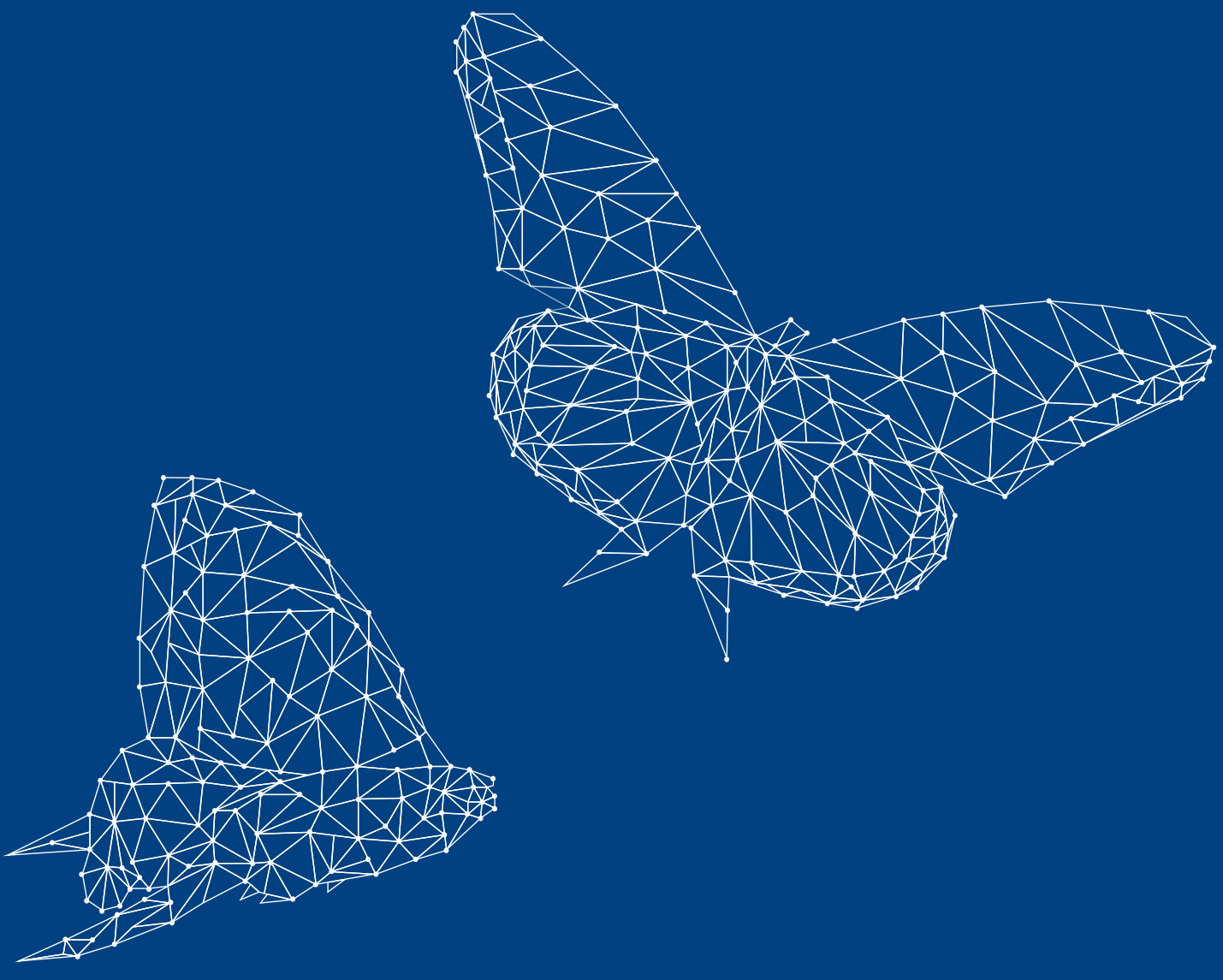
ANNUAL PERFORMANCE PLAN
2020/21

science & innovation

Department:
Science and Innovation
REPUBLIC OF SOUTH AFRICA

technology innovation
AGENCY
Innovating Tomorrow Together



FOREWORD

The Annual Performance Plan of the Technology Innovation Agency (TIA) for 2020/21 represents an implementation plan for the first three years of its 2020-2025 Strategic Plan. The three priority areas identified in the Strategic Plan are:

- Intensifying the translation and commercialisation of intellectual property from South Africa's publicly-funded science councils and higher education institutions.
- Scaling up efforts to implement the 2013 Bio-economy Strategy.
- Increasing access by South Africa's budding entrepreneurs and innovators to Technology Stations, which will provide them with much-needed science, engineering and technology services.

In this first year of the strategic cycle, TIA aims to put in place appropriate institutional capabilities to achieve its ambitions over the five-year period. Key among these are measures to correct process inefficiencies that impact negatively on turnaround times and decision-making. This will ensure that our customers receive the support they need, when they need it. The second priority will be to inculcate a high-performance culture among TIA staff, and instil a service-oriented mindset through responsiveness and open communication. These remain important issues that have affected TIA's performance and reputation in the past.

To deliver on the strategy, four key issues stand out, which will receive priority in the year ahead.

1. Increasing TIA's spatial footprint across South Africa in a manner that ensures that it can reach and support innovators in all corners of the country.
2. Launching initiatives that will enable the organisation to source and select the most deserving initiatives that are directly related to the key focus areas identified in the Strategic Plan. In doing this, enhanced engagements with our research community and the higher education sector will be prioritised. However, fostering partnerships with industry is an important underpinning factor to enhance our efforts in ensuring that innovations emanating from research respond to the needs of industry.
3. Intensifying efforts to support our current portfolio of near-market technologies through engagements with industry, funders and South Africa's venture capital community.
4. In implementing the Bio-economy Strategy, TIA will aim to build sound agriculture, health and industrial biotechnology portfolios, while intensifying efforts to optimise the potential of our indigenous knowledge systems.

In all of this, TIA will continue to be guided by the strategic intents of the White Paper in 2019 on Science, Technology and Innovation; the 2013 Ministerial Review of TIA; and other key government policies such as the District Development Model and the National Development Plan. These have placed transformation and inclusive development at the centre of government's efforts, with special attention given to historically disadvantaged communities, youth, women and people with disabilities.

I wish to thank colleagues at the Department of Science and Innovation, particularly the Director-General and his senior management; my colleagues on the Board; and TIA's management and staff for their contributions in putting this plan together.

Dr Stephen Lennon
Interim Chairman of the Board

OFFICIAL SIGN-OFF

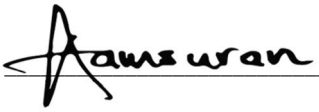
It is hereby certified that this Annual Performance Plan:

- Was developed by TIA management under the guidance of TIA's Board and the Department of Science and Innovation (DSI).
- Takes into account all the relevant policies, legislation and other mandates for which TIA is responsible.
- Accurately reflects the impact, outcome and outputs that TIA will endeavour to achieve in 2020/21.

Signed by:

Mohohlo Molatudi
Acting General Manager: Bio-economy division
Signature: 

Elijah Mokhethi
Acting General Manager: Sector Funding division
Signature: 

Dr Anitha Ramsuran
Acting General Manager: Programmes division
Signature: 

Petro Dekker
Executive: Corporate Services
Signature: 

Patrick Krappie
Executive Manager: Strategic Engagements and Corporate Relations
Signature: 

Werner van der Merwe
Chief Financial Officer
Signature: 

Fuzlin Levy-Hassen
Interim Chief Executive Officer
Signature: 

Dr Steven Lennon
Interim Chairman of the Board
Signature: 

Approved by:

Minister Bonginkosi Nzimande
Executive Authority
Signature: 

CONTENTS

PART A: Mandate

1. Constitutional mandate

Not applicable.

2. Legislative mandate

TIA was established as a schedule 3A[1] public entity in terms of the Public Finance Management Act (Act 29 of 1999, as amended). Its mandate is derived from the provisions of the Technology Innovation Agency Act (Act 26 of 2008), read together with sections 19-23 of the Science and Technology Laws Amendment Act (Act 7 of 2014) which establishes TIA as an agency to promote the development and exploitation, in the public interest, of discoveries, inventions, innovations and improvements. TIA's objective is to support the state in stimulating and intensifying technological innovation to improve economic growth and quality of life for all South Africans by developing and exploiting technological innovations.

3. Policy mandates

United Nations sustainable development goals

The United Nations sustainable development goals seek to end poverty and hunger globally; combat inequality within and among countries; build peaceful, just and inclusive societies; protect human rights; promote gender equality and the empowerment of women and girls; and ensure the lasting protection of the planet and its natural resources. Countries committed to the goals aim to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, considering different levels of national development and capacities. The goals are integrated and indivisible, and balance the three dimensions of sustainable development – economic, social and environmental. There are 17 goals planned for completion by 2030, and 169 targets that demonstrate the scale and ambition of the new universal agenda.

Over the five-year period, TIA aims to contribute to the realisation of many of these goals by stimulating industry and the broader economy through the directed funding of innovation and commercialisation. This will entail a focus on accelerating the translation of indigenous knowledge outputs into products and services that contribute to redressing socioeconomic vulnerabilities in marginalised communities in South Africa while ensuring increased inclusivity to encourage the participation of women, youth and people with disabilities. Focus will also be placed on the conservation of the country's natural resources.

African Union Agenda 2063

A 10-year Science, Technology and Innovation Strategy for Africa was adopted at the 23rd Ordinary Session of African Union Heads of State and Government in 2014. The strategy, which promotes competitiveness through human capital development, innovation and value-addition, is part of the African Union's long-term, people-centred Agenda 2063, a strategic framework for the socioeconomic transformation of Africa over the next 50 years. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. This is underpinned by science, technology and innovation as multifunctional tools and enablers for achieving development goals on the continent. Agenda 2063 calls for diversifying sources of growth for Africa's economic performance and, over the long term, lifting large sections of the continent's population out of poverty. The strategy also fosters social transformation, economic industrialisation and entrepreneurship. TIA plans to increase collaboration with research institutions across the continent through the implementation of joint technology development programmes and the provision of technical competence and entrepreneurial capacity development to increase the application of knowledge outputs in stimulating socioeconomic transformation.

[1]Schedule 3A entities are public entities that have the mandate to fulfil a specific economic or social government responsibility.

National Development Plan 2030

The National Development Plan recognises that developments in science, technology and innovation fundamentally alters the way people live, communicate and transact. The plan highlights that these areas are key to equitable growth and underpin economic advancement, and improvement in health systems, education and infrastructure. The plan is now in its second phase, during which "the country should lay the foundations for more intensive improvements in productivity".

2019-2024 Medium-Term Strategic Framework"

Government's 2019-2024 Medium-Term Strategic Framework" serves as the implementation plan for the second phase of the National Development Plan. The framework identifies seven priorities to guide planning by all stakeholders. These are:

Priority 1: A capable, ethical and developmental state
Priority 2: Economic transformation and job creation
Priority 3: Education, skills and health
Priority 4: Consolidating the social wage through reliable and basic services
Priority 5: Spatial development, human settlements and local government
Priority 6: Social cohesion and safe communities
Priority 7: A better Africa and world.

The DSI has committed to priorities 2 and 3, excluding job creation per se. Through its mandate, TIA will contribute to these priorities through the commercialisation of intellectual property from publicly funded research institutions, and support the creation of technology enterprises that will contribute to job creation with a specific emphasis on historically disadvantaged individuals and communities.

National Spatial Development Framework 2050

The National Spatial Development Framework 2050 sets out national spatial directives for all forms of infrastructure investment and developmental spending targeted by government in partnership with the private sector. In realising this, one of the key thrusts of the plan is "technology, innovation, resilience and disruptions in the space economy", through which South Africa will roll out fast broadband access across the country; support the development of highly automated mining activities; promote automation in key economic sectors such as manufacturing and agriculture; and accelerate the closure of factories and mines that are unable to compete globally. TIA will increase the footprint of its innovation infrastructure to contribute to the plan's aspirations of "a focus on innovation and knowledge generation, packaging and sale, expansion, modernisation and re-gearing of the higher education sector towards growing and supporting innovation" over the medium term by ensuring that the interventions it undertakes lead to inclusive localised development.

White Paper on Science, Technology and Innovation

Cab Cabinet's adoption of the White Paper on Science, Technology and Innovation in March 2019 signals material policy shifts for activities related to science, technology and innovation to address aspects such as transformation and inclusivity, and strong linkages within the National System of Innovation. These include: strengthening the culture of innovation within government and society; improving policy coherence and more effective budget and programme coordination within the National System of Innovation; implementing monitoring and evaluation systems; creating a more enabling environment that advances innovation; developing local innovation ecosystems; and increasing investment in technology-based small, medium and micro enterprises and support to grassroots and social innovation projects.

DSI Decadal Plan

The process to compile the new DSI Decadal Plan, which will serve as the implementation plan for the White Paper on Science, Technology and Innovation, is ongoing. TIA will align itself with the plan once its finalised. The DSI has identified the following priorities with direct relevance to TIA's mandate, wherein plans at subprogramme level have been identified to realise the intended outcomes:

- The circular economy.
- Education for the future.
- Sustainable energy technologies for marginalised people.
- Health technology to prevent and treat ill-health and advance wellbeing for those who are marginalised.
- High-tech industrialisation.
- Opportunities, threats and impact of information and communications technology, including smart systems.
- Nutrition security for a healthy population.
- Integrated solutions for water security.

Alignment with DSI research and development roadmaps

Over the years, the DSI has developed several research, development and innovation roadmaps. These serve as key national frameworks to guide and direct investment decisions for research and development, and collaboration among various stakeholders in the National System of Innovation. In implementing its activities under the various subprogrammes, TIA will continue to be informed by these roadmaps, which include advanced manufacturing, information and communications technology, human settlements, water and waste management, and research infrastructure. Over the strategic period, TIA will work closely with the DSI to ensure that there is greater alignment with and translation of planned outputs to better inform decision-making and policy formulation.

Bio-economy Strategy

The Bio-economy Strategy seeks to use South Africa's bio-based resources to become a significant contributor to the country's economy by 2030 through the creation and growth of biotechnology-based industries. In turn, these new industries will generate and develop bio-based services, products and innovations in which new and existing companies will provide and use such solutions. The strategy provides a framework for investments and action by all relevant stakeholders in the National System of Innovation. As the effective implementation of the Bio-economy Strategy forms one of the four strategic outcomes for TIA in the current planning cycle, it will be implemented with greater intensity.
Over the five-year strategic period, TIA intends to place a renewed and deliberate emphasis on indigenous knowledge systems as a key basis for promoting economic inclusion and transformation with great potential to lead to the creation of new industries.

District Coordination Service Delivery Model

In August 2019, Cabinet approved the District Development Model to synchronise planning by all spheres of government at the national, provincial and local levels. This model will enable partnerships with civil society, including communities, private industry and labour, at district level countrywide in the development of South Africa's municipal districts and metros. This developmental initiative is termed *"khawuleza"* ("hurry up").

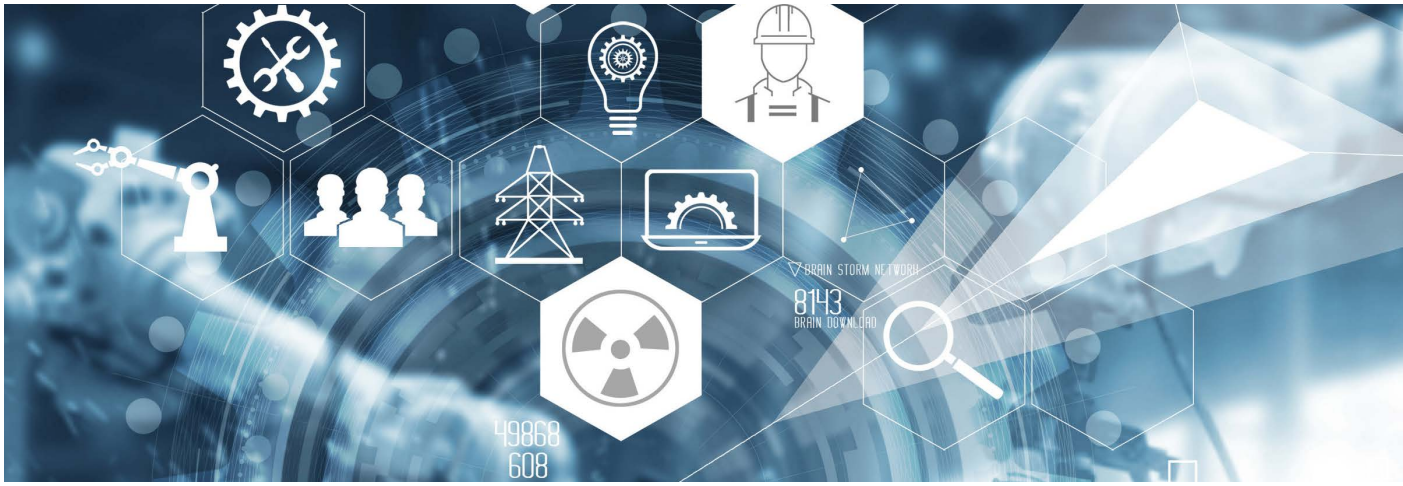
Government will seek to change the face of rural and urban landscapes by ensuring greater alignment between urban and rural development, with a deliberate emphasis on local economic development. The district-driven model is directed at turning plans into action, and ensuring proper project management and tracking. Shortcomings in previous service delivery models necessitated a new, more practical, achievable, implementable and measurable approach to development that is clearly aligned with the key government priorities.

