

**NATIONAL ADVISORY COUNCIL ON INNOVATION  
(NACI)**

**CORPORATE BUSINESS PLAN  
2008/09**



**INNOVATION FOR A BETTER FUTURE**

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## *List of Acronyms*

ARC	Agricultural Research Council
ASGISA	Accelerated and Shared Growth Initiative of South Africa
ASSAf	Academy of Science of South Africa
CBP	Corporate Business Plan
CEO	Chief executive officer
CHE	Council on Higher Education
CSIR	Council for Scientific and Industrial Research
DG	Director-General
DST	Department of Science and Technology
Dti	Department of Trade and Industry
ExCo	Executive committee
GAAP	Generally accepted accounting principles
GDP	Gross Domestic Product
HESA	Higher Education South Africa
ICT	Information and communications technology
IPR	Intellectual Property Rights
IRG	Indicator Reference Group
IT	Information Technology
JIPSA	Joint Initiative for Priority Skills Acquisition
MTEF	Medium term expenditure framework
NACI	National Advisory Council on Innovation
NBAC	National Biotechnology Advisory Committee
NEPAD	New Partnership for Africa's Development
NRDS	National Research and Development Strategy
NRF	National Research Foundation
NSI	National System of Innovation

NSTF	National Science and Technology Forum
OECD	Organisation for Economic Co-operation and Development
PFMA	Public Finance Management Act
R&D	Research and development
S&T	Science and technology
SARG	South African Reference Group on Women in Science and Technology
SET	Science, Engineering and Technology
SET4W	Science, Engineering and Technology for Women
ST&I or STI	Science, Technology and Innovation
TIA	Technological Innovation Agency
TIP	Technology and Innovation Policy
UK	United Kingdom

## Executive Summary

This document serves as NACI's business plan for the period April 2008 to March 2009. It was approved by the Council in March 2008 and formally presented to the Minister of Science and Technology and to the Parliamentary Portfolio Committee on Science and Technology in March 2008.

The term of the Second NACI expired on 29 February 2008. A comprehensive review of NACI will be done in April 2008 as part of NACI's regular cycle of reviews. It is foreseen that the NACI review will inform the future mandate and structure of NACI. The Minister has decided to extend the term for one year (from 1 March 2008 to 28 February 2009), to allow time for the external review and for the constitution of a new Council in 2009, based on the outcome of the review. A number of the Councilors' terms were extended for a year, and a number of new members were also appointed for the extended year.

In planning for 2008/09 at a Council meeting in January 2008, NACI was mindful of the fact that the Council was reappointed for a limited period of one year.

During this planning period NACI will focus on closing out outstanding studies, as well as assessing the efficacy of advice given to the Minister over the last four years. In this regard the following will be delivered:-

- Input to the NACI external review as necessary, including an assessment of the efficacy of advice to date.
- Review of the National Innovation System including the outcome of the 2007 OECD review
- Optimising the South African system of science advice to government
- Advice on the attraction and retention of more women in the National System of Innovation, including the monitoring of women's participation in these fields
- Science and Technology Policy Interactions with other African countries
- Aspects of funding and public understanding pertaining to the biotechnology sector in South Africa
- A framework for an Science, Technology and Innovation indicator system for South Africa
- Energy quick advice
- Tracking the benefits of publicly funded R&D.
- Investigations of the dynamics of innovation and competitiveness in the South African Large, Medium and small Business.

- Corporate activities – (business plan, annual report, external review)

## **1. Introduction**

### ***1.1 The National Advisory Council on Innovation***

The National Advisory Council on Innovation (NACI) is a statutory organisation established by an Act of Parliament (Act 55 of 1997) to advise the Minister of Science and Technology and through him the government of South Africa, on the role and contribution of innovation (including science and technology) in promoting and achieving national objectives. These national objectives include the improvement of the quality of life of South Africans and the promotion of sustainable economic growth and international competitiveness. The mandate of NACI is to generate advice to the Minister directed at, among others, the:

- Co-ordination and stimulation of the National System of Innovation (NSI)
- Promotion of co-operation within the NSI
- Structuring, governance and co-ordination of the S&T system
- Revision of the innovation policy
- Strategies for the promotion of all aspects of technological innovation
- Identification of R&D priorities
- Funding of the S&T system.

### ***1.2 The context of NACI's work in the 2008/09 financial year***

This document represents a strategic plan - and not detailed working plans - that would require commitment from all involved in NACI: including individual Councilors, committee members and all support staff. It is envisaged that this Corporate Business Plan will be translated into viable working plans and that the execution thereof will validate the meaning of NACI's existence as the National Advisory Council on Innovation. This document also serves as a public commitment to the critical and continuous role of science, technology and innovation in the growth of the economy and the improvement of the quality of life of all South Africans, and thus as the contribution that NACI can make in this regard.

NACI's business plan for 2008/09 was influenced by the fact that the current Council was reappointed for a limited period of one year. A number of vacancies on the Council were filled. Prof Calie Pistorius stepped down as Chairperson of NACI in February 2008, after serving NACI in this capacity for four years, and was succeeded by Dr Steve Lennon for the period March 2008 to February 2009. An

updated list of Councilors is provided in Appendix B. The reappointment was effected to allow time for an external review of NACI's performance over the period 2004 to February 2008. The review forms part of the normal performance evaluation procedure (refer to Section 4), and is due to be completed in May 2008.

