NATIONAL ADVISORY COUNCIL ON INNOVATION

Annual Performance Plan

2017/2018

INNOVATION
FOR A BETTER FUTURE

science & technology

Department:
Science and Technology
REPUBLIC OF SOUTH AFRICA

NACi
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Foreword

Science, technology and innovation (STI) can play a critical role in addressing economic and social challenges (including education, food security, health). This is recognised by the National Development Plan (NDP), which notes that developments in STI fundamentally alter the way people live, communicate and transact, with profound effects on economic growth and development. The NDP further indicates that countries that are able to tackle poverty effectively by growing their economies are characterised by strong STI.

Our 2016-2021 Strategic Plan articulates a vision and identifies strategic-outcome oriented goals that seek to contribute to the realisation of the NDP vision and the mandate of the National Advisory Council on Innovation (NACI). NACI intends to strengthen its capacity to store and analyse data and improve the quality, relevance and efficacy of its advice, which must be evidence-based. It also seeks to strengthen its ability to conduct system's planning, monitoring and evaluation in order to bolster policy performance. Recognising that the National System of Innovation (NSI) remains a work in progress, NACI intends to contribute to the development of an NSI that is coherent, coordinated and responsive to national priorities. Local and international networks and partnerships will play an important role in ensuring the successful implementation of our Strategic Plan.

We continue to implement our Strategic Plan through the 2017/18 Annual Performance Plan (APP). Collaboration with local and international partners is pivotal to the realisation of our APP objectives.

I therefore commend our APP to South African citizens and NSI role players, in particular.

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Prof. Cheryl de la Rey

Chairperson: NACI

Official sign-off

It is hereby certified that this Annual Performance Plan was approved by the Council. The Annual Performance Plan was prepared in line with NACI's Strategic Plan for 2016-2021. It accurately reflects the targets that NACI will endeavour to achieve, given the resources made available in the budget for 2017/18.

Prof. Cheryl de la Rey

NACI Chairperson   Signature ……………………………..

Ms Pretty Makukule

Chief Financial Officer (DST)   Signature ……………………………..

Dr Mlungisi Cele

Acting Head (NACI)   Signature ……………………………..

Approved by:

Minister Naledi Pandor

Executive Authority   Signature ……………………………..

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Part A: Strategic overview

The following sections present strategic overview of the National Advisory Council on Innovation (NACI). It captures the vision, mission, values and legislative mandate of the organisation, including the information on performance delivery and the institutional environment.

1.   VISION

A leading advisory body for government on science, technology and innovation within a well-coordinated, responsive and functioning National System of Innovation.

2.   MISSION

To produce evidence-based advice for the Minister of Science and Technology and, through the Minister, the Cabinet on science, technology and innovation matters through the research expertise and engagement with stakeholders.

3.   VALUES

- Excellence of service.

- Professionalism.

- Integrity.

- Respect and people-centredness.

- Transparency and accountability.

4.   LEGISLATIVE AND OTHER MANDATES

The National Advisory Council on Innovation Act, (Act No. 55 of 1997), provides the mandate for NACI. The Act mandates NACI to advise the Minister for Science and Technology and, through the Minister, the Cabinet, on the role and contribution of science, mathematics, innovation and technology, including indigenous technologies, in promoting and achieving national objectives, namely, to improve and sustain the quality of life of all South Africans, develop human resources for science and technology, build the economy, and strengthen the country's competitiveness in the international arena.

4.1   CONSTITUTIONAL MANDATE

There are no specific constitutional provisions relevant to NACI.

4.2   RELEVANT COURT RULINGS

None

5.   POLICY CONTEXT AND MANDATE

The 2011 National Development Plan (NDP) and 1996 White Paper on Science and Technology embraces and promotes the critical role and contribution of the National System of Innovation (NSI) towards creating a sustainable and an inclusive socio-economic development, and promotes a broader and an inclusive concept of innovation (social and technological, traditional and non-traditional research, and development communities).