The model will be implemented over a five-year period commencing in 2020/21, and will be rolled out throughout all 44 districts and eight Metros.

PART A: Mandate

TIA's contribution to the DSI's Outcomes

Outcome	Goal statement	Proxy indicator aspects	TIA's contribution
A transformed, inclusive, responsive and coherent National System of Innovation	Expand, transform and enhance the responsiveness of the National System of Innovation over the next five years	Formalised partnerships between constituent parts of the National System of Innovation	Collaborate with other National System of Innovation stakeholders in developing technological innovations through leveraged funds and other resources. This includes partnerships with higher education institutions (including technical and vocational education and training colleges) and science councils
		Gross expenditure on research and development as a proportion of GDP of 1,1%	
Knowledge utilisation for economic development in revitalising existing industries and spurring research and development-led industrial development	Improve the sustainability and competitiveness of traditional sectors and emerging sectors over the next five years	Sectoral master plans with science, technology and innovation components developed and implemented	Implement sector master plans by investing in emerging and advanced technologies to enhance the competitiveness of TIA-funded innovations
		Improve the performance of small, medium and micro enterprises and opportunity gains through technology interventions	Provide financial and non-financial support to small, medium and micro enterprises to take advantage of market opportunities



Outcome	Goal statement	Proxy indicator aspects	TIA's contribution
Human capabilities and skills for the economy and for development	Improve the representability of high-end skills, and increase the development of technical and vocational skills for the economy over the next five years	Innovation engagement and awareness	Promote and encourage participation in the technology innovation value chain by historically disadvantaged institutions Support small, medium and micro enterprises
Increased knowledge generation and innovation output	Increase the relative contribution of South African researchers and science, technology and innovation institutions to global scientific and innovation output over the next five years	Prototypes	Increase the number of prototypes developed through TIA interventions
		Technology products and/or services commercialised	Increase the number of commercialised technologies, prototypes and demonstrators
		Translation rate between publicly financed intellectual property disclosure and licensing rate	
The use of knowledge for inclusive development	Expand the use of scientific knowledge (as evidence) in support of innovation for societal benefit and public good over the next five years	Locally developed technology deployment across the three spheres of government.	Number of technology demonstrations and locally developed technology deployment to districts and local municipalities
		Funding instruments for grassroots innovation	Support package for grassroots innovation
		Publicly financed intellectual property made available in support of grassroots innovators	Open innovation platform for grassroots innovators

4. Relevant court rulings

Not applicable.

PART B: Strategic Focus

PART B: Strategic Focus

1. Vision, Mission and Values

Vision:

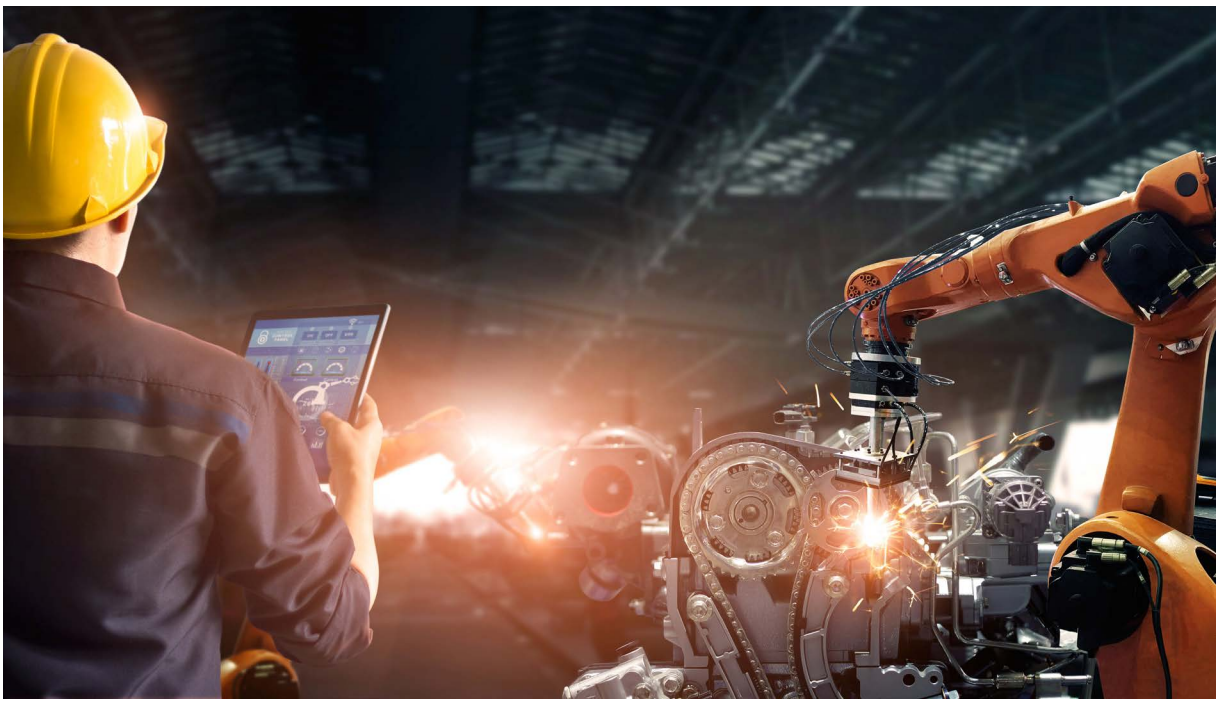
Be a leading technology innovation Agency that stimulates and supports technological innovation to improve quality of life for all South Africans.

Mission:

Facilitate the translation of South Africa's knowledge resources into sustainable socio-economic opportunities.

Values:

TEAMWORK	**Together we can do more.** Fostering teamwork creates a TIA work culture that values collaboration and co-operation.
PROFESSIONALISM	At TIA we apply the most appropriate skills, competencies, experience and knowledge of best practices cohesively in conducting our work.
EXCELLENCE	TIA will be accountable to all stakeholders to deliver exceptionally high standards of work and performance.
INTEGRITY	At TIA everyone strives to do what they said they would. **"We keep our word".**
TRANSPARENCY	Engage in inclusive open communication, hold each other accountable for our performance and conduct.
INNOVATION	At TIA we foster a culture where we continually nurture and implement new ideas from our staff and stakeholders that enhance how we do things and deliver services.



2. Strategic overview

TIA enters the new strategic cycle against the backdrop of an ecosystem that is rapidly maturing, characterised by the entry of many players in the National System of Innovation. These include institutional and private funders, an expanded research base, an active technology entrepreneurship community and support intermediaries. In crafting its new strategy, TIA has taken into account these developments, identifying gaps that require targeted interventions within the agency's mandate to avoid the duplication of efforts and focusing on areas where it adds value to the functioning of the National System of Innovation.

According to the agency's Business Case[2], "TIA has been set up as a public entity that enhances the country's capacity to translate a greater proportion of local research and development into commercial technology products and services. For this purpose, the agency has been tasked with exploiting the existing body of knowledge at universities and public research institutions and channelling it effectively towards the development of technology-based industries."

To carry out its mandate, TIA requires both formalised partnerships with universities and public research institutions and other government instruments such as those of the Department of Trade, Industry and Competition. This ensures connectedness along the innovation value chain, which is critical to allow for the nurturing of technologies from laboratory to market. The ultimate goal is to use South Africa's science and technology base to develop new industries, create sustainable jobs and help diversify the economy away from commodity exports towards knowledge-based industries equipped to address modern global challenges.

In 2013, the DSI undertook an assessment of TIA's performance against its mandate and positioning within the National System of Innovation. Based on this, the Ministerial Review Report[3] highlighted a number of key areas that require attention if TIA is to fulfil its mandate effectively and contribute to building a productive ecosystem.

Key among these are that TIA:

- serves as a "hub" where entities such as publicly funded research institutions, large and small commercial and industrial businesses, innovative private individuals, non-governmental organisations and community-based organisations, and technological innovation support instruments funded by government departments and public and private entities would interface with the objective of converting ideas into commercial activities.
- assumes the fundamental role of a publicly funded instrument that ensures a national innovation ecosystem functioning at maximum efficiency and effectiveness, and an interface for the conversion of ideas into commercial activities.
- effectively plays its role as a grant-giving agency and approaches the accrual of return on investment not in terms of balance sheet, but rather benefits to the national economy from commercialised innovations (e.g jobs).
- enhances its ability to support small, medium and micro enterprises through an appropriately positioned and scaled-up Technology Stations Programme.
- implements an effective regionalisation strategy.
- improves operational efficiencies and its reputation, especially in relation to turnaround times for enquiries, applications, progress payments, overhead costs and communication with stakeholders.
- promotes a culture of innovation that enhances the role of people as innovators through events that highlight role models, and supports the integration of entrepreneurship into the education system.

Over the past five years, TIA has made progress in repositioning the Technology Stations Programme to provide much-needed science, technology and engineering support to more than 10 000 small, medium and micro enterprises through access to high-end innovation infrastructure and expert technical advice. In addition, TIA has played an important role as a connector and enabler, promoting interactions among various stakeholders through strategically selected events. These include the Innovation Bridge, the Bio Africa Convention and the Global Cleantech

[2]TIA Business Case, 2008.
[3]TIA Review Report, 2013.

Awards, all of which have served as effective platforms to promote matchmaking and showcase South Africa's innovations, thereby promoting role models in innovation. In line with the recommendations of the TIA Review Report, the agency has endeavoured to focus on return on investment that emphasises broad socioeconomic impact.

On the other hand, TIA has not been successful in expanding its national footprint, primarily due to financial constraints. Nevertheless, there are opportunities to explore the more effective use of Technology Station facilities and other co-location models with partners in the National System of Innovation to reach the underserved parts of the country.

A critical review of TIA's execution of its core mandate reveals that in the past five years the agency has supported a large number of innovations. However, the translation and commercialisation success rate has been suboptimal. As a result, TIA aims to reposition itself strategically within the National System of Innovation, directing a greater proportion of its resources towards the translation and commercialisation of publicly financed intellectual property emanating from higher education institutions and science councils.

The strategy is based on three pillars, as depicted in Figure 1.

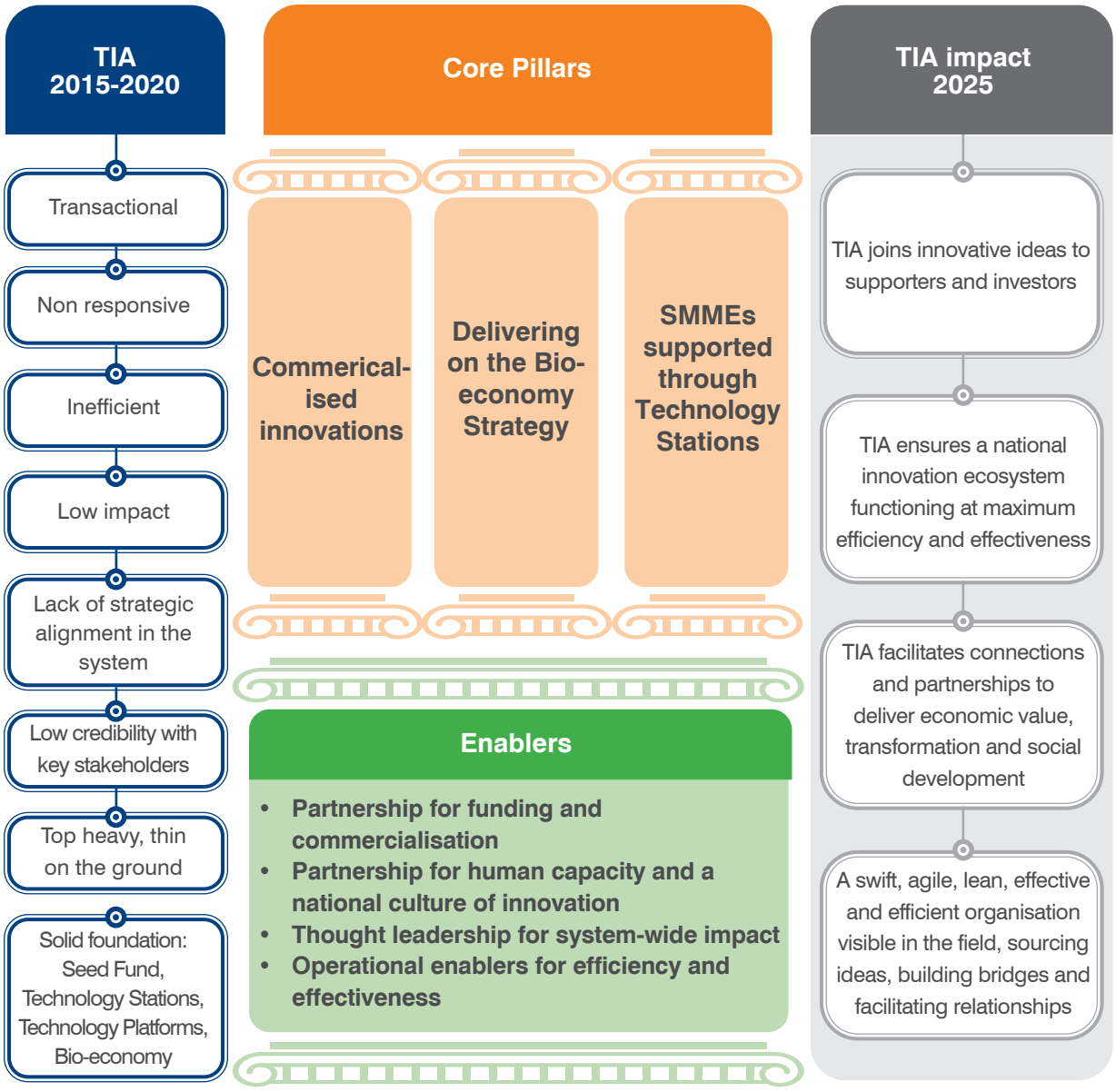


Figure 1. TIA's strategic focus for the 2020-2025 strategic period

i. Commercialising innovations

Through this strategic thrust, TIA will intensify efforts to increase the rate of translation of locally developed technologies; exploit intellectual property from publicly funded institutions; ensure that these are commercialised in a manner that promotes economic growth and the competitiveness of industry; and respond to the imperatives of transformation and inclusive development. TIA will focus on leveraging local and global partnerships to support the translation of knowledge from higher education institutions, science councils and the private sector into commercialised innovations that will have a positive impact on the lives of all South Africans. TIA will also take advantage of the fourth industrial revolution to stimulate the economy and address some of the social challenges faced by many South Africans.

ii. Delivering on the Bio-economy Strategy

Through this focus area, TIA's efforts will be directed towards creating new bio-based products and processes and promote the creation of new enterprises that will ultimately lead to job creation. In doing so, TIA will increase its efforts to grow and enhance the role of indigenous knowledge systems as an important sector with great potential for inclusive development and transformation.

iii. Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations

The changing innovation landscape requires that TIA positions its Technology Station capabilities as part of a package of support in the National System of Innovation to promote the growth of collectives and small, medium and micro enterprises; contribute towards innovation-led industrialisation processes; and foster inclusive development through an expanded spatial footprint and enhanced access for entrepreneurs throughout the country.