The Council will continue to be served by the NACI Secretariat consisting of a Head and a number of officials, all appointed on a full-time basis. In order to complete all the work initiated by the current Council, the NACI Secretariat should be equipped with necessary resources while steps should be taken to minimise the staff turnover experienced in the last financial year. Human resource issues remain a constraint in the Secretariat.

### ***1.3 Outline of this Corporate Business Plan***

This section has provided an introduction to the NACI Corporate Business Plan 2008/09, which sets out to cover the work of the current NACI Council that began its term of office in April 2004. This has been done firstly through an overview of the NACI mandate, its strategic objectives, vision and mission; and secondly through highlighting the context of NACI's operations within this financial year.

In Chapter 2, the proposed portfolio of activities is presented. This covers the work of the NACI Council as well as the work of the three Advisory Committees. All this work is undertaken towards the ultimate goal of providing advice to the Minister of Science and Technology.

The availability of resources to undertake the work outlined in Chapter 2 is presented in Chapter 3. This includes both human and financial resources. Chapter 4 presents the system of monitoring and evaluation to which NACI is subjected. The cycle of particularly the system of performance evaluation provides an important context for NACI operations in 2008/09.

Chapter 5 presents a brief conclusion to the NACI Corporate Business Plan 2008/09.

## **2. Portfolio of Activities**

Priorities for the new financial year 2008/09 were determined and endorsed by NACI during its planning meeting held on 31 January 2008. Since its inception in April 2004, NACI initiated a number of studies to support its evidence based advice. It is important for NACI to ensure that the advice it offers to the Minister of Science and Technology enhances the Minister's decision-making capabilities. Advice must therefore be appropriate, relevant and proactive. A list of completed studies, reports and related advice is presented in Appendix A.

The planning process for the new initiatives for 2008/09 took into account the current work in progress, the needs of the Minister, as well as the fact that the current Council's term of office ends in February 2009.

### **2.1 NACI**

The current NACI Council, which started its term of office in April 2004, identified a number of strategic thrusts, along with supporting sub-committees, to serve as the basis for its advice to the Minister during its four year term:

- Infrastructure for innovation
- Human capital and the knowledge base
- Science, technology and innovation (STI) for competitiveness
- Social dimensions of innovation
- Position and role of NACI in the NSI

The agenda for 2008/09 includes activities that support these strategic thrusts:

1. Meetings planned within financial year 2008/09 includes:
  - Plenary meetings for the NACI Council (4);
  - NACI ExCo meetings (10);
  - JIPSA technical working group meetings (6)
  - NSTF ExCo meetings (10); and
  - NSTF plenary sessions (4)
2. NACI is committed to establishing, maintaining and strengthening its network with South African bodies and individuals involved in innovation policy. Such bodies include the National Science and Technology Forum (NSTF), the Academy of Science of South Africa (ASSAf) and Higher Education South Africa (HESA).

At least three conferences are planned for the year. Among these is a workshop on the current national energy shortage issue as recommended by

the NACI plenary held on 31 January. In addition, two NACI lunch seminars will be hosted, the themes of which are still to be finalised.

3. NACI will provide quick advice on the current national energy shortage issue and on South Africa's competitiveness as measured by international organisations.
4. Follow up arising from the Minister's response to previously submitted Ministerial Advice, (relating primarily to implementation), forms part of NACI's planned activities for 2008/09.
5. The generation of new evidence-based advice during the 2008/09 financial year will be supported by project activity at three levels: (1) Ministerial Advice will be generated from completed research studies (see Table 3); (2) evidence-generating studies already in progress will be completed (see Table 4); and (3) new evidence-generating research will be initiated (Table 5).

**Table 1: NACI evidence-based Ministerial Advice requiring follow-up**

<b>Project</b>	<b>Date of Advice Submission</b>	<b>Action required</b>	<b>Target Date</b>
Human Capital and South African Knowledge Base.	October 2007	<ul style="list-style-type: none"> <li>• Draft response on way forward – SC2</li> <li>• Formulation of NACI-CHE task group to deal with matters pertaining to the human capital</li> <li>• Final feedback to the Minister</li> </ul>	Jul 2008

**Table 2: NACI completed studies from which Ministerial Advice will be generated**

<b>Project</b>	<b>Outcome</b>	<b>Target Date</b>
OECD Peer review of the NSI.	Background report submitted in July 2006. OECD review of the South African Innovation Policy. Ministerial Advice to follow on implementation – short term objectives	May 2008

**Table 3: NACI evidence-generating studies in progress**

<b>Project</b>	<b>Outcome</b>	<b>Target Date</b>
Tracking the benefits of publicly funded R&D.	A study in response to a Cabinet request that output measures be introduced to complement the current R&D survey. <ul style="list-style-type: none"> <li>• Advice letter to the Minister</li> <li>• Cabinet memo</li> </ul>	Aug 2008
Investigations of the dynamics of innovation and competitiveness in the South African Large, Medium and small Business.	<ul style="list-style-type: none"> <li>• 15 page summary report</li> <li>• Advice letter to the Minister</li> </ul>	Jul 2008