The building of the NSI remains work-in progress. This is in part due to the persisting coordination challenge, both vertical and horizontal, between public and private sectors and between government departments. Nevertheless, the NDP insists that South Africa's competitiveness will rely on the NSI, permeating the culture of business and society. It recognises the NSI as the principal tool for creating new knowledge, applying knowledge in production processes, and disseminating knowledge through teaching and research collaboration. The NDP further acknowledges that advances in technological innovation and the production of new knowledge are critical to growth and development.

The NDP proposes two actions related to the NSI. First, creating a common overarching framework to address pressing challenges in the NSI (including higher and further education, state-owned enterprises (SOEs) and private industries). The NSI should function in a coordinated manner with objectives that are aligned to national priorities. Second, increase the size and effectiveness of the NSI.

NACI has continuously sought to find ways in which its work could contribute (directly or indirectly) to the realisation of some of the NDP Vision 2030. Its strategic approach involves a provision of evidence-based/informed, responsive and confidential advice (proactive and reactive); systemic monitoring; evaluation, learning and analysis; research expertise and stakeholder engagement (roundtable discussions). Some examples related to building a coordinated, coherent and effective NSI include:

a)   Annual monitoring of NSI-resulting in STI indicators booklet and finalisation of the STI scorecard;

b)   Contribution to the development of the NSI Monitoring, Evaluation and Learning Framework and indicators and development of STI information portal and production of biennial state of STI (future);

c)   Review of the current and future White Paper on S&T (including performance analysis of the NSI), other key STI strategies and system's infrastructure;

d)   Proposal to host of 3rd Global Forum of National Advisory Councils of Innovation in 2017-share and learn from different country experiences related to governance, planning, how to achieve innovation ecosystem and well-coordinated, responsive and effective NSI and so forth;

e)   Conducting of foresight exercise to inform new decadal plan for STI;

f)   Contribution to better understanding of the relationship between STI and economy through select areas such as technology balance of payment, knowledge-based economy, uptake of locally produced technologies;

g)   Input into expansion of the NSI, and its human capital (including transformation).

6.   ORGANISATIONAL AND PERFORMANCE ENVIRONMENT

TThe 1996 White Paper and the 2002 National Research and Development Strategy noted that the post-apartheid government had inherited an "ailing" science and technology system, which was fragmented and uncoordinated, and not geared to help the government realise the national imperatives of economic growth and enhanced quality of life for all citizens.

The need for greater coherence and coordination in the NSI has therefore been understood for a long time. A variety of statutory

and voluntary mechanisms have been established in an attempt to transform the ailing system. The idea of an NSI, introduced in the 1996 White Paper, was premised on the notion of stakeholders working together for a common purpose. The NSI concept assumes the need for the different actors across the system (in both the public and the private sector) to achieve coherence and complementarities in their functions, so that the resources invested in the various entities can make the greatest impact.

The Ministerial Review Report (2012) noted that the National Advisory Council on Innovation (NACI) is hamstrung in carrying out its mandate because it reports to the Department of Science and Technology and thus does not have a structural location that affords it the authority needed for the effective coordination of a national system.

The Ministerial Review Report (2012) noted that progress in improving the functioning of the NSI was still hampered by the absence of an assigned responsibility for ensuring the availability, collation, maintenance (and even analysis) of the STI indicators, both quantitative and qualitative, needed for M&E, and for planning and the management of the NSI as a whole. It stated that although evidence is available from a number of sources for some dimensions of discrete activity in the system, there is no comprehensive synopsis available, even in conception, that reflects the system in its totality, and that allows an assessment of how it might fulfil its contribution to national development.

The Ministerial Review Committee recognised that NSI has some selected places or windows that collect and analyse data, for instance the Centre for Research on Evaluation, Science and Technology (CREST), the annual STA report, DHET, the Higher Education Information Management System (HEMIS), RIMS and the Council on Higher Education (CHE). The Ministerial Review Committee argued, further, that while there is an excess of data, there is a dearth of information, and it is evident that no entity in the NSI currently has the required capacity in system mapping, system analysis, system building, system steerage, system evaluation, system learning or system foresight.