3. Situational analysis

Transformation in TIA's operating environment has been slow, despite government's deliberate efforts. It is important to note that modern challenges of economic development require that science, technology and innovation are harnessed effectively as key policy instruments to accelerate economic growth and development. In this, TIA has an important role to play.

SWOT Analysis

During the strategy development session, the Board deliberated on the operating landscape for the upcoming strategic cycle. In seeking to identify TIA's internal strengths and weaknesses, and its external opportunities and threats, a diagnostic assessment was undertaken using a strengths, weaknesses, opportunities and threats analysis, the results of which are presented below.

Strengths	Weaknesses
- The uniqueness and extent of TIA's mandate positions it as a relevant institutional intervention in the National System of Innovation - Solid foundation with key instruments such as the Seed Fund Programme, Technology Stations Programme and Technology Platforms Programme - Solid pipeline of near-market technologies for greater impact in the future - Good baseline of sound strategic partnerships - Unique innovation funding instruments - Sound governance and control environment	- Top heavy, thin on the ground - Lack of ecosystem/multi-stakeholder project funding - Operational inefficiencies related to poor turnaround times and lack of communication - Lack of strategic alignment in the National System of Innovation - Low credibility with key stakeholders
Opportunities	**Threats**
- New policy thrusts arising from government's 2019-2024 Medium-Term Strategic Framework, the White Paper on Science, Technology and Innovation, and the DSI Decadal Plan, as well as an emphasis on transformation and inclusivity, provide a good context and an opportunity for TIA to fully deploy its mandate - Positive momentum around innovation, especially with industry partners, presents opportunities to increase the rate of commercialisation for demand-driven approaches to innovation - TIA has established a significant relationship with the SA SME Fund, which presents opportunities to tap into its pool of partnerships with other players and fund managers in South Africa - TIA will have to leverage on its mandate to make a real contribution within the fourth industrial revolution discourse through investments in big data, blockchain and artificial intelligence technologies - Managing sector programmes on behalf of the DSI	- Reducing fiscal allocation - Weak economy - Lack of confidence in TIA - Other players/competitors encroaching on TIA activities

An analysis of TIA's performance over the past five years reveals that approaches to project sourcing and identification have not been optimal. This is largely due to lack of clearly defined strategic priorities, and a lack of alignment with market demands, government priorities and general dynamics in the ecosystem. As a result, TIA has not been effective in attracting fundable proposals that can progress rapidly to market and have the potential for real socioeconomic impact. Although the Seed Fund Programme has proved to be an important instrument for sourcing innovations and ideas from universities and small, medium and micro enterprises, much of the pipeline from this instrument has not progressed into TIA's main funds, primarily owing to misaligned requirements, inadequate assessment criteria and weak internal coordination.

Nevertheless, South Africa's innovation ecosystem has matured over the past few years, with many players having the potential to accelerate TIA's execution of its mandate. However, the ecosystem remains fragmented, with many of these players undertaking initiatives that are not properly coordinated for maximum impact. In response to this, the White Paper on Science, Technology and Innovation identified partnering and co-creation as a major strategic intent. In this regard, TIA has a key role to play in continuing and intensifying the implementation of a transparent partnership model (referred to as the "Glass Pipeline" in TIA parlance) to provide a bird's eye view of the system and facilitate the seamless progression of innovations through the value chain.

In reality, however, TIA remains underfunded, with an average annual budget of R500 million that largely supports from the Bio-economy Programme and Technology Stations Programme. The implication of this is that there is a relatively small amount of funding available for meaningful investments in new projects. As the tight economic conditions in South Africa suggest that there will be few prospects for new or additional funds over the medium term, TIA will formulate a new approach to project support that focuses on partnerships, the strategic sourcing of projects and an ecosystem with a multi-stakeholder approach to investments.

4. External environment analysis

Knowledge generation, intellectual property and commercial outputs

TIA depends on the outputs of research conducted at higher education institutions, science councils and other research institutions for its pipeline of early-stage investable projects. The agency supports these through to higher levels of maturity so that they are sufficiently de-risked to attract other funders such as venture capital investors. South Africa possesses strong knowledge-generation capacity and good research infrastructure within publicly funded organisations. The Offices of Technology Transfer at publicly funded research organisations are an important source of new knowledge and intellectual property with the potential to be commercialised. As such, Offices of Technology Transfer are key sources of investment pipeline for TIA.

The National Advisory Council on Innovation, in its 2019 Science, Technology Innovation Indicators report, reveals key insights into the performance of the research system and the associated spending by government and business, as follows.

- Government funding of research and development for the higher education sector increased from 45% in 2010/11 to 56,1% in 2016/17.
- The share of total research and development funding from government directed towards science councils decreased from 33,7% in 2010/11 to 30,9% in 2016/17. Over the same period, however, science councils received a significant increase in funding, from R2,9 billion in 2010/11 to R5,1 billion in 2016/17.
- The higher education sector increased its role in the South African innovation system between 2007 and 2017, as indicated by the significant increase in the proportion of basic research, from 20,6% in 2007/08 to 26,7% in 2016/17.
- The share of South Africa's scientific publications as part of the top 1% worldwide increased from 1,1% in 2007 to 1,6% in 2017, demonstrating the success of the higher education sector in producing high-quality scientific publications.

The National Advisory Council on Innovation's 2017 Science, Technology and Innovation Indicators report revealed that, as of 2017, universities of technology account for only 4,8% of the total research publications compared to 80,4% published by the other universities.

In contrast, the proportion of research and development devoted to experimental development has decreased significantly over the years, as shown in Figure 2, which appears in the 2019 State of the South African Research Enterprise report. A decrease in experimental development against an increase in basic research and applied research (collectively 74,5% of measured research and development spend) means that there is an increase in the generation of scientific knowledge, and a decrease in the number of technologies being developed, the number of new and improved products and services being produced, and the amount of technological knowledge being generated. More innovative economies and those enjoying greater growth rates devote a greater proportion of expenditure towards experimental development than basic and applied research combined.

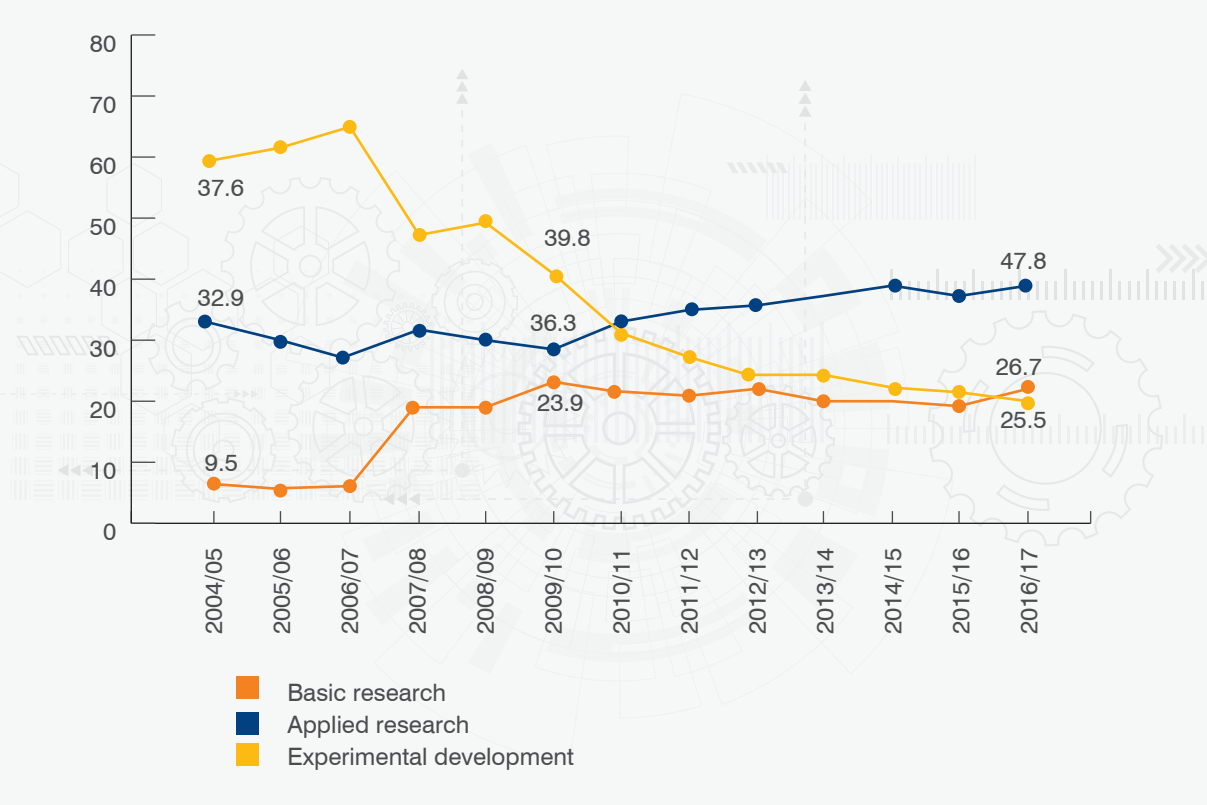


Figure 2. Trends in research and development expenditure (2004/05-2016/17)

All types of research and development are important, but given South Africa's state of development, there should be an increase in the proportion of the country's research and development expenditure going to experimental development.

In the period 2007-2017 government funding of business expenditure on research and development reduced significantly from 21,7% to 3,1%. Business expenditure on research and development, as a percentage of gross domestic product, decreased from 0,6% in 2007 to 0,4% in 2017.

Fewer researchers in South Africa are employed by the business sector compared to other upper middle-income countries. (Middle-income countries: 43,2%, South Africa: 37%).

During the same period, there was a migration of researchers from the private sector to higher education institutions.

The National Advisory Council on Innovation report draws the conclusion that South African business enterprises need to take on proportionately more researchers or create new businesses that are research intensive. In the absence of such a trend, government instruments such as the Technology and Human Resources for Industry Programme and the Sector Innovation Fund have become important in enabling the industrial sectors to fulfil this objective.

Intellectual property rights: Patents

The production of South African patents is decreasing, and this trend is expected to continue beyond 2020. The low level of invention in South Africa is a serious policy issue that needs urgent attention. Through legislation, the National Intellectual Property Management Office is required to provide incentives to recipients and the creators of intellectual property to reward them for proactively securing intellectual property protection and commercialising it for the general purpose of innovation. Such incentives can comprise up to 30% of institutions' revenue accruing from intellectual property. Patents can, however, compete with publications, and a balanced portfolio is ideal. A large share (87,6%) of patent publications relates to non-residents, a trend that is expected to continue beyond the medium term. In comparison to other upper middle-income countries, South African residents' share of patents was high, at 83,9% in 2017.

South African innovation funding landscape

The funding landscape for innovation in South Africa has matured over the past decade, with many actors in the National System of Innovation establishing various types of funds and funding instruments to support the innovation and commercialisation of technologies emanating from publicly funded research institutions, small, medium and micro enterprises, and entrepreneurs in general.

The funding landscape for innovation continues to be dominated by government incentives. These are provided mainly through the DSI and several incentive schemes of the Department of Trade, Industry and Competition, including the Technology and Human Resources for Industry Programme; the Support Programme for Industrial Innovation; and the Industrial Development Corporation's Technology Venture

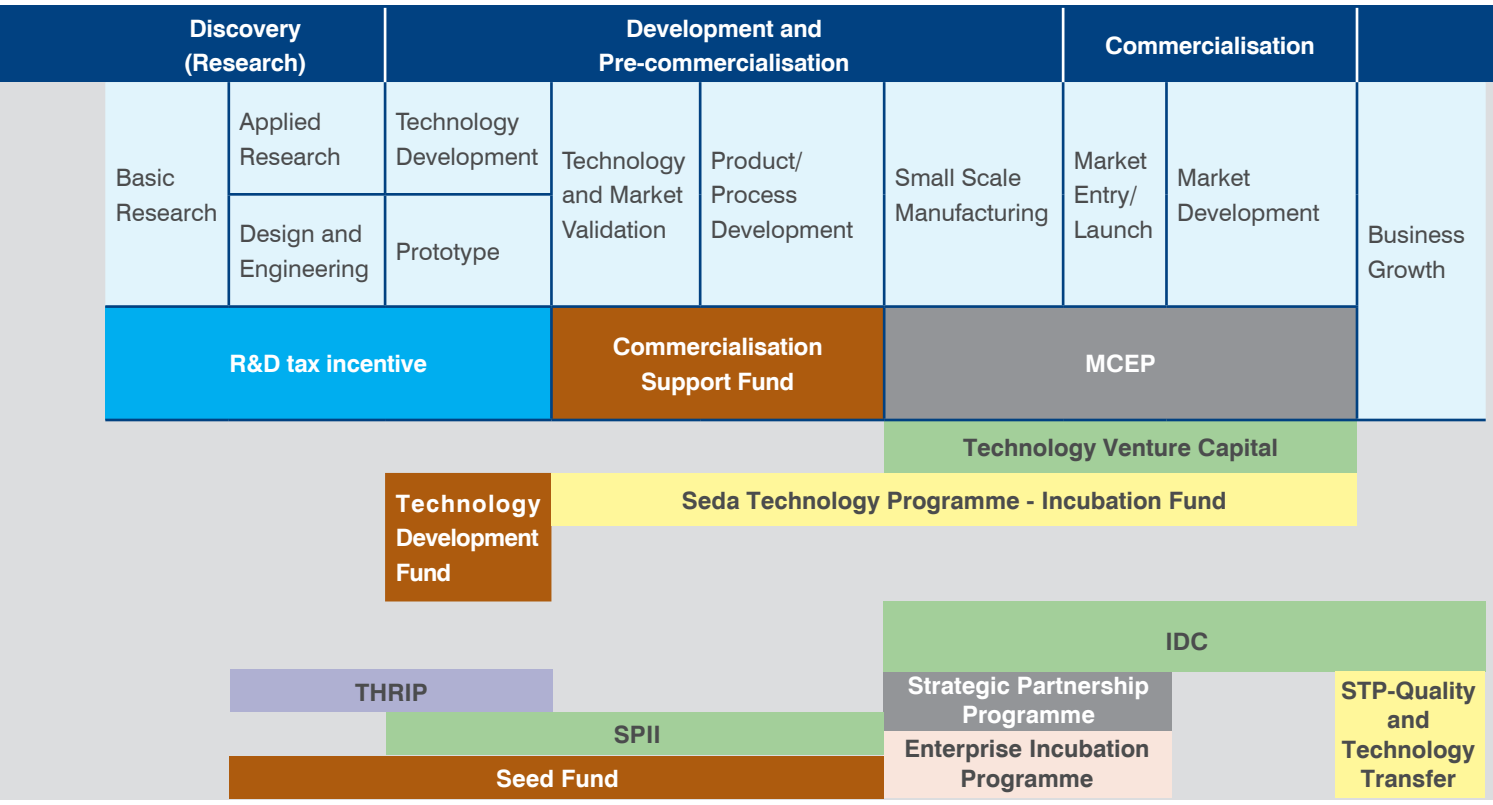


Figure 3. Government innovation and technology funding instruments. (Source: Department of Trade and Industry)

Capital Fund. Organisations such as the National Research Foundation and a range of science councils and universities have also established various types of funding instruments. Figure 3 shows the instruments available through government.

TIA plays an important role within this funding ecosystem through unique risk-funding schemes such as the Seed Fund Programme, the Technology Development Fund and the Pre-Commercialisation Fund. The measure of success for TIA's risk-funding schemes is the extent to which they can support the progression of innovations to higher levels of maturity with minimised risk to attract follow-on funders such as venture capital to take them to market. In this role, evidence points to a mixed record of success. A key focus for TIA will be to consolidate its various funding instruments into one fund.

Technology and Human Resources for Industry Programme

The Technology and Human Resources for Industry Programme, funded by the Department of Trade, Industry and Competition, is designed to enable South African industry to access skills, expertise and infrastructure within the higher education sector to develop innovative solutions to industry-specific needs. Its aims are to boost South African industry through technology development while enhancing the development of skilled labour for absorption into local industries.

Since its incorporation into the department, the programme has been scaled up significantly, and its impact on various sectors of the economy and provinces throughout the country is beginning to become evident.