**Table 4: NACI new evidence generating studies**

<b>Project</b>	<b>Outcome</b>	<b>Target Date</b>
South African system of providing science advice to Government.	The desired outcome of the investigation are both better decision making and decision support and enhanced trust in the use of expertise in S&T policy-making.	
Review of the state of science and technology policy interactions in Africa and their implications.	It is intended that the review will inform and support decision making by the Minister of Science and Technology with respect to bilateral and multilateral S&T agreements of cooperation with African countries. The review is expected to be an ongoing project over a number of years, producing regular reports and advice to the Minister.	Nov 2008

## **2.2 Advisory Committees**

The broad scope of NACI's mandate required the appointment of specialised national advisory committees to assist it with its tasks. The establishment of such a national advisory committee could be the outcome of a ministerial or Council decision and could include persons who are not Councillors of NACI. Currently, NACI has three specialised standing committees that assist in generating the advice. These are Science, Engineering and Technology for Women (SET4W), the Indicators Reference Group (IRG) and the National Biotechnology Advisory Committee (NBAC). Each advisory committee is chaired by a NACI Councillor, although the members of the advisory committee are not necessarily all members of NACI.

## Indicators Reference Group (IRG)

The strategic objective of the IRG is to advise the Minister on the process of developing a comprehensive science, technology and innovation indicator system that would form part of the national statistical system and inform long range strategic planning.

Towards meeting this objective, the IRG has planned the following activities for the financial year 2008/09:

1. *Meetings*: IRG will have two meetings during this financial year.
2. *Workshop*: IRG will be hosting a workshop in Pretoria. The purpose of the workshop is to discuss an 'ideal' Science, Technology and Innovation indicator system for South Africa with a view to present advice to the Minister on such a system.

**Table 5: IRG programme and time frames**

<b>Project</b>	<b>Outcome</b>	<b>Target Date</b>
Development of framework for a South African STI indicator system	Position paper to inform the development of the proposal	May 2008
	Ministerial Advice outlining proposed SA relevant STI indicator framework	Jun 2008
Development of a South African Innovation Index	Report outlining the proposed conceptual mode for the SA Innovation Index as well as an implementation plan	Next financial year
	Ministerial Advice presenting the conceptual and implementation plan for a SA Innovation Index	
Detailed analysis of the SA indicators data	Report presenting the findings of detailed analysis of the SA indicators data to supplement existing topic analytical reports	Next financial year
	Ministerial Advice presenting the key findings of the detailed analysis	
Assessing effectiveness of R&D tax credits	Ongoing monitoring with a view to assess the impact of the R&D tax incentive scheme using relevant indicators	Ongoing

## National Biotechnology Advisory Committee (NBAC)

The strategic objectives of NBAC, which was inaugurated on 30 November 2006, are covered in its mandate. This mandate includes rendering advice on biotechnology in South Africa in the context of government's investment in developing the sector; providing strategic interpretation and advice on overall development of the sector and particularly on R&D priorities within the sector;

considering and recommending improvements to existing support strategies; providing advice to increase the impact and efficiency of the NBS; and monitoring and advising on issues relating to bioethics.

NBAC's agenda for 2008/09 includes activities that support these strategic objectives:

1. *Meetings*. NBAC has planned three meetings within financial year 2008/09. Two of these will take place in 2008 and the third in 2009.
2. *Workshop*. A one day workshop is planned to coincide with the first meeting of the new financial year. The draft agenda includes a comparative presentation on the Australian versus South African SETI systems, an overview of the latest developments in the various Biotechnology sub-sectors and related sectors such as Bioethics and Intellectual Property Rights and updates on the progress of the three evidence-based studies to be commissioned.
3. *Quick advice*. NBAC will provide quick advice to the Minister of Science and Technology, as necessary, on key topics of interest to the sector at the present time including: the TIA Bill; the IPR Bill; human stem cell research; the GMO Act; and the revision of the National Biotechnology Strategy.
4. *Ministerial advice from evidence based studies*. NBAC is in the process of commissioning three evidence-based studies to support such advice. This advice is planned for delivery by the end of 2008 and is related to areas of priority identified in the 2007/08 financial year. Details of these studies are provided in Table 6 below:

**Table 6: NBAC programme and timeframes**

<b>Project</b>	<b>Outcome</b>	<b>Target Date</b>
The impact of the South African public understanding of biotechnology	A final draft report determining whether (and if so, how) the SA public understanding of biotechnology is currently contributing to, or constraining, the growth of the South African biotechnology sector; and to unpack this in comparison with the impact of the public understanding in other countries	Aug 2008
	Ministerial advice on the future direction of initiatives aimed at improving the public understanding of biotechnology and the motivation and objectives for public dialogue towards the sustainable development of the sector	Oct 2008
The funding environment of South African biotechnology	A final draft report presenting an internationally comparative evaluation of the current SA funding environment of biotechnology including funding policy instruments, public sector R&D, and venture capital, focusing not only on the levels of funding (overall fund size), but also on the forms (modes) and impacts of such funding, as well as on the legislative contexts of such funding	Aug 2008
	Ministerial advice on ways to address gaps and disparities in biotechnology-related funding levels and legislation	Oct 2008
Biotechnology capacity: comparative case studies	A final draft report that extracting lessons for South Africa from a comparative review of SA relative to a selected group of international countries who are considered to be international examples in respect of the capacity of their biotechnology sectors.	Aug 2008
	Ministerial advice on the potential benefits of various forms of biotechnology capacity as well as potential means of achieving their development/acquisition	Oct 2008