The Minister has since assigned NACI to develop and host the STI information portal, and encouraged the inclusion of Chief Executive Officers of DST Public Entities. The Minister also granted the Chairperson direct access to the Minister. These attempts are intended to improve coordination and collaboration of diverse stakeholders (such as the Centre for Research on Evaluation, Science and Technology, the Department of Higher Education and Training (the Higher Education Management Information System), the Research Information Management System, and the Centre for Science, Technology and Innovation Indicators.

In addition, NACI has explored collaboration with local and international organisations. Each collaboration has specific focus:

i.   NACI/Organisation for Economic Cooperation and Development-STI policy analysis, evaluation, country reviews, impact assessment, bibliometrics, data management and repository.

ii.   NACI/Global Forum on National Advisory Councils on Innovation-experience and knowledge sharing and learning, improving the role and contribution of Advisory Councils, development of relevant and impact of advice, interaction between advisors and policy makers, capacity building, and joint projects.

iii.   NACI/National Research Foundation, Human Sciences Research Council, the Academy of Sciences South Africa, South African Council for Natural Scientific Professions, Technology Innovation Agency, Accenture, the New Economic Partnership for Africa's Development, National Science and Technology Forum, Science Policy Research Unit, DST-NRF Centre of Excellence in Scientometrics and Science, Technology and Innovation Policy-Strengthening of system's monitoring, evaluation and learning capability; development and implementation of the STI information portal and development of next generation of STI policy analysts

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[1]These include NACI, the Council on Higher Education, and the National Science and Technology Forum. Government attempted to achieve coherence across clusters of departments or across priority outcomes by introducing first a cluster system and then delivery forums. There are also numerous sectoral bodies such as Universities South Africa for higher education institutions, and the Committee of Heads of Organisations of Research and Technology, which is mainly for science councils. The contribution of these mechanisms to strengthening the NSI varies, but there is little doubt that much more could be achieved than is currently the case.

7.   STRATEGIC OUTCOME-ORIENTED GOALS

a)   To learn from the previous experience to improve efficacy and ensure evidence-based, confidential and timely policy advice to the Minister of Science and Technology and through the Minister of Science and Technology to Cabinet.

b)   To contribute to the building of National System of Innovation (NSI) monitoring, evaluation and learning capability in order to assess the health of the NSI and its contribution to sustainable and inclusive development.

c)   To contribute to the building of a well-coordinated, responsive and effective NSI by exploring and proposing solutions to the long-standing STI policy questions of coordination, prioritisation, financing, size and shape, human resources, knowledge production and diffusion and so forth.

d)   Transforming NACI into a smart, efficient and learning organisation. This goal is intended to address current internal operational inefficiencies, enhance the quality and turn-around time, knowledge management and communication and exploit benefits of digitisation. Skills, knowledge and competency development will be critical.

Part B: NACI advisory programme and work plan

The following subsections present the NACI programme's performance indicators, annual and quarterly targets and expenditure estimates, as well as the reconciliation of performance targets with the budget and Medium Term Expenditure Framework.

8. NACI PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2017/18

Tables 1 and 2 present NACI's annual performance indicators and the quarterly targets for the 2017/18 financial years, which are based on strategic goals and objectives.

Table 1: NACI's programme performance indicators and annual targets for 2017/18 financial year

Strategic Goal 1: To learn from the previous experience to improve efficacy, relevance and ensure evidence-based, confidential and timely advice to the Minister of Science and Technology and, through the Minister, to Cabinet.

Output	Performance indicator	Strategic target	Audited/actual performance			Estimated performance	Medium-term targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20

Strategic Objective 1: To provide evidence-based advice on science, technology and innovation matters to the Minister of Science and Technology and through the Minister, to Cabinet on request or on NACI's own initiative.