According to the Department of Trade, Industry and Competition's 2017/18 Annual Incentives Report, the programme significantly increased the total value of its grants from R158,2 million in 2016/17 to R235,4 million in 2017/18, and its portfolio of funded projects from 23 to 35 in key sectors such green energy, agro-processing, pharmaceuticals and manufacturing. However, a familiar challenge this programme faces is that it is dominated by projects in Gauteng, Western Cape and KwaZulu-Natal. TIA will actively promote the use of the programme's incentives, especially in cases where it facilitates technology development partnerships between large and small enterprises and publicly funded research institutions such as higher education institutions. TIA will identify opportunities and build on established initiatives that already exist in the programme, and seek to expand these provincially with identified local economic development partners.

Support Programme for Industrial Innovation

The Support Programme for Industrial Innovation is designed to promote technology development in local industries through the provision of financial assistance for projects that develop innovative products and/or processes. This is in support of government's priority to strengthen South Africa's global competitiveness through the development of new technologies. The programme accepts ideas at the proof of concept stage and support projects until they reach a stage at which a prototype is ready for production. The Annual Incentives Report further reveals that the fund increased its portfolio of investments from six in 2016/17 to 25 in 2017/19, and disbursements from R20,8 million to R36,3 million over the same period. TIA recognises the synergies that exist between its risk-funding instruments and the programme. Opportunities to share and promote the efficient allocation of resources will be pursued and realised over the strategic period.

Venture capital

The venture capital industry in South Africa is a nascent asset class that has come to play an important role in the commercialisation of technologies. Between 2013 and 2018, it realised significant growth, with the number of investments increasing from 27 to 181, and total investment increasing from R1,9 billion in 2015 to R5,4 billion in 2018. The Southern African Venture Capital and Private Equity Association's 2019 Venture Capital Survey report reveals that there was a marginal increase in the number of fund managers in 2018 due to new independent fund managers drawing on the section 12J tax incentive. The 2019 report reveals interesting insights for TIA, particularly that there is growing venture capital activity in South Africa, and the venture capital community is becoming increasingly less risk averse, investing in early-stage opportunities and start-up companies. This presents an opportunity for TIA to leverage partnerships with venture capital companies to enhance its commercialisation efforts.

In addition to the private venture capital sector, the Industrial Development Corporation manages the Technology Venture Capital Fund on behalf the Department of Trade, Industry and Competition as the only government venture capital instrument. As the fund focuses on fully developed, near-market technologies, the Industrial Development Corporation remains one of TIA's key development partners as its funds have helped carry technology enterprises beyond TIA's funding capacity.

International funding

TIA plans to explore a number of international funding opportunities. These include institutions such as the Lemelson Foundation; the Bill & Melinda Gates Foundation; product-development entities such as the Foundation for Innovative New Diagnostics, the Programme for Appropriate Technology in Health, the Medicines for Malaria Venture and the Global Alliance for Tuberculosis Drug Development; and many initiatives in Europe and the United States concerned with identifying and preparing technologies that have the potential to result in commercially or socially viable products and high-potential companies. In the longer term, TIA plans to attract venture capital funding from firms interested in social investments in Africa in need of an agency to administer funds and manage investments.

5. Internal environment analysis

TIA's performance over the 2015-2020 strategic period

In pursuit of its mandate, during the 2015-2020 strategic period TIA supported 10 530 small, medium and micro enterprises through programmes such as the Technology Stations Programme and Technology Platforms Programme; supported 348 knowledge products; and recorded 296 technology innovations. During this period, TIA disbursed a total of R2,2 billion to support technology innovation and related infrastructure developments; and attracted R776 million into the portfolio, with more than 63 products and services commercialised. Figure 4 summarises TIA's performance in this period.

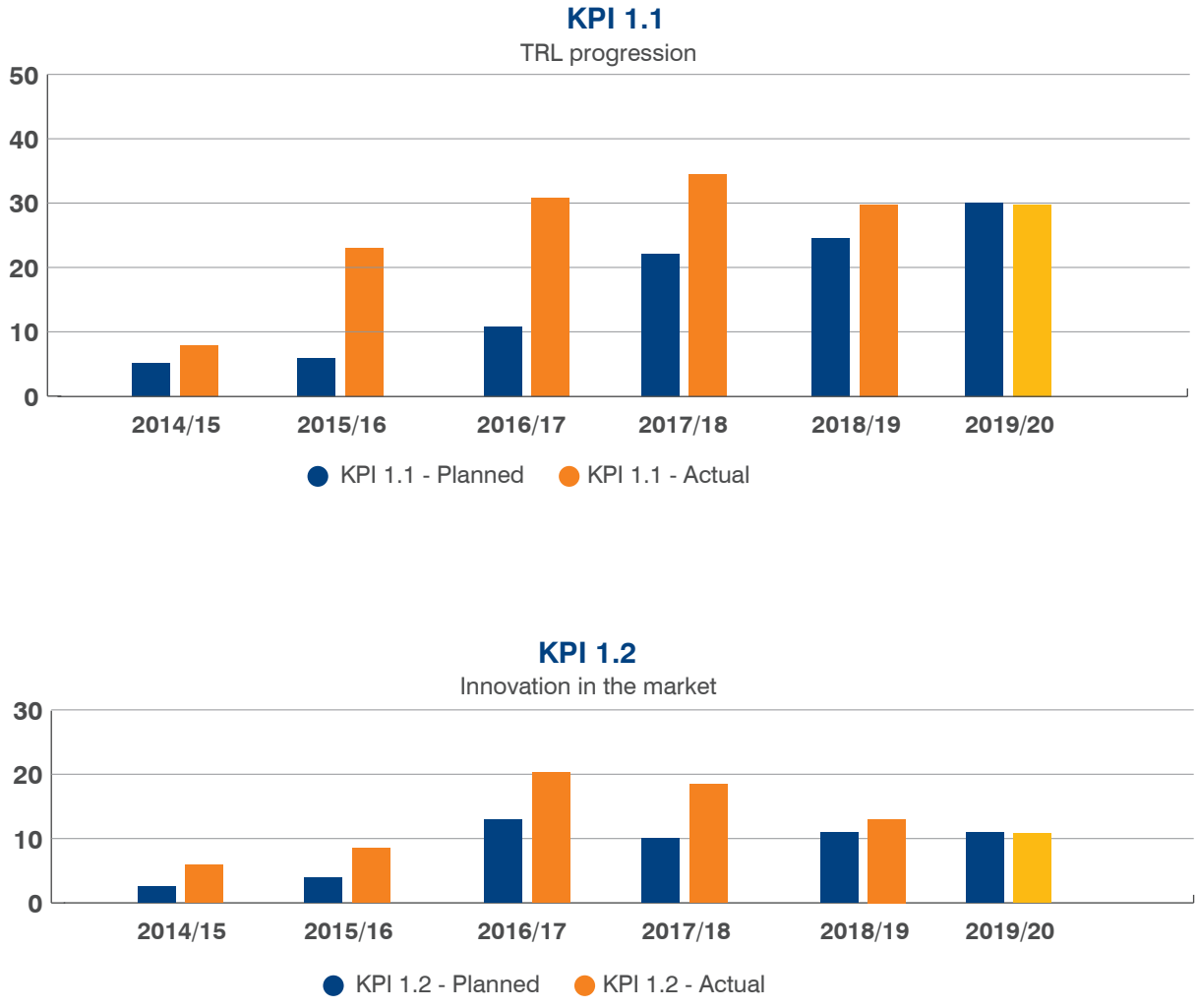
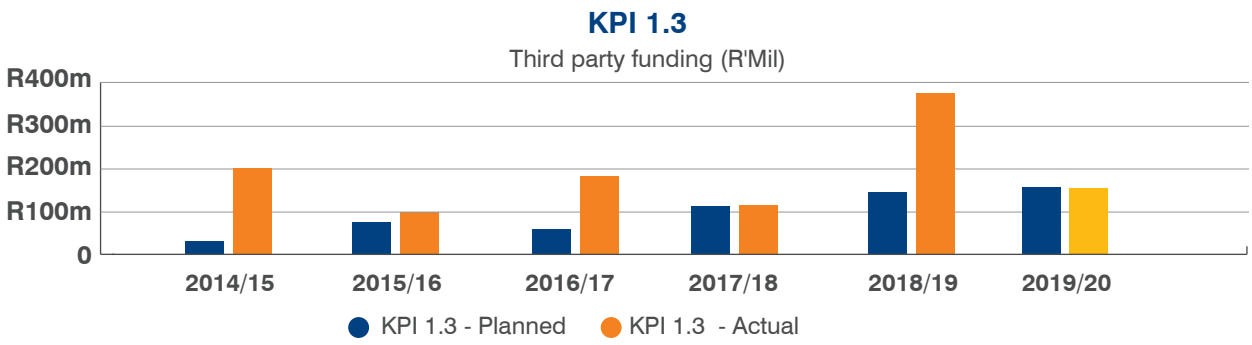
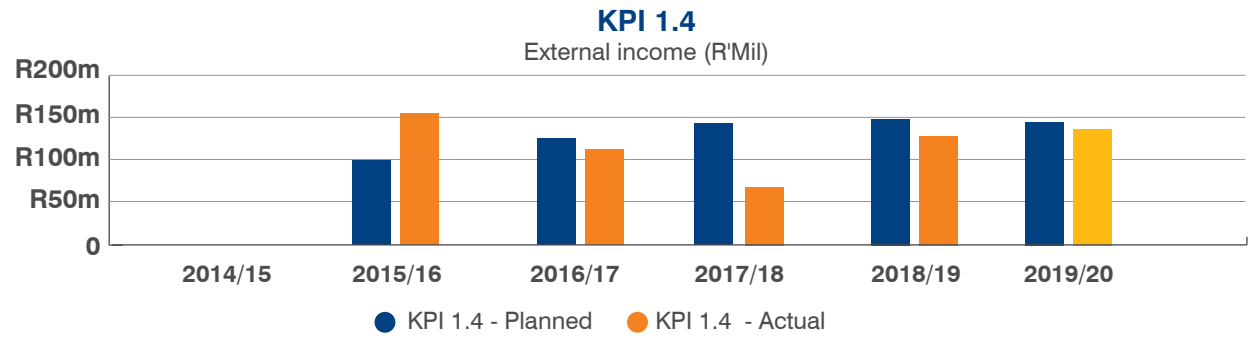
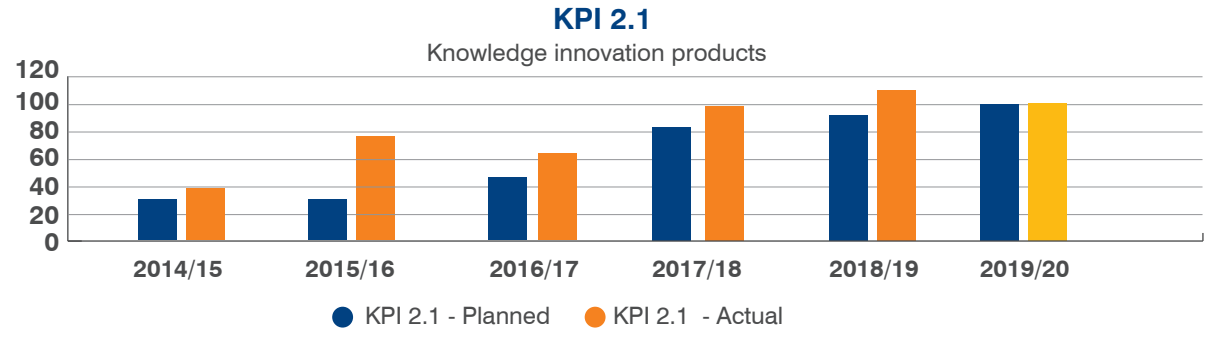


Figure 4. TIA's performance over the 2015-2020 strategic period (yellow bars depict projections for 2019/20)







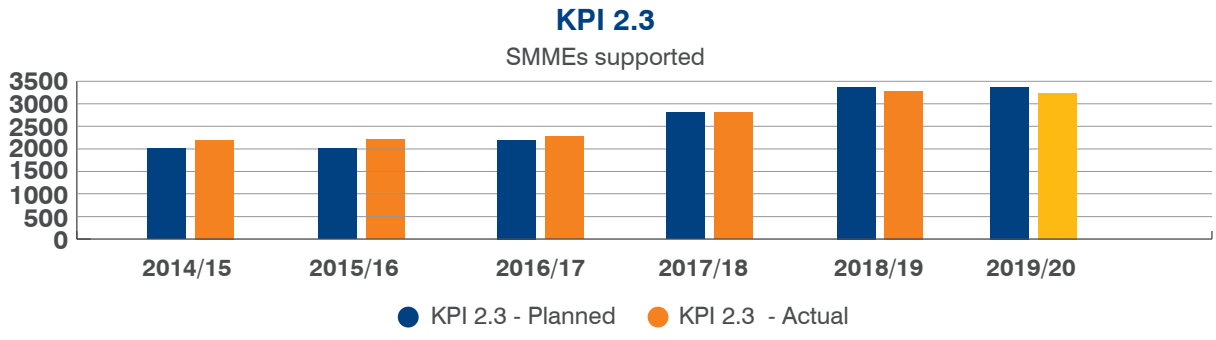


Figure 4. TIA's performance over the 2015-2020 strategic period (yellow bars depict projections for 2019/20)

Economic impact

Each year, TIA commissions studies to assess the impact it has on the economy. TIA's disbursement of R2,2 billion through a combination of grant funding and enabling programmes to beneficiaries has contributed R7,5 billion to gross domestic product and created an estimated 18 536 jobs[5]. During this period, as depicted in Figure 5, TIA's average economic multiplier effect was R3,10 for every R1 spent. TIA's investees generated total revenue of R2,5 billion[5].

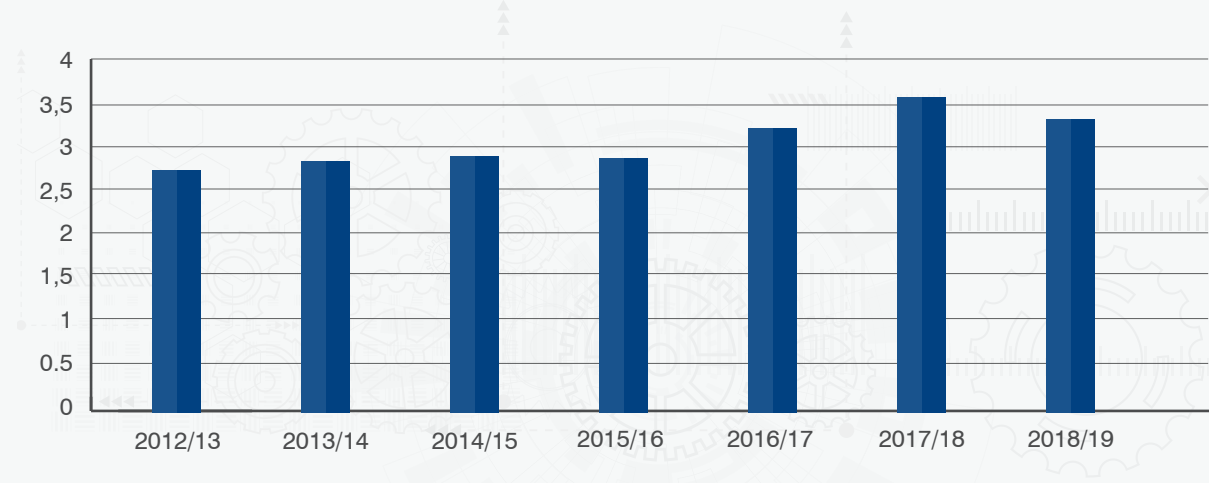


Figure 5. TIA's economic impact multiplier for the period 2012/13-2018/19

TIA's funding portfolio over the 2015-2020 strategic period

Over the previous five-year strategic period, TIA funded 185 projects to the cumulative amount of R1,1 billion. (This excludes the Seed Fund Programme). TIA has a contractual obligation to 160 ongoing projects, with 25 projects having been fully disbursed. A detailed analysis of TIA's portfolio reveals important insights that will inform the organisation's strategy into the future.

Figure 6 illustrates that TIA allocated 57% of its funding to higher education institutions and science councils during the 2015-2020 strategic period. The remaining 43% was split between small, medium and micro enterprises, large private companies and individual entrepreneurs.