### **Science, Engineering and Technology for Women (SET4W)**

The SET4W is a permanent national advisory committee for the National Advisory Council on Innovation (NACI). The strategic objective of this committee is to achieve greater equality between women and men by bringing a gender equality perspective into everyday policy-making, and by complementing the more traditional approaches of promoting gender equality, such as legislation and positive action.

The SET4W has planned the following activities for 2008/09 financial year in order to realise its strategic objective:

1. *Meetings*: Four SET4W Committee meetings will be held in the financial year. These will be arranged on a quarterly basis.

2. *Symposium*: A symposium with the theme “Changing perceptions of Women in SET” will be hosted.
3. *Ministerial advice* will be delivered, based on the projects listed in Table 7.

**Table 7: SET4W programme and time-frames**

<b>Project</b>	<b>Outcome</b>	<b>Target Date</b>
Women in Industrial SET: An assessment of the participation of women in industrial SET in South Africa.	A final report addressing all project deliverables	Jul 2008
	Ministerial Advice that will improve the participation of women and subsequently their representation in science, engineering and technology.	Sept 2008
Facing the Facts: An Updated Publication to 2006.	A report with recent information of the participation of women in science, engineering and technology	Aug 2008
	Ministerial Advice on the appropriate policy framework for increasing under-represented gender and race groups within SET in the NSI	Aug 2008
An Overview Study: Summaries of all completed SET4W projects	A glossy publication and NACI website information highlighting gender inequalities in SET	Apr 2008
Changing Perceptions of Women in SET	A research report presenting the range of factors that make women successful in their SET academic studies and careers	June 2008
	Brochures, symposium and a media campaign profiling successful women role models	Aug 2008
	Ministerial Advice on ways to encourage young women and girls to aspire to careers in SET	Oct 2008

## **2.3 International liaison**

International liaison is important to both NACI Council as well as its Advisory Committees for the following reasons: Direct access to international priorities and best practices, network of expertise (e.g. for contributions and evaluation), credibility of NACI through international acknowledgement of its work, and evaluation of own strategies, methodology and outputs.

NACI plans to participate in the following international forums in 2008/09:

- OECD Technology and Innovation Policy working group meeting back-to-back with an international conference on Public R&D impact Assessment, France, 11 -13 Jun 2008

- OECD Technology and Innovation Policy working group meeting back-to-back with an international conference on global open innovation impact Assessment, France, 03 -05 Dec 2008
- 18<sup>th</sup> Meeting of the Global Science Forum, 10-11 Mar 2008
- Two Day expert workshops on Case Studies of Evaluation and Public Research Organisations (PROs), France, September 2008
- National Experts on S&T Indicators (NESTI), France, December 2008

### 3. Resource Application

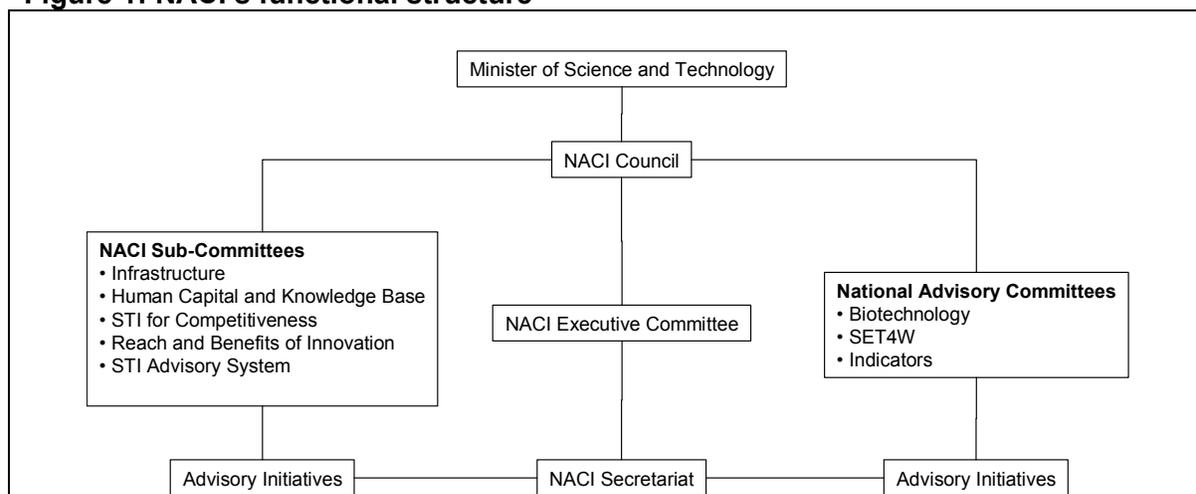
NACI's mission is to be a relevant, prominent, credible, proactive and responsive advisory body to the Minister of Science and Technology on national matters concerning innovation, thereby contributing to the achievement of the national objectives of our country by utilising accountable scientific approaches and the best available resources.