Output	Performance indicator	Strategic target	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
STI policy advice	Number of STI policy advice submitted to the Minister of Science and Technology	3 STI policy advice submitted to the Minister of Science and Technology by 31 March 2020	8 STI policy advice submitted to the Minister of Science and Technology by 31 March 2014.	-	3 rapid advisory briefs on energy, water and food security approved by the Council and submitted to Minister by 30 March 2016	3 STI policy advice letters submitted to the Minister of Science and Technology by 31 March 2017	3 STI policy advice submitted to the Minister of Science and Technology by 31 March 2018	3 STI policy advice submitted to the Minister of Science and Technology by 31 March 2019	3 STI policy advice submitted to the Minister of Science and Technology by 31 March 2020

2   Advice could emerge from range of initiatives including transformation and development of human capital for STI, expansion of NSI, expansion and support to STI institutions (robust), STI infrastructure, technology balance payment (role and contribution of STI), budget coordination; knowledge-based economy (KBE) (e.g. develop indicators to measure of KBE), uptake of locally produced technologies and sovereign fund

Strategic Goal 2:		To contribute to the building of NSI monitoring, evaluation and learning capability in order to assess the health of the NSI and its contribution to sustainable and inclusive development.							
Output	Performance indicator	Strategic target	Audited/actual performance			Estimated performance	Medium-term targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Strategic Objective 2:		**To assess the performance of the NSI**							
State of STI Reports	Number of State of STI Reports produced	3 State of Innovation Reports finalised by 31 March 2020	2013 South African Science and Technology Indicators booklet	2014 South African STI Indicators booklet	2015 South African STI Indicators booklet	The State of STI Report finalised by 31 March. 2017 [2]	The State of STI Report finalised by 31 March. 2018	The State of STI Report finalised by 31 March. 2019	The State of STI Report finalised by 31 March. 2020
NSI monitoring and evaluation (M&E) reports	Number of NSI M&E reports	9 NSI M&E reports finalised by 31 March 2020				1 NSI M&E reports finalised by 31 March 2017	2 NSI M&E reports finalised by 31 March 2018	2 NSI M&E reports finalised by 31 March 2019	2 NSI M&E reports finalised by 31 March 2020

Output	Performance indicator	Strategic target	Audited/actual performance			Estimated performance	Medium-term targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Strategic Objective 3: To develop an STI central data and information portal for publicly financed data to provide easy access to knowledge, learning resources, indicators and communities of practice on the design, implementation, and evaluation of innovation policies.									
National STI Information Portal	National STI Information Portal developed	Phase 2 upscaling of the National STI Information Portal by 31 March 2020	New target	New target	National STI Data and Information Portal Framework	National STI Data and Information Portal developed by 31 March 2017	Documented users experience and business case developed for upscaling the National STI Data and Information Portal by 31 March 2018	Phase 1 Upscaling (including additional functionalities) of the National STI Data and Information Portal by 31 March 2019	Phase 2 upscaling of National STI Information Portal by 31 March 2020
Strategic Goal 3: To contribute to the building of a well-coordinated, responsive and effective NSI									
Output	Performance indicator	Strategic target	Audited/actual performance			Estimated performance	Medium-term targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Strategic Objective 4: To contribute towards improving NSI coordination and planning.									
A high-level framework for STI decadal plan	Ministerial approval secured for high-level framework for a new STI decadal plan.	A high-level framework for STI decadal plan submitted to the Minister of Science and Technology by 31 August 2017	New target	New target	1 feedback report on the White Paper review process submitted to the Minister of Science and Technology by 31 March 2016	A high-level framework for STI decadal plan submitted to the Minister of Science and Technology by 30 June 2016	A high-level framework for STI decadal plan submitted to the Minister of Science and Technology by 31 August 2017 Foresight exercise conducted and recommendations generated by 31 July 2017	No target	No target