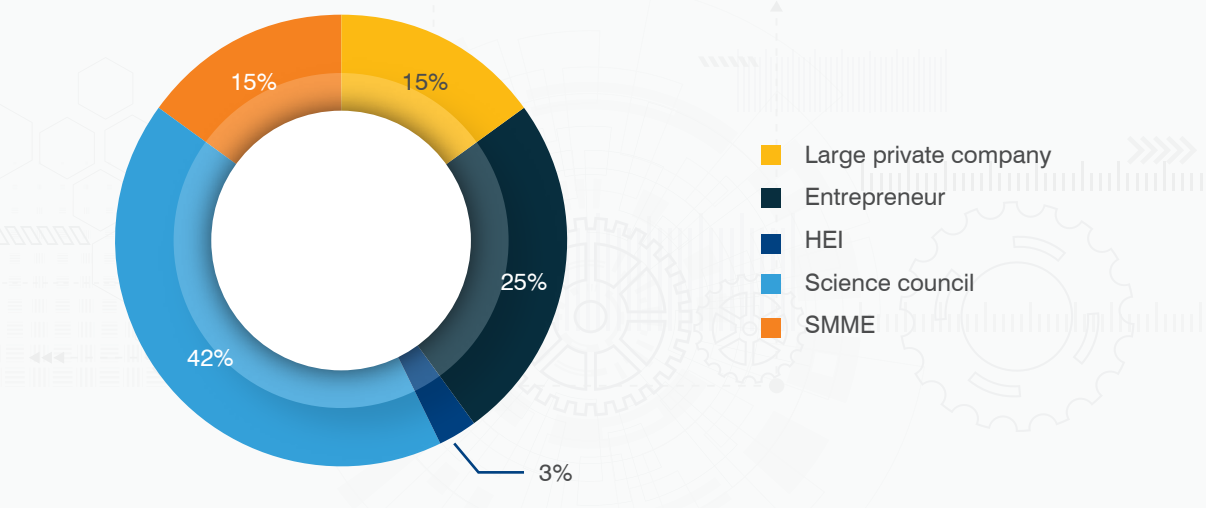


Figure 6: Allocation of TIA funds by market segment for the 2015-2020 strategic period

[5] Contribution to gross domestic product, jobs created and investee revenue based on Social Accounting Matrix modelling

Figure 7 shows that TIA's expenditure was devoted primarily towards the bio-economy sector, comprising health, agriculture, industrial biotechnology and, to a lesser extent, indigenous knowledge systems. The natural resources portfolio includes mining, water, waste and sanitation.

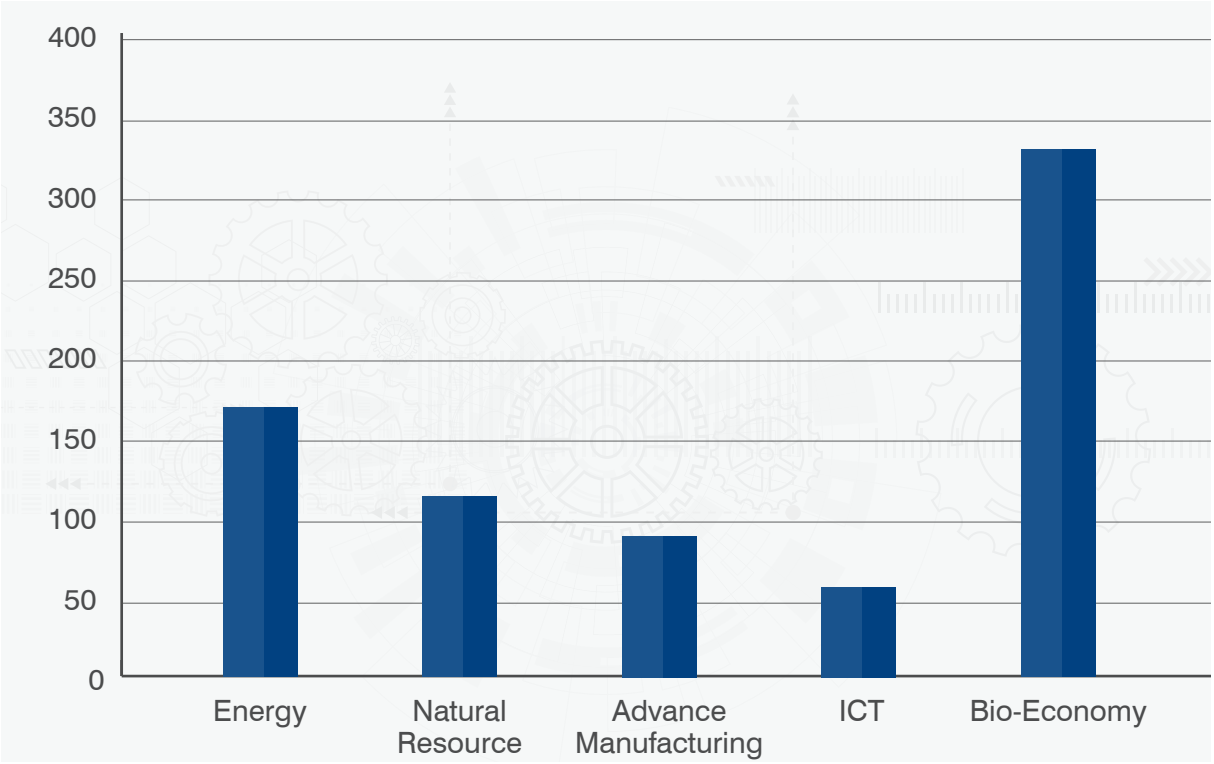


Figure 7. TIA's investment expenditure by sector for the 2015-2020 strategic period

As with many other development finance institutions in South Africa, TIA's investment portfolio exhibits a bias towards the major provinces of Gauteng, Western Cape and KwaZulu-Natal, primarily due to the high concentration of economic activity in the provinces driven by the presence of large metros. Figure 8 shows that an estimated 77% of funds were disbursed to recipients in Western Cape and Gauteng. Northern Cape and Mpumalanga each received only 0,1% of the allocation during this period.

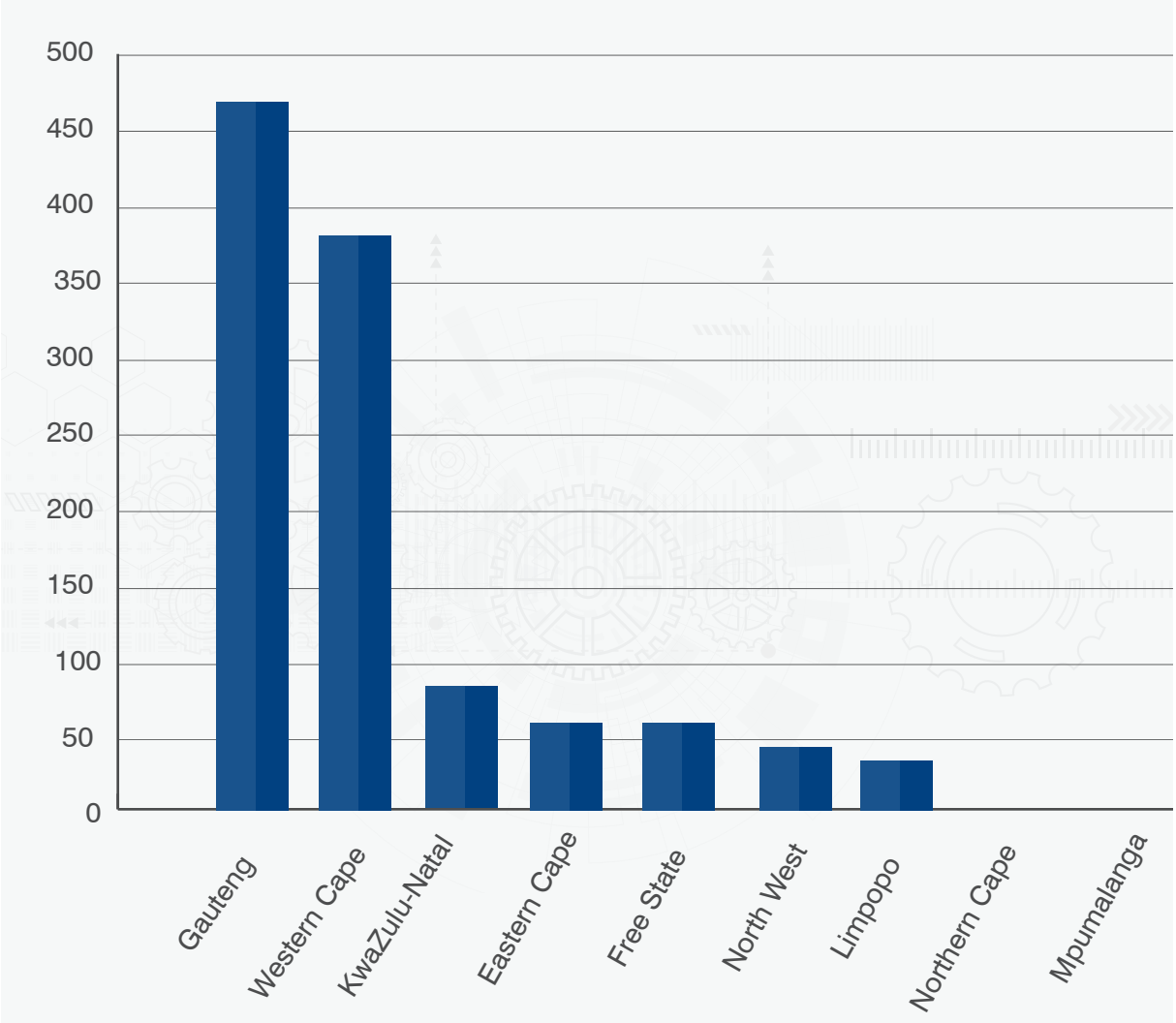


Figure 8. Funding allocation by province for the 2015-2020 strategic period

The insights from the analysis of TIA's portfolio are instructive for the agency's strategic direction. This is particularly important given South Africa's socioeconomic challenges and the key government policies that aim to address the triple challenges of poverty, inequality and unemployment. This direction will be guided by TIA's focus on contributing to priority 2 (economic transformation and job creation) and priority 3 (education, skills and health) of government's 2019-2024 Medium-Term Strategic Framework". In addition, the White Paper on Science, Technology and Innovation calls for a number of shifts that emphasise transformation, inclusivity and partnerships. The 2013 Ministerial Review Report will also continue to guide TIA's role and positioning in the National System of Innovation.

The following principles will specifically guide TIA's strategy over the period ahead:

- Increase funding allocation towards the higher education institutions and science councils, and in so doing driving transformation and inclusivity, with a focus on historically disadvantaged institutions. In implementing this initiative, TIA will work closely with the National Intellectual Property Management Office to identify disclosed intellectual property for enhanced commercialisation.
- Although the sectoral split shows that TIA has prioritised certain sectors, the agency will align itself with key thematic areas to broaden its sectoral reach. This will result in greater alignment with the DSI's Decadal Plan, sectoral master plans and other key government policies aimed at addressing South Africa's socioeconomic challenges.
- Expand TIA's geographical footprint through increased support for underserved provinces in response to the imperatives of inclusive development and the empowerment of marginalised constituencies such as young people, women and people with disabilities. This will require increased investment in the priority sectors identified in the relevant provincial economic growth and development strategies in which TIA will also endeavour to broaden the deployment of services offered by Technology Stations.
- Accelerate the translation rate of ideas to high levels of maturity and use intellectual property from publicly funded research under appropriate conditions to support women and black entrepreneurs when such intellectual property is commercialised. TIA will adopt an approach that emphasises demographic transformation, institutional transformation, and the transformation of the public's awareness of and value placed on science, technology and innovation.
- Increase engagement with the private sector, primarily with the aim of promoting collaboration with the research community; ensuring that TIA's research output is aligned with industry and sector needs; leveraging private sector funding and expertise; and promoting linkages with industry supply chains.

6. Planned strategic initiatives

Enhancing commercialisation

The commercialisation of promising ideas and innovations from publicly funded intellectual property remains at the core of TIA's mandate. Although the agency supported a range of innovations over the previous strategic period, the current socioeconomic context requires that TIA explores a variety of approaches to increase the rate at which it is able to accelerate early-stage ideas to higher levels of maturity, and thereby increase its commercialisation success rate.

Innovators have a range of options to consider when commercialising their technologies. These include licensing to potential customers, forging strategic alliances with customers to integrate technology into their supply chains, and whether to source equity investment through a spin-off company or an initial public offering. TIA has invested in many technologies that have followed these routes towards commercialisation. However, the success of innovations in which TIA has invested largely depends on the extent to which the agency is able to de-risk them.

Figure 9 shows the technology readiness level status for active projects in the Sector Funding division as at the fourth quarter of 2019/20. TIA will focus on commercialising projects that are between technology readiness levels 7 and 9. This portfolio consists of 22 near-market technologies that constitute an initial portfolio of projects that TIA will intensify its efforts to commercialise in the early years of the strategic cycle. Beyond this, TIA will adopt new development and funding strategies to enhance its commercialisation efforts, ensuring that it carefully selects and invests in projects based on the following approaches:

- The intensified deployment of a scaled-up Seed Fund Programme.
- An ecosystem approach to project funding.
- An approach led by industry demand that emphasises partnerships with the private sector.
- Joint technology development with African and international partners.

TRL 2/3	TRL 4	TRL 5	TRL 6	TRL 7	TRL 8	TRL 9
Rare Earth	Compressed Air Energy Storage	Brayfoil Technologies	Solar Incidence	Varibox	Rubber Nano	FibreLux
Tourism App	Small Scale Pyrolysis	Meganika	Helio	NovelQuip	Weldcore	Centre for Machine Technology and Innovation
Water and sanitation management system	Diode Pump Solid State laser	SAMAC Engineering	HyPlat	MultiCam	AcqAqua	Settle Bed Detector
	FibrePoynt	Cardio Flow	Coalgae	Tiisetso Development Solutions	Cognitive Systems	Balancell
		GasCam	Integrated Price Labelling	Impact Free Water	Contactable	
		Geo-Location Based Dynamics Spectrum Allocation	Intellicred	RIOT	Custos	
		Numad	Ellumin8	SpaceDecode	One-step Reactor	
		Rotowinner	Lithium Manganese Nickel Oxide	GemPay	PST Sensors	
		Tertiary treatment and beneficiation of domestic wastewater use microalgae	Continuous Superficial Fluid Extraction	PAISA		
		Bioremediation of wetlands	Poly-Nano Composite	Technovera		
		Water and sanitation management system	Smart Sensor			
			Beneficiation of Zircon Mineral			
			Green Iron Technology			
			Trailblazer Technologies			

Figure 9. Technology readiness level status of active projects in the Sector Funding division

Scaling up the Seed Fund Programme

The Seed Fund Programme has demonstrated a good track record as an instrument for sourcing promising projects from the research community and small, medium and micro enterprises. As a result, many of TIA's projects that made it to market were largely from the Seed Fund Programme portfolio. This fund will be deployed with greater intensity and scaled up through effective funding partnerships. Critical to this will be to foster better alignment between the Seed Fund Programme and the other TIA funding instruments to ensure a streamlined funding process that maximises TIA's limited funding resources. These funds will be aligned with key strategic focus areas across all provinces within the various sectors identified, and as a result, the sourcing of projects from universities, science councils and small, medium and micro enterprises will be directly connected with the thematic areas identified in the strategic plan. Specifically, the fund's will be directed to stimulate innovation initiatives in the underserved provinces in partnership with the economic development agencies and other relevant stakeholders. This will assist in promoting the geographical diversity of TIA's portfolio.

Consolidating TIA funding instruments

Improving TIA's commercialisation efforts requires the agency to streamline its funding instruments to ensure a smooth transition from one fund to another. TIA provides risk funding through the Seed Fund Programme, Technology Development Fund and the Pre-Commercialisation Fund. The impact of these funds is negatively affected by the disparate manner in which they are organised resulting in multiple processes that underpin systems and frameworks. In many ways, this has undermined the smooth transition of projects from one fund to another. TIA will therefore consolidate all its funding instruments into one Innovation Fund that will be governed by a single process and framework. This will ensure quicker turnaround times for decision-making and the provision of coordinated support to projects to ensure that they progress rapidly to the market.