In setting its agenda and work schedule, NACI must necessarily be mindful of its resources. The resources are human resources, primarily the Council members, other members of NACI's advisory committees and the Secretariat, financial resources and infrastructure. In this chapter the focus will be on the functioning of Council and on resources at its disposal to give effect to its mission, including the budget for the current year.

#### 3.1 Council and Advisory Committee Members

All NACI members, including the chairperson, have other occupations, and tend to their duties as NACI members on a temporary part-time basis. A typical NACI Council member attends four plenary meetings during the year and will contribute towards the activities of or chair one or more of the subcommittees. Some members are active in or chair the three advisory committees, and a few also serve of the Executive Committee. Two NACI Council members are ex officio government employees, viz. the DG of the DST (who is also the CEO of NACI) and a representative of the DTI. The Council members for the period March 2008 to February 2009 are listed in Appendix B.

**Figure 1: NACI's functional structure**



### 3.2 The Secretariat

In addition to the Council members, NACI is served by a Secretariat, overseen by the Head of the Secretariat. Currently this position is vacant and temporary arrangements are in place until the NACI peer review is concluded. Council recommended that both Mr Simon Mpele and Dr Hermi Boraine should act as Head of the NACI Secretariat until further notice.

The posts and their associated key functions are shown in Table 8.

**Table 8: Posts and associated key performance areas**

Post	Occupant	Key functions
Head of the Secretariat	Vacant	Professional executive service to Council and strategic and intellectual support to the Chair
Senior Specialist: Policy analysis	Mr Thiambi Netshiluvhi	Identification of innovation priorities, evaluation of relevant information and conversion into advice
Specialist: Policy analysis	Vacant	
Senior Specialist: Policy investigations	Mr. Simon Mpele	Co-ordination and administration of projects, incl. financial control, project monitoring and quality control
Specialist: Policy investigations	Ms Nicci Earle	
Senior Specialist: Measurement of STI system	Dr. Hermi Boraine	Analysis and interpretation of STI indicator information
Specialist: Measurement of STI system	Mr Lindile Adons	
Senior Secretary	Ms. Charlotte Mzolo	Administrative support for executive director and senior staff
Administrative Officer	Ms. Mavis Masia	Administrative support for specialists; secretariat for reference groups
Administrative Officer	Mr Thabo Mosenthal	Administrative support for specialists; secretariat for reference groups, IT support and website
Administrative Officer	Vacant	Administrative support for specialists; secretariat for reference groups

Human resource related matters are currently the major constraint for the effective operation of the Secretariat.

### 3.3 Financial resources and budget

Funding for NACI's programmes and logistics are provided by the DST under the Research, Development and Innovation programme, supplemented by limited amounts earmarked by other sub-programmes. The expenditure administration and control of the medium term expenditure framework (MTEF) compliance will therefore, as in the past, be dealt with by the relevant divisions of the DST.

### 3.4 Budget: 2007/08

A summary of NACI's budget for the 2008/09 financial year is presented in Table 9. Table 10 presents a more detailed picture. Descriptions of the budget items listed are provided below:

**Table 9: Overview of NACI Budget 2008/09**

Item	Amount (R)
Compensation of employees:	3,914,548
Goods and services:	5,530,925
Capital Assets:	42,000
<b>Total</b>	<b>9,487,473</b>

**Table 10: Details of NACI Budget 2008/09**

Item	R'000	Percentage
<b>Advice Development</b>	<b>4,642</b>	<b>48.9</b>
Projects (including SET4W, IRG and other)	3,400	
Other expenditure related to advice development	1,242	
<b>Institutional</b>	<b>4,371</b>	<b>46.1</b>
Compensation of employees	3,915	
Secretariat operational expenses	414	
Capital assets	42	
<b>Council</b>	<b>474</b>	<b>5.0</b>
<b>Total</b>	<b>9,487</b>	<b>100.0</b>
Transfer from DST for NBAC	1,200	
<b>Total (including transfer)</b>	<b>10,687</b>	

#### **Advice development**

All expenses incurred for advice development, including the work of the advisory committees, Council meetings and institutional costs are financed under the category "advice development".

#### **Council**

Council meetings: four per year, including honoraria, transport, venue, and catering. Provision is also made for the costs of the sub-committee meetings.

**Institutional**

Under this item is included: salaries of the members of the Secretariat; scholarships and courses; inventory; operating leases; and capital assets.

## **4. Performance Monitoring and evaluation**

Monitoring and evaluation of NACI is important to maintaining both the relevance and the accountability of the Council's activities. In this chapter the mechanisms of both performance monitoring and performance evaluation are outlined. The activities of NACI within the current financial year must be seen within the context of the performance evaluation cycle at the phase of external assessment.