3   National STI Information Portal operational, and users able to access initial set of data and information.

Strategic Goal 4:	Transforming NACI into a smart, efficient and learning organisation								
Output	Performance indicator	Strategic target	Audited/actual performance			Estimated performance	Medium-term targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Strategic Objective 5:	**To ensure efficient and effective provision of administrative, financial, technical and professional corporate services, among others, to support the discharge of the core mandate of NACI.**								
Communication plan	Communication plan implemented	Communication plan implemented by 31 March 2020	New target	New target	New target	Communication plan implemented by 31 March 2017	Communication plan implemented by 31 March 2018	Communication plan implemented by 31 March 2019	Communication plan implemented by 31 March 2020
Internal corporate governance system	Internal corporate governance system implemented	Internal corporate governance system approved and implemented by 31 March 2020	New target	New target	New target	Internal corporate governance system (Council charter and self-evaluation tool) developed and approved by 30 November 2016)	Corporate governance system implemented (such as Annual Report; Annual Performance Plans) by 31 March 2018	Corporate governance system implemented (such as Annual Report; Annual Performance Plans;) by 31 March 2019	Corporate governance system implemented (such as Annual Report; Annual Performance Plans; NACI Institutional Review) by 31 March 2020
Output	Performance indicator	Strategic target	Audited/actual performance			Estimated performance	Medium-term targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Knowledge management system[4]	Knowledge management system approved and implemented	Knowledge management system and approved and implemented by 31 March 2019	New target	New target	New target	Knowledge management system approved by 30 November 2016	Knowledge management implemented by 31 March 2018	Knowledge management implemented by 31 March 2019	Knowledge management implemented by 31 March 2020

4   Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using NACI knowledge. It includes setting up institutional and operational policies, records management and the digitalisation of NACI (IT infrastructure).

9. QUARTERLY TARGETS FOR 2017/18

Table 2: NACI's quarterly targets for the 2017/18 budget

Strategic Goal 1:		To learn from previous experience to improve efficacy, relevance and ensure evidence-based, confidential and timely advice to the Minister of Science and Technology and, through the Minister, to Cabinet.				
Performance indicator	**Reporting period**	**Annual target**	**Quarterly targets**			
			1st	2nd	3rd	4th
Strategic Objective 1		To provide evidence-based advice on science, technology and innovation matters to the Minister of Science and Technology and, through the Minister, to Cabinet, on request or at NACI's own initiative.				
Number of STI policy advice submitted to the Minister of Science and Technology	Quarterly	3 STI policy advice letters submitted to the Minister of Science and Technology by 31 March 2018	Analysis of the emerging foresight exercise results by 30 June 2016	1x advice on high-level framework for STI decadal plan submitted to the Minister of Science and Technology by 31 August 2017	Analysis, distilling of research reports recommendations and initial drafting of advice by 30 November 2017	2 STI policy advice NSI submitted to the Minister of Science and Technology by 31 March 2018

Strategic Goal 2:		To contribute to the building of NSI monitoring, evaluation and learning capability in order to assess the health of the NSI and its contribution to sustainable and inclusive development.				
Performance indicator	**Reporting period**	**Annual target**	**Quarterly targets**			
			1st	2nd	3rd	4th
Strategic Objective 2		To assess the performance of the NSI				
Number of State of STI Reports produced	Half-yearly	The State of STI Report finalised by 31 March 2018	Framework and templates finalised by 30 June 2017	Data collection and analysis on STI indicators by 30 September 2017	Drafting of the STI report for discussion at Council meeting 30 November 2017	State of STI Report finalised by 31 March 2018
Number of NSI monitoring and evaluation (M&E) reports	Quarterly	3 NSI M&E reports finalised by 31 March 2018	Proposals developed and approved by 30 June 2017	Data collection, analysis by 30 September 2017	Initial drafts produced and considered by EXCO by 30 November 2017	Final draft reports produced and presented to Council by 31 March 2018

Performance indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Strategic Objective 3		**To develop an STI central data and information portal for publicly financed data to provide easy access to knowledge, learning resources, indicators and communities of practice on the design, implementation, and evaluation of innovation policies..**				
National STI Information Portal developed	Quarterly	Documented users experience and business case developed for upscaling the National STI Data and Information Portal by 31 March 2018 762	Launch of the National STI Data and Information Portal by 30 June 2017	Documenting of user experiences	Report on the user experiences of the National STI information Portal by 30 December 2017 Drafting of the business case for upscaling National STI Data and Information Portal by 31 December 2017	Documented users experience and business case developed for upscaling the National STI Data and Information Portal by 31 March 2018

Strategic Goal 3:		**To contribute to the building of a well-coordinated, responsive and effective NSI**				
Performance indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Strategic Objective 4		**To contribute towards improving NSI coordination and planning**				
Ministerial approval secured for high-level framework for a new STI decadal plan.	Quarterly	A high-level framework for STI decadal plan submitted to the Minister of Science and Technology by 31 August 2017	Interim Foresight Report produced by 30 June 2017	Foresight exercise conducted and recommendations generated by 31 July 2017 A high-level framework for STI decadal plan submitted to the Minister of Science and Technology by 31 August 2017	No target	No target