Technology Acquisition and Deployment Fund

TIA, in partnership with the DSI, is piloting the Technology Acquisition and Deployment Fund with the aim of facilitating the commercialisation of locally developed technologies and promoting their uptake by the public sector to improve their operations, enhance service delivery and address pressing socioeconomic challenges. Through this fund, South African entrepreneurs, start-ups and small, medium and micro enterprises will have the opportunity to access much-needed capital for market testing and the demonstration and validation of their innovations in real market and operational settings.

Ecosystem approach to innovation

Given TIA's funding constraints and the need to fully exploit South Africa's knowledge endowments and the capabilities of the National System of Innovation, the agency will increasingly adopt an ecosystem approach to the identification and funding of projects. This approach will promote increased collaboration with key stakeholders in the National System of Innovation who will bring to bear their expertise, co-funding, networks and knowledge of technology trends. The Technology Innovation Cluster Programme will form an important basis for the launch of various initiatives for the bio-economy and industry. This will be underpinned by the establishment and funding of themed sector networks that will bring together industry, the research community and other international experts to share ideas, exchange knowledge and initiate strategic innovation programmes to be funded by TIA.

Innovation led by industry demand

The White Paper on Science, Technology and Innovation identifies increased support for and collaboration with the business sector as a specific policy intent. The 2019 National Advisory Council on Innovation Science, Technology and Innovation Indicators report reveals a few insightful findings on the role of business in research, development and innovation. Key among these are that government spending on business has decreased, as a percentage of gross domestic product, from 0,6% in 2007 to 0,4% in 2017; and that researchers are moving from the business sector into the academic sector, making business more reliant on partnering with universities to source innovative solutions to their challenges. As a result, South Africa is spending less on innovation led by industry. Through the Thematic Network initiative and TIA's funding instruments and technology

infrastructure, the agency will seek to deepen its linkages with the private sector to identify demand opportunities for science, engineering and technology interventions within key sectoral value chains that enhance industry's productivity and competitiveness. This is in line with the Sector Innovation Fund managed by the DSI, in which TIA will play a role.

International partnerships

Through its International Partnerships Programme, TIA will promote the development of joint innovation initiatives between South African researchers; small, medium and micro enterprises; and companies with carefully selected counterparts in countries in Europe, the Americas and Asia. This approach will enable South Africans to access much-needed knowledge and technology transfer, international expertise, intelligence on trends in global markets, and access to high-end research and development facilities. The co-funding model with international partners will promote a cost-sharing approach per project. Through this approach, TIA will leverage more resources within the context of its budgetary constraints while increasing opportunities for accelerating its investments towards commercialisation and faster access to global markets.

Enhancing the role of the bio-economy in economic development

The bio-economy has attracted significant interest as a means to address some of the major challenges characterising the 21st century. The crosscutting nature of the bio-economy offers a unique opportunity to comprehensively address interconnected societal challenges, such as health care and the burden of disease, food security, the scarcity of natural resources, dependence on fossil fuels and climate change, while achieving sustainable economic growth.

Advancements in biotechnological research and resultant uptake of innovation will allow South Africa to improve the management of its renewable biological resources and open new and diversified markets in food and bio-based products. South Africa has a significant capacity for knowledge generation in the bio-economy domain, which has the potential to maintain and create economic growth, develop and grow capabilities in human resources, increase the number of jobs and businesses, and improve the economic and environmental sustainability of primary production and processing industries.

TIA will target the health, indigenous knowledge systems, agriculture and industrial biotechnology sectors. The capacity to generate knowledge in these sectors and promote collaboration between the public and private sectors is essential for the enhancement of existing value chains and the creation of new ones. The successful implementation of this strategy requires a high degree of alignment and engagement among multiple stakeholders and role players across the ecosystem. TIA's bio-economy agenda is aimed at strengthening the agency's ability to inform research and innovation in the relevant sectors, and facilitate a more coherent policy environment and a more engaged public dialogue.

By focusing on the following points, TIA expects the bio-economy to yield great benefit to South Africa by:

- ensuring food security;
- managing natural resources sustainably;
- reducing dependence on non-renewable resources;
- mitigating and adapting to climate change;
- creating jobs and improving competitiveness;
- creating a coherent policy environment;
- investing in knowledge, innovation and skills;
- ensuring participative governance and informed dialogue with society; and
- creating new infrastructure and instruments.

State of the bio-economy in South Africa

Research, development and innovation

Bio-economy-related research is thriving in universities, science councils, government research units, industry associations and private research facilities. This research is generally aligned with national priorities such as infectious diseases, food security, climate change and the environment. Despite some weaknesses such as low investment in research and development, a stagnant human resource base and declining business spend on research and development, there is a solid basis for TIA to continue with its translation of publicly funded intellectual property to advance the objectives of the Bio-economy Strategy.

Public and private funding of biotechnology

The early-stage development of biotechnology innovations is predominantly supported by government funding. This has served well to reduce the risk associated with early-stage investment opportunities, thus attracting other interested follow-on funding partners. The South African Venture Capital and Private Equity Association's 2019 Venture Capital Survey shows that the number of venture capital investments in biotechnology-related products has grown steadily over the past five years, particularly in health, medical devices, and food and beverages. Life sciences, biotechnology and agriculture account for a smaller proportion. The introduction of a private sector-funded Biotech Fund in 2019 bodes well for the growing venture capital market in South Africa, specifically the bio-economy sectors. TIA must continue to build appropriate strategic partnerships to boost this sector and diversify the sources of funding available to early-stage business enterprises.

Legislative and regulatory environment

The policy and regulatory environment for the stimulation of a knowledge-based bio-economy is a key enabler for the sector to thrive. South Africa has a sound regulatory environment for bio-based products in areas such health, agriculture and food, but one of key challenges remains the long turnaround times in the approval process. TIA, through the DSI and with other role players, must play an active thought leadership and advocacy role to improve the responsiveness of the regulatory system through the provision of evidence-based policy advice where appropriate.

Policy measures such as tax incentives for research and development exist to encourage technology-based innovation among business enterprises. In the public sector, innovation is incentivised through the 2008 Intellectual Property Rights from Publicly Financed Research and Development Act. The use of public procurement to stimulate innovation and create markets for South African products is not yet well developed. During the next five-year strategy period, the functioning of these schemes will be crucial to enable TIA and other role players to deliver on the objectives of the Bio-economy Strategy to improve innovation and commercialisation outcomes in agriculture, health, industry and the environment, and indigenous knowledge.

Agriculture

Agriculture remains a significant provider of employment, especially in rural areas, and is a major earner of foreign exchange. South Africa needs to ensure that the agricultural industry remains healthy so that it continues to contribute to the country's gross domestic product, food security, social welfare, job creation and ecotourism while adding value to raw materials. However, South Africa is affected by a number of global trends that influence food security, poverty, and the overall sustainability of food and agricultural systems. The main developments placing pressure on agriculture to meet the demands of the future are rapid population growth, a reduction in the amount of available arable land, the scarcity and/or depletion of natural resources, and climate change.

The agriculture sector must embrace efficient methodologies provided by advancements in sensors, robotics, and information and communication technologies to produce food in safe and environmentally friendly ways. Some of the influential trends over the next five years are expected to be:

- **Acceleration in technology:** The use of data will supplement what farmers know intuitively and, in some cases, challenge those assumptions. New products rely on aerial satellite imagery, greenness sensors, soil maps and millions of weather data points. Data ownership will be a subject of growing debate.
- **Resource scarcity:** More than 40% of the increase in food production since 1961 has been accomplished through irrigation, but groundwater supplies are finite. Farmland is fast diminishing as a result of urbanisation. Climate change also poses challenges. Scientists estimate that for each 2°C increase in temperature, key crop yields decrease by 10%.
- **Influence of environmental awareness:** From the use of fertilisers to pesticides, farmers must be mindful of a complex, growing web of regulations.
- **Flux in government policy:** Successive administrations in South Africa and other countries have established approaches to land use, biofuels, genetically modified organisms and monetary policy that seem likely to continue to affect the industry.

Health

The National Development Plan envisages a strong health system that works for everyone, produces positive health outcomes and is accessible to all for improved health and wellbeing. The plan targets the following health outcomes by 2030:

- Raise the life expectancy of South Africans to at least 70 years.
- Progressively improve tuberculosis prevention and cures.
- Reduce maternal, infant and child mortality.
- Significantly reduce the prevalence of non-communicable diseases.
- Reduce injury, accidents and violence by 50% from 2010 levels.

South Africa runs a two-tiered health care system comprising the public and the smaller, rapidly growing private sector. Access to affordable, high-quality medical care is a major challenge. The public health sector is under-resourced and caters for 84% of the population, whereas the highly resourced private health sector caters to only 16%. To eliminate this inequality and provide the population with essential universal health care coverage, government is in the process of implementing national health insurance.

The South African health sector has experienced significant challenges, in both communicable and non-communicable diseases, among a population facing a heavy burden of perinatal and maternal disorders, injury and violence. The country's burden of non-communicable diseases such as HIV and tuberculosis is considerable: South Africa is home to more people living with HIV than anywhere else in the world, and ranks the third among countries with the highest burden of tuberculosis, after India and China. However, as major non-communicable diseases (cardiovascular disease, cancer, diabetes and chronic respiratory disease) share common behavioural risk factors (tobacco, unhealthy diet, physical inactivity and the harmful use of alcohol), there are common pathways for prevention.

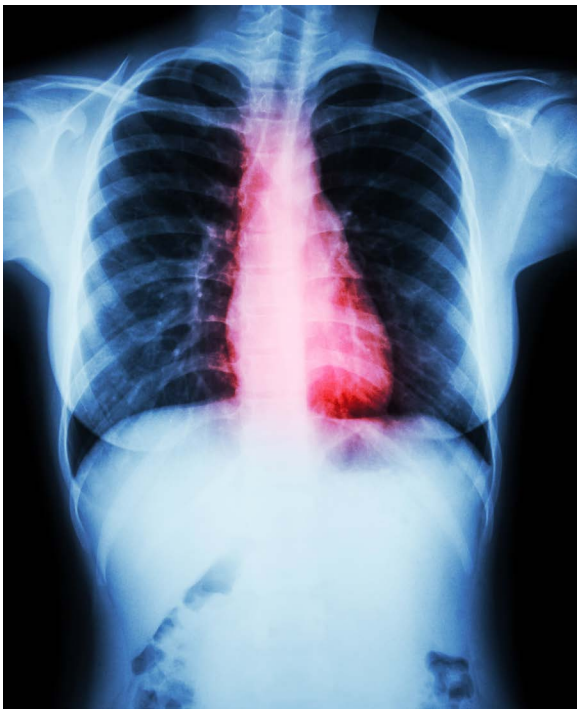


Figure 10 illustrates a "cocktail of four colliding epidemics" – maternal, newborn and child health; HIV/AIDS and tuberculosis; non-communicable diseases; and violence and injury.

Maternal, newborn and child health

- The increasing trend in the maternal mortality was reversed in 2010 and Maternal Mortality Rate reached **152 per 100 000** livebirths in 2015
- Under 5 Mortality Rate has declined from **80 per 1000 livebirths in 2003** to **34 per 1000** livebirths in 2016
- Neonatal conditions, HIV/AIDS, diarrhoeal disease and lower respiratory infections/ pneumonia need to be addressed to reduce child mortality further

HIV/AIDS and tuberculosis

- Marked changes in mortality have been experienced with declines corresponding with the roll-out of ART and the earlier PMTCT intervention - **153 000 people died** from HIV/AIDS in 2012 **compared to 300 000** in 2006
- **HIV/AIDS** remains the leading cause of death
  - efforts to provide access to treatment must be enhanced
  - prevention efforts must be strengthened, particularly among young women
- SA is estimated to have the biggest tuberculosis burden in the world - a sizable number of HIV/AIDS deaths are associated with tuberculosis

Non-communicable disease

- Non-communicable diseases, as a group, now account for the highest number of deaths in South Africa
- **Cardiovascular** conditions are the leading category of non-communicable disease deaths in South Africa accounting for **19% of deaths in 2012**
- Essential to address leading risk factors for non-communicable diseases i.e. smoking, alcohol, physical inactivity and diet, and provide primary healthcare to manage them

Violence and injury

- Interpersonal violence and road traffic injuries account for considerable premature loss of life - inter-sectoral actions are needed to change norms in society and build social cohesion
- **52% reduction** in death rate from interpersonal violence (homicide) between 1997-2012, accompanied political stabilisation in the country, and Fire Arms Control Act of 2000
- The **homicide** rate in South Africa remains much **higher than the global average**

Figure 10. South Africa's burden of disease (Source: South African Medical Research Council)

Indigenous knowledge-based innovation

As the world's third-most biologically diverse country, South Africa has a major comparative advantage. The country is home to almost 10% of the world's known plant species and 15% of all known coastal marine species. South Africa comprises nine unique vegetation types (biomes), of which three have been declared global biodiversity hotspots, and is also the only country to contain an entire floral kingdom – the Cape Floristic Region. South Africa's natural capital of biological diversity, combined with its wealth of indigenous knowledge, forms one of the country's greatest assets.

There is also a need to strengthen and coordinate the informal indigenous knowledge-based herbal medicines market to grow and formalise the African traditional medicines sector by seeking to add value through cutting-edge biodiversity-based bioprospecting and research in product development. It is estimated that 80% of the South African population uses traditional medicine. The formalisation of the traditional medicines informal sector is expected to contribute to rural economic development, and has the potential to negate the trend to migrate to cities in search of employment. It will also enable the optimal management of indigenous biological resources and reduce the uncontrolled harvesting of certain wild plants, thus protecting them from extinction. This will contribute to environmental sustainability, economic development and improved household incomes in rural areas, and capitalise on the global demand for natural products.

Although progress in mainstreaming the development of and commercialisation in indigenous knowledge systems has been slow, there are promising signs that this is changing. The promulgation of the Protection, Promotion, Development and Management of Indigenous Knowledge Act (2019) is a significant milestone in the mainstreaming of the indigenous knowledge-based innovation. The Act aims to, among other things, protect and promote indigenous knowledge, and facilitate and coordinate indigenous knowledge-based innovation in South Africa. It provides TIA with a solid foundation to improve its portfolio of investment in indigenous knowledge systems and actively participate in national initiatives such as the multi-institutional BioProducts Advancement Network South Africa. TIA will work with its partners to develop support programmes that are inclusive in the sourcing of indigenous knowledge-based projects, provide technology development and early-stage commercialisation financing, and provide entrepreneurship support to establish sustainable enterprises.

In a survey of public perceptions on biotechnology, South Africans have commonly used biotechnology in the context of indigenous knowledge systems and practices[6]. Up to 47% of respondents reported using traditional medicines with varying frequencies, 44% reported using biological processes to prepare food, and 38% reported using traditional farming practices. The high levels of awareness and use of indigenous knowledge-based biotechnology in daily life provides a solid basis to promote innovation and local product development.

Industry and the environment

South Africa has historically grown its economy primarily through mining and the use of non-renewable resources. As these resources become increasingly limited, new technologies are being used to enable economic growth. The potential for industrial biotechnology to contribute to the bio-economy focuses on industry and sustainable environmental management. The focus on industry involves bio-based chemicals, biomaterials and bio-energy, whereas the focus on sustainable environmental management involves water and waste as means of providing environmental sustainability for the industrial bio-economy.

Furthermore, in line with global trends, there is a growing need to explore alternative and/or renewable raw materials for the production of commercially important products. Building a sustainable bio-economy requires a source of renewable materials. Plant biomass is widely considered a potentially useful substrate for use as raw material, but processes need to be optimised to make this a feasible option. Traditionally, South African agriculture does not process plant by-products, resulting in more than 20 million tons of underutilised resources each year, with the uncontrolled growth of invasive plants contributing a further 17 million tons. There is therefore a need for enabling technologies that provide a

[6] *Public perceptions of biotechnology in South Africa (2018)*

feasible conversion of biomass at the industrial scale to a variety of value-added products that would also lead to job creation. Biorefineries are seen by many as key components of a strong, diversified bio-economy to enable the efficient conversion of a broad range of biomass feedstocks into commercially viable bioproducts.