### **4.1 Performance monitoring**

NACI's project management system provides for ongoing monitoring of progress. The Secretariat presents an integrated project management schedule at every ExCo and Council meeting. This schedule consists of a cumulative listing of all NACI initiatives and detailed progress indicators of current initiatives.

### **4.2 Performance evaluation**

In terms of its mission as a statutory advisory body, NACI is an important reference point on innovation policy in the country. NACI is further committed to the effective execution of its statutory mandate. These commitments challenged NACI to develop an approach for assessment of its annual performance.

The first external evaluation of NACI was commissioned in 2002. In 2003 and 2004 Council considered internal reports on its performance and subsequently in 2004 decided to commit itself to formal annual performance evaluations: Annual internal performance reports, moderated by an external moderator in the first three years of the four year cycle of Council and an external evaluation in the fourth year when an external expert panel undertakes a fully-fledged evaluation of NACI's performance.

### **4.3 External review 2008**

According to the assessment schedule, NACI will be externally evaluated in 2008. NACI has, as part of a project to evaluate its role in the NSI, rendered advice to the Minister regarding its functioning and role as well as suggested changes to the NACI Act. The Minister has subsequently indicated that the upcoming review will be used in considering amendments to the NACI Act. The evaluation process will entail panel members spending five working days in the country, and will include the following elements:

- Relevant documentation (minutes, strategic plans, annual and other performance reports, project reports, etc.);

- Interviews with the Minister, senior DST officials, the NACI Chair and other Councillors, senior members of the NACI Secretariat, STI opinion leaders in all three sectors, key service providers, etc.
- Selected site visits.
- Internal planning and assessment meetings by the panel.

The panel will consist of senior individuals from the main NACI stakeholders plus two international experts.

The importance of an effective and efficient structure to provide science advice to government is an essential element of any modern national system of innovation. As the statutory council that renders advice to the Minister of Science and Technology, NACI is a very important component in this system. NACI has, as part of its new portfolio of projects, identified a project to investigate the broader structure of providing science advice to government.

## 5. Conclusion

Since its appointment in early 2004, the Councillors of the current NACI Council have strived to give effect to NACI's mission of rendering advice to the Minister of Science and Technology. The Minister has already approved the extension of the current NACI Council for another twelve months. This corporate business plan is intended to provide the platform for the interim Council to complete all studies initiated by the current NACI Council and to set the stage for the new Council, due to be reconstituted in 2009, to determine and pursue its own priority objectives.

It is envisaged that the NACI external peer review will play a crucial role in assisting NACI to render effective and relevant advice, not only to the Minister of Science and Technology, but also across the whole of government. It is anticipated that the recommendations arising out of this review process may lead to the amendment of the NACI Act.

The effective and efficient execution of this corporate business plan requires that NACI should operate with optimum management autonomy, while still observing official rules contained in policies and procedures such as the King Commission, the Public Finance Management Act, GAAP and others.

Implementing this business plan also requires a competent executive arm, and it is therefore essential that NACI is staffed by professional, committed and experienced staff – as would be appropriate for a Ministerial advisory body.

Finally, NACI's commitment to, and efforts to ensure, openness, fairness, and accountability in obtaining services from outside agencies, in addition to its active avoidance of any perceptions of conflict of interest, should go some way towards ensuring that NACI is regarded as a valuable autonomous advisory body.

## APPENDIX A: Completed Studies

### Completed NACI studies, reports and advice: 2004 - 2008

Project	Title of report <sup>1</sup>	Advice
Mobility	A Study on Mobility of Research and Development Workers.	Minister, June 2004
Technical skills	The Potential Impact of Skills Shortage on the Innovative Capacity of Major Capital.	Submission revised, March 05
Funding black research	A Profile of Postgraduate Higher Education and the Academic Research Community in South Africa	Submission revised, March 05
Facing the facts: Women in S&T	Facing the Facts: Women's Participation in Science, Engineering and Technology	Minister, Nov 04
Appropriate human resources for the NSI (1)	Appropriate human resources for the productive NSI	Submission being prepared after stakeholder consultation
Women in industrial S&T	An Assessment of the Participation of Women in Industrial Science, Engineering and Technology in South Africa	Minister: Gender policy; submitted 13 Nov 06
SET through eyes of women(Four sub-projects)	Looking at SET through Women's Eyes	Minister: Gender policy; submitted 13 Nov 06
Monitoring framework	A Monitoring and Evaluation Framework to Benchmark the Performance of Women in the NSI	Minister: Gender policy; submitted 13 Nov 06
OECD evaluation of the NSI - Phase one	The South African National System of Innovation: Structures, Policies and Performance (Background Report to the OECD Country Review of South African NSI)	Minister and OECD submitted on 25 July 06; OECD x Min interaction: 8 Sept 06
Draft gender and race equity policy	Creating the Future: Gender, Race and SET Sector Policies for Capacity Building and Innovation	Advice to Minister: 13 Nov 06
Profile of best practices	Development of a Profile of Best Practice of NSI	Advice to Minister: 30 Nov 06
Physical infrastructure for NSI	A Study on the Required Physical Infrastructure to attain the vision of the NSI	Advice to Minister: 30 Nov 06
Revisiting NACI's mandate, position and role	NACI position, role and function in the NSI	Advice to Minister: 30 Nov 06
Advisory note on IPR from publicly funded R&D	Intellectual Property Rights from Publicly Financed Research Findings	Advice to Minister: 25 Jul 06
Advisory note on ASSAF report on research publishing	ASSAF Report: A Strategic Approach to Research Publishing in South Africa	Advice to Minister: 25 Jul 06
Advisory note on tax incentives	Tax Incentives	Advice to Minister: 25 Jul 06
Appropriate Human Resource for the	Advice letter submitted to the DG of DST on the lessons gained	Study completed in 2007