Strategic Goal 4:	Transforming NACI into a smart, efficient and learning organisation					
Performance indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Strategic Objective 5		To ensure efficient and effective provision of administrative, financial, technical and professional corporate services, among others, to support the discharge of the core mandate of NACI.				
Communication plan	Half-yearly	Communication plan implemented by 31 March 2018		Communication Plan refined[5] and or implemented by 30 September 2017		Communication plan implemented by 31 March 2018
Corporate governance system	Quarterly	Corporate governance implemented (Annual Report; Annual Performance Plan) by 31 March 2018	1. 2016/17 4th Quarter Report submitted to DST by 20 April 2017 2. Annual Report Highlights submitted to DST by 30 May 2017	1. 2017/18 1st quarter report submitted to DST by 20 July 2017 2. 2016/17 1st draft Annual Report submitted to the DST by 30 July 2017 3. 2017/18 1st draft Annual Performance Plan Submitted to the DST 1 August 2017 4. 2016/17 2nd draft Annual Report submitted to the DST30 August 2017 5. 2016/17 Annual Report ready for tabling in Parliament by 30 September 2017	1. 2017/18 2nd quarter report submitted to the DST by 20 October 2017 2. 2017/18 2nd Draft Annual Performance Plan Submitted to the DST 25 November 2017	1. 2017/18 Final Draft Annual Performance Plan Submitted and presented to the DST by 15 January 2018 2. 2017/18 4th Quarter Report submitted to the DST by 20 January 2018

5   The refining of the plan will depend on the changes made to the plan during the financial year.

Knowledge management system and implemented	Half-yearly	Knowledge management system implemented by 31 March 2018	Plan designed and approved by 30 June 2017 NACI records management framework finalised by 30 June 2017 Database of key NACI knowledge holders finalised by 30 June 2017	50% of previous years' records kept in Alfresco by 30 September 2017 Recording devices procured by 31 July 2017 Interviews with selected knowledge holders held by 30 September 2017 1st version of NACI-e-library established by 30 September 2017	All NACI meetings recorded and transcriptions stored safely by 30 November 2017 Interviews with selected knowledge holders held by 15 December 2017 Refinement of NACI-e-library established by 30 November 2017	100% of previous years records kept in Alfresco by 31 March 2018

6 [1]At the beginning of the financial year 2013/2014 the allocated budget was R15 503 000, as reflected in the Annual Performance Plan for 2013/2014, but at the end of the financial year funds were shifted and NACI was left with R12 503 000 as reported in the 2013/2014 Annual Report.

10. RESOURCE CONSIDERATIONS

10.1 HUMAN RESOURCE REQUIREMENTS

A process is currently underway to new organisational structure and articulate NACI's knowledge and skills requirements.

10.2 EXPENDITURE ESTIMATES

Table 3 below presents a summary of 2017/18 expenditure estimates for the total budget of R19 228 000, comprising compensation of employees (R10 873 000) and goods and services (R8 355 000).

Table 3: NACI's Medium Term Expenditure Estimates

Programme R 000	Audited Outcomes			Adjusted Appropriation	Medium Expenditure Estimates		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Compensation of Employees	6 849	10 034	10 308	10 515	10 873	11 242	11 624
Goods and Services	5 643	8 223	8 434	8 377	8 355	8 905	9 829
Total	**12 503**[6][1]	**18 257**	**18 742**	**18 892**	**19 228**	**20 147**	**21 453**

Part C: Linkages to other plans

Listed below are some key public policies and strategies relevant to the National Advisory Council on Innovation's work over the next five years.

• White Paper on Science and Technology.

• National Development Plan (Vision 2030).

• Nine-Point Plan.

• New Growth Path.

• Industrial Policy Action Plan.

• Ten-Year Innovation Plan.

• National Infrastructure Plan.

• Medium Term Strategic Framework.

Notes