Biorefineries provide the opportunity to introduce greener production processes to develop value-added products in an integrated economic and technically feasible manner. Biorefineries depend on specialised microbial strains that can efficiently produce fuels and chemicals from different feedstocks in high yields. Biorefinery products may either be integrated into existing value chains where they replace existing products, or bio-based products that are novel and cannot easily be integrated into existing value chains. However, the funding required to commercialise these products might be prohibitive.

Water scarcity is a South African and global challenge that highlights the need to seek new ways to conserve and recycle this important resource. The development of bioremediation solutions for wastewater treatment is an important intervention in the conservation of water and preventing the contamination of other natural resources. Wastewater treatment also offers the opportunity to extract useful materials using bio-based solutions.

The South African chemicals industry is highly diversified and plays a major role in the economy, contributing 25% to local manufacturing and 4% to the country's gross domestic product, mainly through commodity chemicals and mineral fuels. In recognising that it is critical to innovate to improve the competitiveness of the sector, the development of green chemical processes, preferably based on sustainable feedstocks to produce value-added products, must form part of the innovation agenda for the sector. Biocatalysis, using both enzymes and microbes, is an important capability to harness to realise such ambitions. Biocatalysis could help South Africa produce chemicals such as those found in pharmaceuticals in a cost-effective manner, as well as for products in food, beverages, medical supplies and various consumer goods.

Bio-economy initiatives

Figure 11 depicts each of the bio-economy subsectors with their respective areas of focus.

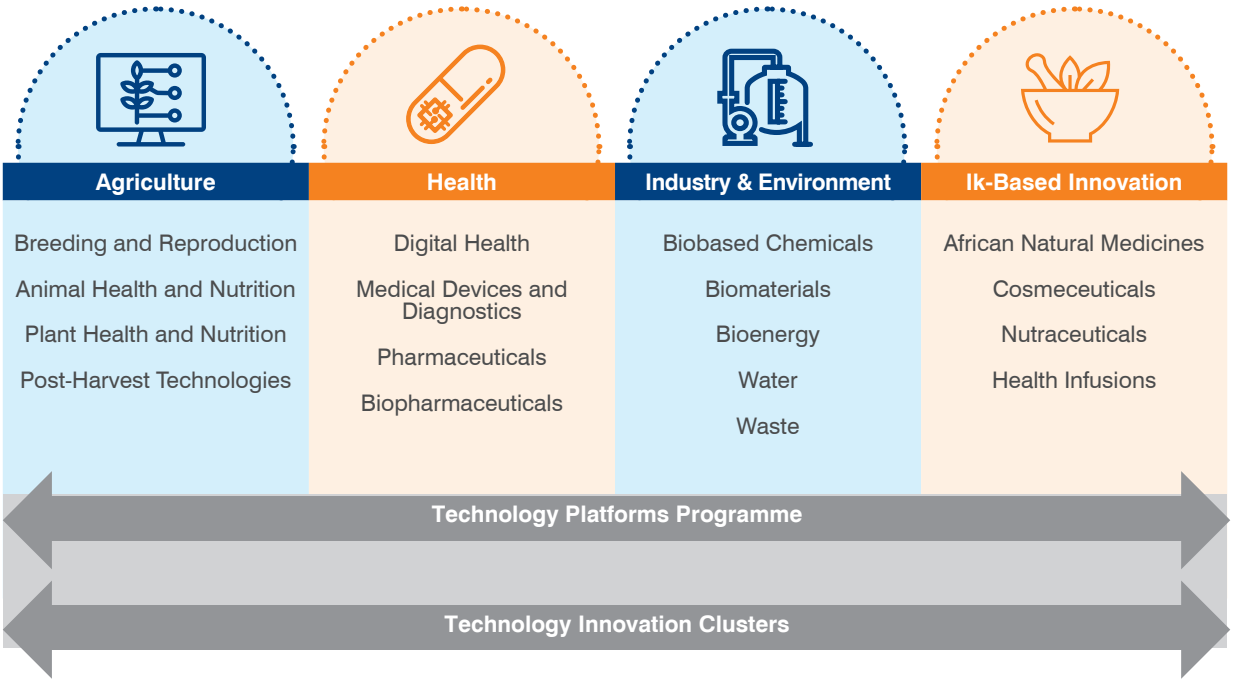


Figure 11. Bio-economy focus areas

Agriculture

The objectives of TIA's Agriculture subprogramme are to promote food security, rural and township development and economic transformation, and create more resilience to climate change across the agriculture value chain (Figure 12). In this regard, TIA will focus on developing and exploiting technologies in areas such as breeding and reproduction; animal health and nutrition; plant health and nutrition; and agro-processing and post-harvest technologies, including smart or information and communication technology-based agricultural technologies.

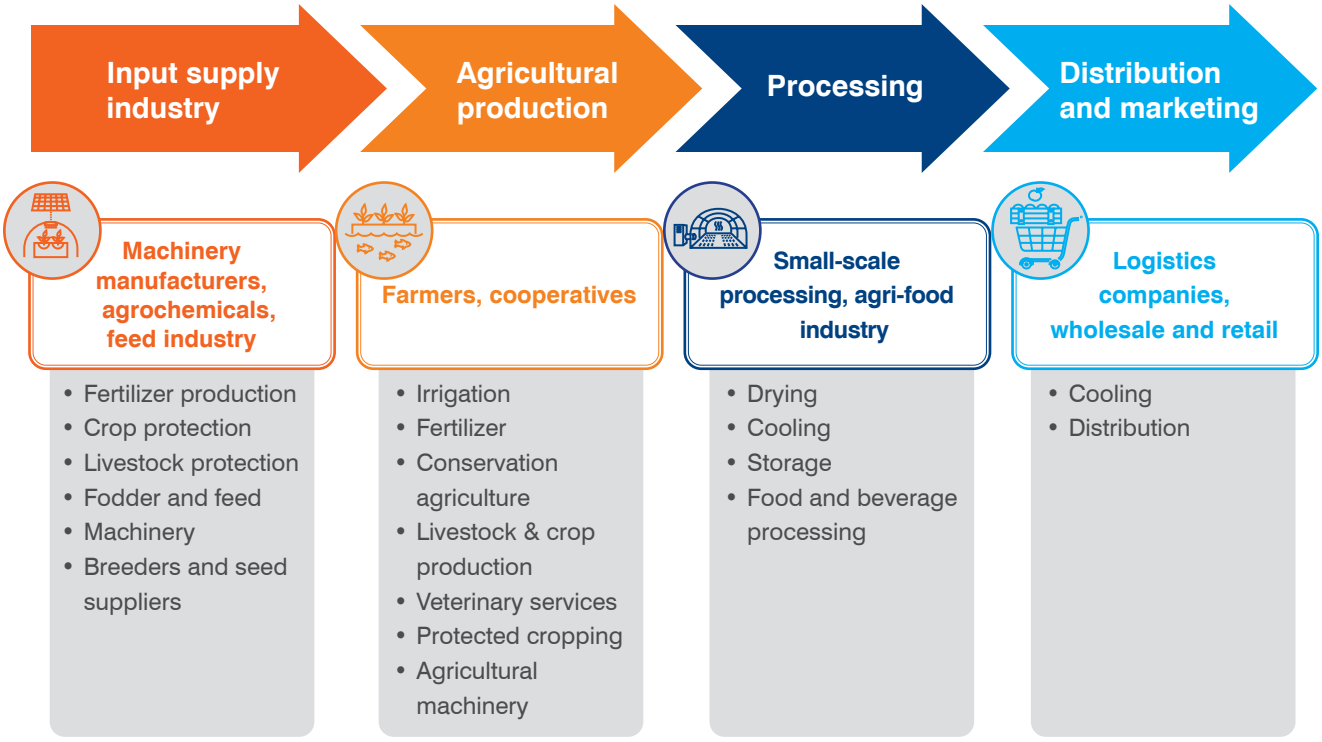


Figure 12. Agriculture value chain

- **Food safety, security and nutrition:** In line with the national 2017-2022 Food and Nutrition Security Plan and the Bio-economy Strategy, TIA will leverage technologies that are already developed to promote food security and nutrition. To this end, TIA will pursue opportunities in post-harvest technologies and storage or techniques to improve shelf life; agro-processing technologies and the detection of mycotoxins; and soil health and agronomic technologies.
- **Inclusive development and rural economic transformation:** TIA will partner with research institutions such as universities, the Agricultural Research Council and the Council for Scientific and Industrial Research to design broad-based deployment and diffusion of technology solutions. Through this approach, TIA will promote the transfer of technologies and knowledge benefits to poor people in rural communities and the informal economy.
- **Climate change resilience:** TIA will continue to support the development of technologies that enable agricultural production in adverse conditions that arise from erratic and changing climate patterns that cause severe drought and heavy rains. This will include pursuing opportunities in breeding and production technologies; drought- and disease-resistant technologies; early-warning technologies and diagnostics; and improved agronomic practices such as precision agriculture, no-till techniques and conservation agriculture.

Health

Through the Health subprogramme, TIA will work towards bridging the innovation chasm that exists between concept formulation and full-scale product manufacturing in the health value chain, as depicted in Figure 13.

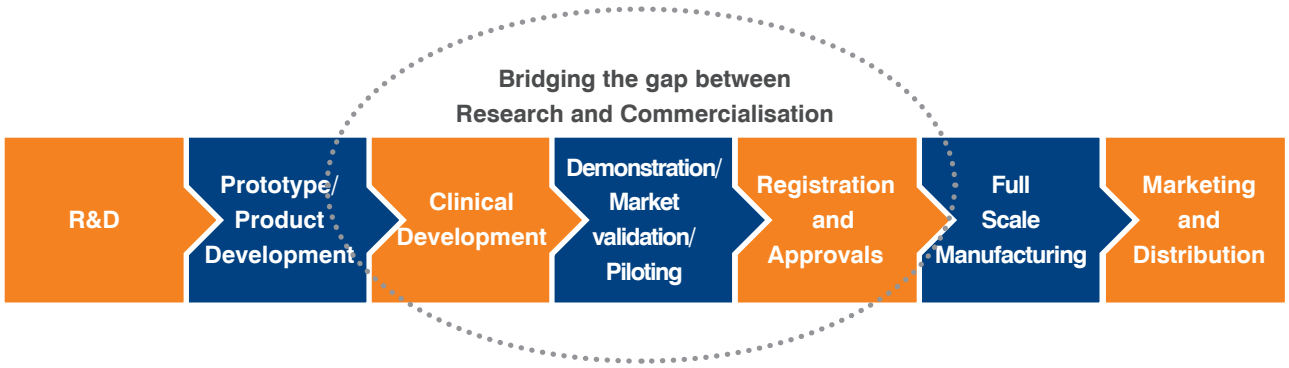


Figure 13. Health value chain

During the strategic period, TIA will support the advancement of health-related technologies through product development, validation and market testing. These efforts will be directed towards addressing the diagnosis and treatment of diseases relevant to South Africa and Africa more broadly. In so doing, TIA will seek to exploit the confluence of digital technologies and big data to improve the delivery of health care services, in line with priority 3 (education, skills and health) of government's 2019-2024 Medium-Term Strategic Framework". Future investments will mainly prioritise digital health, medical devices and diagnostics, including technologies that improve access to health care and address high-burden diseases.

- **Digital health:** This area promises to provide myriad solutions to address challenges in health care. The Department of Health's eHealth Strategy is aimed at developing an integrated, national patient-based information system that is able to interface with other systems used in the health sector. eHealth covers technologies in electronic health records, health management information, consumer health informatics, telemedicine, virtual health care, mobile health and health research.
- **Medical devices and diagnostics:** This is a key area of intervention to contribute to equitable and affordable access to health care for all. TIA will target technologies that address early screening or the timely and more accurate or efficient diagnosis of diseases, as well as the management of disease.
- **Pharmaceuticals:** TIA will target opportunities that are at a late stage (pre-clinical and later) in cases where co-funding or collaboration with other partners exists through arrangements such as public-private partnerships or product development partnerships. This will be done through ongoing investment in relevant Technology Platforms, programmes and clusters for drug development and industries that manufacture active pharmaceutical ingredients. Artificial intelligence will further support enabling interventions and programmes to address gaps and shortfalls in the industry.
- **Biopharmaceuticals:** There are opportunities to explore biosimilars or biobetters and other innovative production technologies, such as biopharming and biologics. Opportunities also exist to assist local industry development, potentially including bioprocessing, quality control laboratories, and protein engineering or production.
- **Precision or personalised medicine:** Through initiatives such as genomics platforms, TIA will continue to support existing sites that generate and analyse big data. This provides scope to implement genomic and precision medicine solutions, particularly for African populations, and further assess the landscape for other emerging technology areas.

Industry and environment

Bioprocessing technologies are used to convert various types of feedstock or biomass into useful products, ranging from bulk products to fine, high-value products. Water security is a global problem, and the recent droughts in South Africa have thrown this issue into sharp relief. The use of wastewater as feedstock in bioprocessing technologies can be deployed to remediate wastewater while producing valuable products. The integrated biorefinery approach provides the opportunity to use renewable biomass to generate high-value products such as proteins, fine chemicals, carbohydrates and oils, which in turn create potential economic opportunities. The use of bio-based solutions in industrial processes is depicted in Figure 14.

TIA will also support existing bioprocessing and biomanufacturing capabilities for product development and the creation of small, medium and micro enterprises. The establishment of biorefinery initiatives will be a priority over the next five years, particularly the development and deployment of technologies such as extraction and formulation processes within the natural products industry. The focus in this sector will be primarily on bio-based chemicals and, more broadly, on bioproducts, bioremediation and waste beneficiation.

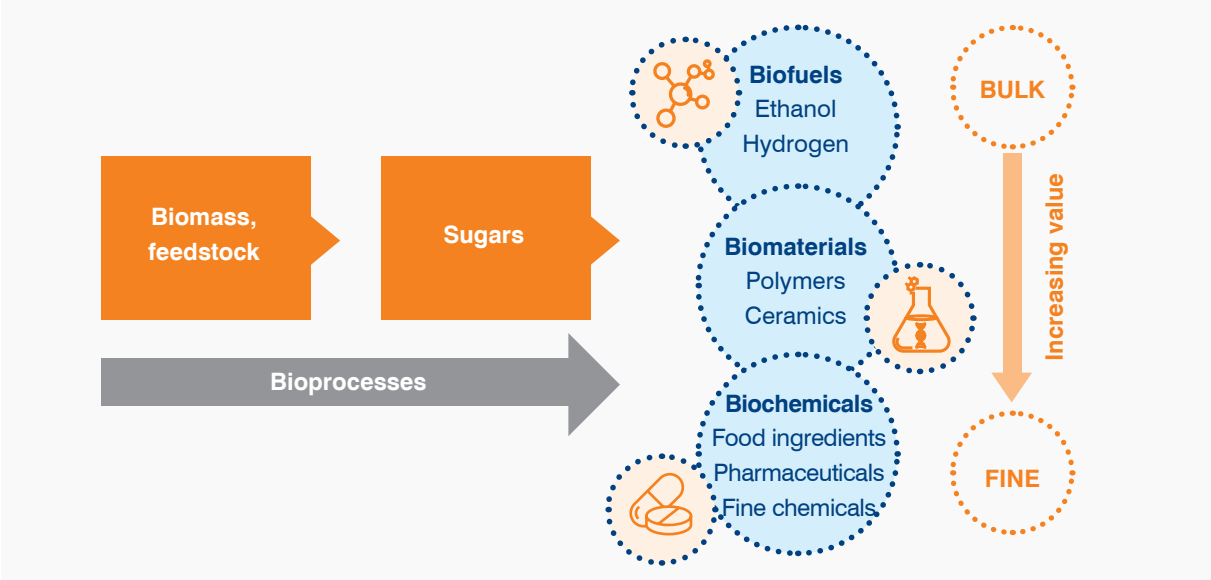


Figure 14. Industrial biotechnology value chain

- **Bio-manufacturing industry development:** In partnership with the Council for Scientific and Industrial Research and other role players, TIA will establish a dedicated programme for new and existing small enterprises in the biomanufacturing sector. The primary thrust of the programme will be to use a value chain approach to improve the local production of bulk and specialty biochemicals such as nutraceuticals, flavourants and cosmeceuticals, with a specific focus on building small enterprises. The secondary thrust will be to develop human capacity by encouraging small, medium and micro enterprises to participate in the programme to create critical mass within the biomanufacturing sector.
- **Biocatalysis:** TIA will support investments in projects, programmes and initiatives that deploy biocatalytic technologies to develop products in various industries including fine chemicals, polymers, textiles, cosmetics, flavours and fragrances, with a particular focus on technologies that reduce manufacturing costs and environmental impact, and use more benign process conditions. Biocatalysis uses enzymes or micro-organisms to replace conventional industrial chemical processes, and provides alternative manufacturing solutions.
- **Integrated biorefineries:** This approach will be adopted to invest in projects and programmes that use renewable biomass to produce a range of chemical outputs. Outputs include bio-energy, bio-based chemicals, biomaterials, food, and animal feed products. TIA will work with other partners to consolidate various activities and develop strategic capabilities to realise integrated biorefinery approaches. A key component of this strategy is to provide support to the forestry and sugar industries to improve the use of forestry and sugar cane biomass, and the exploitation of algal biotechnologies.
- **Wastewater bioremediation:** Domestic and industrial wastewater contributes to environmental pollution and degradation. TIA will support projects, programmes and initiatives that focus on the treatment of domestic and industrial wastewater and acid mine drainage to acceptable standards before discharge. This includes supporting projects and programmes to promote bioremediation and the rehabilitation of contaminated areas, including landfills.