<sup>1</sup> Some of the reports had been released and are available from the NACI Secretariat

<b>Project</b>	<b>Title of report<sup>1</sup></b>	<b>Advice</b>
Productive NSI.		
Physical Infrastructure for NSI – Secondary School component	Required Infrastructure to Attain the Vision of the NSI: Secondary School Education Component – “Hands on and Minds on”.	Advice to Minister: 2 Oct 2007
Regional and Local Innovation Systems in the Overall National System of Innovation	Regional and Local Innovation Systems	Advice to Minister: 2 Oct 2007
Human Capital and the South African Knowledge base	Human Capital and the South African Knowledge base	Advice to Minister: 2 Oct 2007
Quick advice regarding the performance of grade 12 learners in mathematics and science	The national problem with grade 12 mathematics and science performance	Advice to Minister: 2 Oct 2007
Quick advice regarding problems with the employment of foreign nationals	Advice regarding problems with the employment of foreign nationals in the higher education sector in South Africa	Advice to Minister: 2 Oct 2007

## APPENDIX B: Reappointed and New NACI Councilors<sup>2</sup>

(Appointed from March 2008 to February 2009)

Name	Position	Organisation
Dr Steve Lennon	Managing Director: Corporate Services	ESKOM
Dr Philemon Mjwara – CEO	Director-general	Dept of Science and Technology
Ms Luci Abrahams	Director: Learning Information Networking Knowledge Centre	University of the Witwatersrand
Dr Ntuthuko Bhengu	Executive Director	Afrika Biopharma Investments
Prof Cheryl de la Rey	Deputy vice-chancellor	University of Cape Town
Mr Alan Hirsch	Deputy Director General and Deputy Head of the Policy Unit	The Presidency
Mr Fairoz Jaffer	Chief Executive Officer	Abnoba Information Dynamics
Mr John Marriott	Advisor	SASOL Synfuels International
Prof Tshilidzi Marwala	Associate Professor: School of Electrical & Information Engineering	University of the Witwatersrand
Prof Lineo Mazwi-Tanga	Vice-Chancellor	Cape Peninsula University of Technology
Dr Nhlanhla Msomi	Executive Director	Africa Vukani
Ms Khungeka Njobe	Group Executive: R&D Outcomes & Strategic Human Capital Development	CSIR
Dr Adi Paterson	General Manager:	Business Development and Pebble Bed Modular Reactor Company
Dr Francis Petersen	Head: Strategy & Planning	Anglo American Platinum Corporation Ltd
Prof Calie Pistorius	Vice-chancellor & Principal	University of Pretoria
Dr Johannes Potgieter	Chief director: Innovation & Technology	Department of Trade and Industry
Ms T Radebe		
Mr Geoff Rothschild	Director: Government & International Affairs	Johannesburg Security Exchange
Mr Thero Setiloane	General Manager: Marketing	AngloGold Ashanti Limited

<sup>2</sup> This list may change, pending the acceptance of appointments and reappointments.

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Dr John Stewart	Consultant: Technology, environment, safety and sustainable development	
Prof Jennifer Thomson	Professor: Molecular and Cell Biology	University of Cape Town

## Appendix C: Advisory Committee Members

### Members of the Indicators Reference Group (IRG)

Name	Position	Organisation
Dr John Stewart: Chairperson	Consultant: Technology, Environment, Safety and Sustainable Development	JM Consulting
Prof Tshilidzi Marwala	Associate Professor: School of Electrical & Information Engineering	University of the Witwatersrand
Dr Johannes Potgieter	Chief director: Innovation & Technology	Department of Trade and Industry
Ms Marjorie Pyoos	Group Executive: Socio-Economic Partnerships	Department of Science and Technology
Prof Akiiki Kahimbaara	National Statistics System Division	Statistics South Africa
Dr John Mugabe	Science and Technology Advisor	NEPAD
Dr Ulrich Schmoch	Director of Taskforce Innovation Indicators	Fraunhofer Institute, Karlsruhe, Germany

