mr Nyakallo Tsatsi	Specialist: Policy Investigation
Ms Rudzani Maila	Specialist: Policy Analysis
Mr Lindile Adons	Specialist: STI Measurements
Ms Charlotte Mzolo	Senior Administrative Assistant
Ms Mavis Masia	Administrative Officer
Mr Benny Nhlapo	Administrative Officer
Mr Thabo Mosenthal	Assistant Director: Policy Analysis
Ms Sophia Mogakabe	Receptionist



APPENDIX B: Organogram of NACI Secretariat

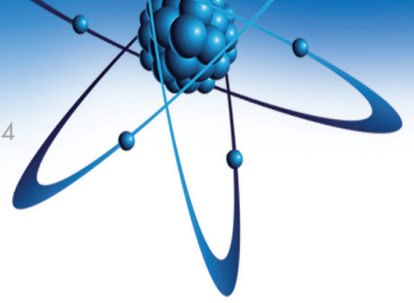
An organogram of the NACI Secretariat is shown below:





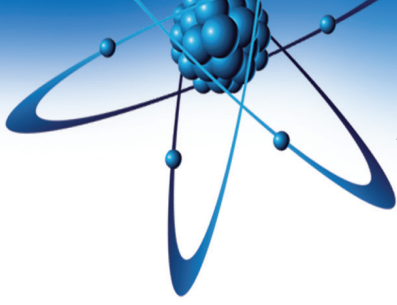
APPENDIX C: International meetings to be attended by NACI in 2013/14

- Meeting of the OECD Working Party on Innovation and Technology Policy (TIP),
- Meeting of the OECD National Experts on Science and Technology Indicators (NESTI), Paris
- Regional Meetings/Workshops on Science Policy Development in SADC Countries
- Relevant and value adding international meetings, workshops, conferences on the following NACI Project thrusts:
 - Monitoring, Coherence and Coordination in the NSI
 - Development of a national innovation framework
 - Monitoring, evaluation and indicators
 - Skills and Infrastructure for Research and Innovation
 - Strengthening skills in mathematics, science and technology
 - Infrastructure for research and innovation
 - Economic Development and Social Upliftment
 - Bio-Economy Policies and Strategies
 - Gender Mainstreaming
- Meeting of the International Science, Technology and Innovation Centre (ISTIC) Governing Board



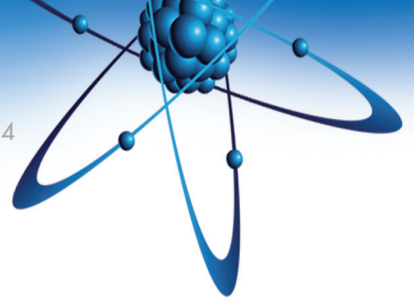
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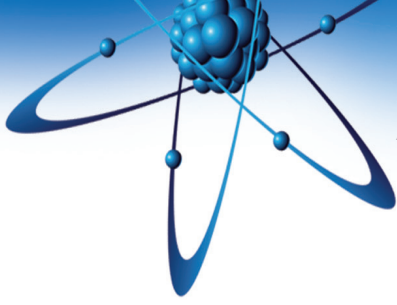
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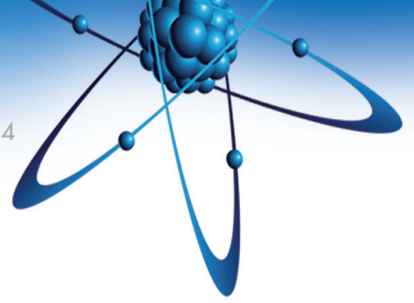
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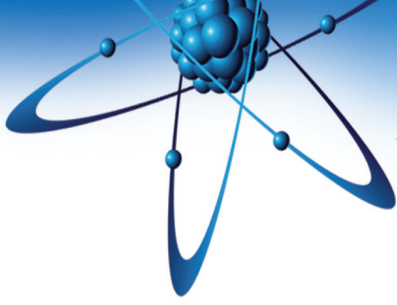
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