### Members of the National Biotechnology Advisory Committee

Name	Position	Organisation
Prof Jennifer Thomson: Chairperson	Professor: Dept. of Molecular and Cell Biology	University of Cape Town
Dr Ntuthuko Bhengu	Executive Director	Afrika BioPharma Investments
Prof Henk Huismans	Professor and Head: Department of Genetics	University of Pretoria
Dr Gatsha Mazithulela	Executive Director	CSIR Biosciences
Dr Sagadevan Mundree	General Manager: Innovation and Biosecurity Investment	Department of Primary Industries and Fisheries, Queensland Government, AU
Prof Michael Pepper	Director	NetCare Institute of Cellular and Molecular Medicine
Dr Heather Sherwin	Fund Manager	BioVentures
Prof Mbudzeni Sibara	Interim Vice-Chancellor,	Tshwane University of Technology
Prof Jocelyn Webster	Executive Director	AfricaBio
Prof Solly Benatar	Professor of Medicine	University of Cape Town
Dr Ivan May	Chief Executive	Intellectual Capital Corporation of Africa

**Members of the SET4W 2007 – 2010**

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Prof Cheryl de la Rey: Chairperson	Deputy Vice-Chancellor	University of Cape Town
Ms Luci Abrahams	Director: Learning Information Networking Knowledge Centre	University of Witwatersrand
Prof Judith Bishop	Professor: Computer Science	University of Pretoria
Dr Steve Lennon	Director: Resource and Strategy	Eskom
Dr Romilla Maharaj	Executive Director: Institutional Capacity Development	NRF
Dr Linda Cikizwa Nontsha Makuleni	CEO	South African Weather Service
Ms Khungeka Njobe	Group Executive: R&D outcomes and human capital development	CSIR
Dr Yolisa Pakela-Jezile	Manager for Sustainable Rural Livelihoods	ARC
Ms Jacqueline Williams	National Coordinator for Women in Oil and Energy South Africa (WOESA)	Women in Oil and Energy South Africa (WOESA)

## APPENDIX D: NACI Conferences, Workshops and Seminars: 2004-2006

Title	Date	Venue
NACI Regional seminar	05 March 2004	Port Elizabeth
NACI Sunday seminar: Intellectual property rights and innovation-Prof Prabuddha Ganguli; Mumbai, India	09 May 2004	Court Classic Hotel, Arcadia
NACI Lunch Seminar: Dynamics of Innovation-Prof Edward Lumsdaine, New Mexico State University	19 May 2004	SAASTA Boardroom
NACI Lunch seminar: ICT: its role in development-Prof Wesley Shrum, Louisiana State University	06 July 2004	Didacta Building, NACI Boardroom
NACI Secretariat operational planning meeting	02 September 2004	Farm Inn, Pretoria
NACI Lunch seminar: NSI concept to think and frame African Development-Prof Mammo Muchie (Middlesex University Business School and the University of Aalborg, Denmark)	15 September 2004	SAASTA Auditorium
Think Tools training workshop	16 September 2004	SAASTA Auditorium
Operationalisation workshop: Appropriate human resources for productive NSI	10 November 2004	Technopark, Pretoria
Operationalisation workshop: NSI after the first decade of democracy	13 December 2004	
Operationalisation workshop: Design of the innovation survey	23 March 2005	Diep in die Berg, Pretoria
NACI Lunch seminar: Strategies to promote the transformation of knowledge into innovation-Prof Russ Lea (University of North Carolina)	11 May 2005	NRF Auditorium
Operational workshop on the development of a dynamic model for human resources	04 August 2005	SAASTA Boardroom
NACI Secretariat strategic workshop	09 September 2005	SAFARI, Pretoria
SET4W workshop on gender equity policy	14 October 2005	SAASTA
Operationalisation workshop on the social dimension of innovation	25 October 2005	Diep in die Berg, Pretoria
NACI Secretariat planning workshop	27 January 2006	SAFARI, Pretoria
NACI Lunch seminar: Indicators as evidence base for policy development-Prof Anastassios Pouris, University of Pretoria	15 February 2006	CHE Boardroom
NACI Lunch seminar: R&D expenditure and	17 February 2006	SAASTA Boardroom

Title	Date	Venue
economic growth: Nordic Paradoxes-Dr Per Koch, NIFU, Norway		
Operationalisation workshop on tracking of R&D expenditure	13 March 2006	Burgers Park, Pretoria
International workshop on measuring systems of innovation: Inputs, Flows and Outputs	23-24 April 2006	Sheraton Hotel, Pretoria
NACI Lunch seminar: The role of cooperative digitized R&D information resources in a development context-Prof Harry Wels (Vry University of Amsterdam)	02 June 2006	DST, Timbuktu
Project workshop-Tracking of the R&D	04-05 September 2006	Stellenbosch
NACI Lunch seminar: Science, Technology and Innovation Advice to Policy Makers: Challenges, Problems and Possible Solutions- Prof Peter Weingart (Institute of Science and Technology Studies, University of Bielefeld, Germany)	05 October 2006	DST, Gondwanaland
Workshop on Human Resource Model	25 October 2006	DST, Gondwanaland
NACI Secretariat strategic planning workshop	11 January 2007	Casa Toscana, Pretoria
Perspectives on the NSI: Past and Future	23 March 2007	Gondwanaland meeting room, DST, Pretoria
OECD-SA workshop	31 July 2007	Innovation Hub
Lunch seminar Dr Ulrich Schmoch	8 October 2007	DST
OECD task Group meeting	8 November 2007	CSIR