Indigenous knowledge systems

TIA will use sectors such as indigenous knowledge to support economic transformation and promote inclusivity, particularly of historically marginalised segments of society. Indigenous knowledge systems hold great potential for the establishment of new industries, and, as such, the sector is poised to give South Africa a competitive edge internationally. The capacity to generate knowledge in this area and the promotion of public and private collaboration are important pillars for enhancing existing value chains and creating new ones. The successful implementation of this industry requires a high degree of alignment and multi-stakeholder engagement with role players across the ecosystem.

South Africa has a rich biodiversity and long-held knowledge systems on the use of various flora. This resource base provides opportunities for the development of commercially viable products in African traditional medicines, and cosmeceutical and nutraceutical industries, as depicted in the broad value chain in Figure 15.

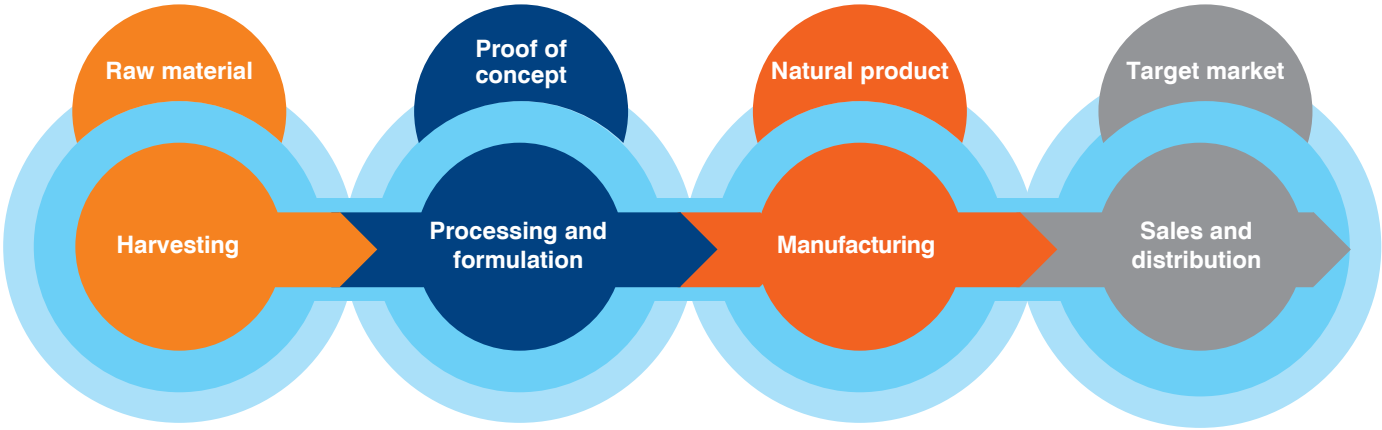


Figure 15. Natural products value chain

TIA will harness indigenous ideas by supporting the development of technologies to conduct process development, product formulation and, where necessary, the clinical validation of indigenous-based natural products. These products have the potential to benefit from increasing consumer demand for naturally produced medicines, foods, beverages and cosmetics. TIA aims to grow the proportion of funding dedicated to investments in indigenous knowledge-based projects and programmes in its portfolio. The agency will adopt inclusive innovation approaches that make knowledge holders and communities part of the development and commercialisation value chain, and thus contribute to the creation of community-based enterprises and jobs. To this end, TIA will pursue opportunities in:

- **African traditional medicines:** One of the key focus areas will be to build capabilities to support the validation of efficacy and the safety of African traditional medicines, and support their mainstream commercialisation. TIA will also provide financial and non-financial support that promotes inclusivity of indigenous knowledge holders in product development and commercialisation.
- **Cosmeceuticals, nutraceuticals and health infusions:** TIA will establish facilities to assist in product development and the pre-commercial manufacturing of nutraceuticals and cosmeceuticals. In addition, the agency will use the capabilities of its innovation infrastructure in Technology Platforms and Technology Stations to support these initiatives.

Collaboration with key stakeholders in the ecosystem will form an important component in the development value chain for indigenous knowledge-based products. In this role, TIA will provide funding for technology development, competencies and infrastructure capabilities to increase the creation of and support innovative start-ups and small, medium and micro enterprises. The agency will also leverage the capabilities of existing stakeholders such as the Small Enterprise Development Agency for the provision of entrepreneurial support.

Technology Platforms Programme

Technology Platforms seek to achieve efficiencies in key biotechnology innovation value chains through centralising the development and application – with the associated infrastructural costs – of certain technological capabilities so that they are accessible to and shared with others, rather than funding individual entities or projects to acquire such capacity independently. Technology Platforms will continue to be selected based on their potential to support technology development in various sectors of the economy. One of the key considerations that will inform the choice to invest in certain technological capabilities will be the extent to which these technologies can contribute to the achievement of national priorities and deliver value in line with the Bio-economy Strategy.

Investments in technological infrastructure over the next five years will be guided by optimising the use of existing capabilities to support biomanufacturing endeavours for small enterprises; strengthening support for indigenous knowledge-based innovators in various value chains in product development, market testing and validation; enhancing access to large-scale infrastructure requirements to successfully realise integrated biorefineries; developing capabilities for technology and product development in veterinary and human health applications; and developing capabilities to exploit conversion technologies, such as big data generation and analysis to exploit local opportunities, amongst other measures.

Technology Innovation Clusters Programme

TIA stimulates the development of value chain activities or mechanisms to facilitate sector- or industry-level engagement through the crosscutting approach adopted in the Technology Innovation Clusters programme. This is intended to address systemic weaknesses that hamper innovation and commercialisation beyond just the provision of funding to individual projects.

Through this programme, TIA manages a number of initiatives that are strategically aligned with national priorities. These include agricultural programmes in areas such as beef and dairy genomics, animal health and forestry molecular genetics. Clusters relevant to the health sector include active pharmaceuticals, nuclear medicines, and medical devices and diagnostics.

Positioning Technology Stations for enhanced small, medium and micro enterprise support

TIA provides a wide range of science, engineering and technology support through its network of 18 Technology Stations throughout the country. These largely serve as technology transfer centres that offer support to small, medium and micro enterprises and access to high-end equipment, and are resourced with experts in specialised fields to develop new products and processes. They effectively serve as technology nurseries that play an important role in lowering barriers to entry for innovators, and have been successfully deployed to provide small, medium and micro enterprises and industry with various technology packages. During the previous strategic period, TIA provided support to more than 10 000 small, medium and micro enterprises and individual entrepreneurs.

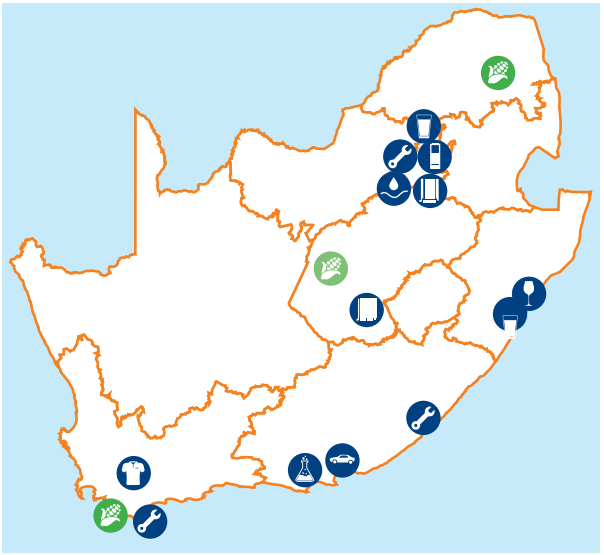


Figure 16. Network of Technology Stations

However, the Technology Stations model is no longer adequate to service the needs of an evolving innovation landscape. The increasing diversity of sources of innovative ideas has widened to include entrepreneurs outside formal systems of innovation, such as grassroots innovators, non-governmental organisations and other community-based organisations, as opposed to only the scientific community. Government has placed emphasis on small, medium and micro enterprise development as important policy priority to promote the establishment of viable enterprises to spur new businesses, and thereby stimulate job creation and reduce unemployment and poverty.

The imperatives of transformation require an increase in the spatial footprint of innovation in South Africa that will contribute to the improvement of local economies through the creation of a stronger role for innovation in rural development and support for regional and local systems of innovation.

The White Paper on Science, Technology and Innovation envisages a number of important shifts regarding the positioning of Technology Stations. Firstly, as these provide innovative science, engineering and technology solutions for complex engineering challenges within various industrial sectors to support government's socioeconomic priorities, TIA will position the stations to support the effective implementation of various sectoral master plans. Secondly, efforts will be intensified to support the localisation and diffusion of technologies through existing and new technology-based support interventions. Thirdly, the White Paper on Science, Technology and Innovation acknowledges that small, medium and micro enterprises often struggle to innovate, perform research and development, access knowledge and absorb new technology. As a result, through interventions such as walk-in support at Technology Stations, the delivery model will be scaled up to provide broad-based support to these enterprises to ensure that more of them are able to access services, equipment and support in product and technology commercialisation.

Technology Stations will be scaled up and repositioned as a package of offerings in the National System of Innovation, leveraging complementary features with other government and industry support instruments. However, TIA is aware that the concentration of these facilities in cities and metros implies that budding entrepreneurs in rural areas and townships face the risk of further marginalisation. As a result, in the strategic period, TIA will work to build on this solid foundation to ensure that the science, engineering and technology support provided to small, medium and micro enterprises and entrepreneurs is strategically informed and regionally distributed through a number of initiatives. In doing this, the agency will seek to:

- increase the performance and relevance of Technology Stations, enabling them to serve a larger number of small, medium and micro enterprises and entrepreneurs. This will involve the drive to modernise facilities, ensuring that they are accredited and adequately geared to respond to the challenges and opportunities arising from the fourth industrial revolution and sectoral master plans.
- expand and diversify the suite of science, engineering and technology support to enhance reach to marginalised communities through models such as Living Labs, technology incubators and walk-in centres, thereby improving spatial inclusivity. This is particularly important in light of the changing nature of sources of innovation to include grassroots innovators and cooperatives. In expanding science, engineering and technology support models, TIA will work with other partners such as industry, township hubs, accelerators and incubators to explore opportunities for co-location and shared services.
- provide technical and vocational skills that are sectoral specific in partnership with training authorities. In this regard, Technology Stations will partner with the Quality Council for Trades and Occupations, sectoral education and training authorities, and technical and vocational education and training institutions to ensure that educators are equipped to teach learners the necessary skills required by industry.

All these efforts are important in light of the imperatives arising from the National Spatial Development Framework and the District Development Model, both of which seek to promote the coordination of effort across government at local and district level. Through this, TIA aims to increase its spatial footprint and double the number of innovators who have access to key innovation infrastructure facilities and the requisite support. More importantly, Technology Stations will be positioned to support the objectives of the various sectors identified by the Department of Trade, Industry and Competition's Reimagining South Africa's Industrialisation initiative.

7. Strategic enablers for enhanced performance

To deliver on its strategy, TIA will leverage and activate a number of key levers that will serve to enhance its ability to achieve its set objectives effectively. These include building and leveraging strategic partnerships for increased funding in the National System of Innovation to bolster TIA's funding base and resources; creating partnerships to develop innovation skills and a national culture of innovation; enabling thought leadership for system-wide impact; and implementing measures to increase operational efficiency and effectiveness.

Consequentially, TIA will consolidate a number of its innovation-enabling programmes to enhance their potential for maximum impact. In the strategic period, various programmes will be streamlined to strengthen the agency's impact on the creation and provision of support to start-ups and small, medium and micro enterprises. Effort will be directed towards strengthening transformation, economic inclusivity, and the development of viable enterprises in rural and township economies. Emphasis will be placed on supporting women, youth and people with disabilities.

Partnerships for funding and commercialisation

Over the past five years, TIA established a wide range of partnerships with various stakeholders in the National System of Innovation. These include science councils, higher education institutions, development finance institutions, the private sector, national and provincial government, and African and other international partners. Through these, TIA has sought to promote collaboration and coordination among various constituents of the National System of Innovation to bolster the execution of its mandate and develop sound strategic capital for its main clients – innovators. During this period, TIA successfully piloted various partnership models, which will be scaled up for maximum impact.

Partnerships for enhanced system coordination

Through the Glass Pipeline model, TIA promotes interconnectedness within the National System of Innovation. The model is intended to increase visibility of innovation activity throughout the innovation value chain and promote the seamless progression of innovative projects from lab to market. This is articulated as the backward and forward integration approach that systematically links TIA with the upstream knowledge-generation community that feeds into the investment pipeline, as well as a wide range of downstream ecosystem players that serve to enable the successful commercialisation of technologies though follow-on funding and support once they have been through the TIA funding cycle.

In the strategic period, TIA will implement this partnership model with greater intensity through three workstreams:

- **Intensified engagements with science councils and higher education institutions** to leverage existing relations to enhance the commercialisation of publicly funded intellectual property. Throughout this process, due consideration will be given to the imperatives of transformation and inclusivity in support of transforming the demographic ownership profile of technology-based firms, and enabling the commercialisation of intellectual property for the benefit of black entrepreneurs, women, youth and

people with disabilities. TIA will work closely with the National Intellectual Property Management Office, the Southern African Research & Innovation Management Association, and the South African Technology Network to strengthen the capacity of Offices of Technology Transfer as key agents for identifying promising research output in universities and engaging in commercialisation efforts.

- **Enhanced efforts to strengthen partnerships with industry,** made up of large private sector organisations, state-owned enterprises and locally based multinational corporations. This will require closer collaboration with the Department of Trade, Industry and Competition to identify sectors in which there is a strong need for technology innovation to promote the revitalisation of ailing industries and competitiveness. Collaboration with the private sector, industry bodies and associations is expected to lead to partnerships around joint calls for proposals, innovation competitions and joint funding. Through this, TIA will support the DSI's efforts in implementing the Sector Innovation Fund.
- **Development finance institutions and instruments** constitute important partners for joint funding, follow-on funding and business development support for projects in which TIA invests. Partnerships with government innovation-funding instruments will be enhanced, in particular with and through the Support Programme for Industrial Innovation, the Technology and Human Resources for Industry Programme, the Small Enterprise Development Agency, the National Empowerment Fund, the Small Enterprise Finance Agency, the National Youth Development Agency and a range of regional agencies and other support intermediaries for small, medium and micro enterprises to create formal referral mechanisms for innovators.

Hub-and-Spoke partnership model

TIA's Hub-and-Spoke partnership programme positions the agency as a national innovation management and funding instrument. The funding model aims to promote the allocation of funds by various government departments and their entities, at the national, provincial and local levels, dedicated specifically to the development and execution of strategic innovation programmes to support service delivery mandates. Through this, TIA will deploy its institutional capabilities such as fund management, project management, technical competencies and technology infrastructure to underpin systems and processes across government.

The DSI's 2017 Survey on Government Funding for Scientific and Technological Activities reveals that an estimated R23,4 billion was spent on scientific and technological activities in 2016/17. Many government departments have identified innovation as an important enabler for addressing pressing strategic national challenges in various sectors such as energy, agriculture, security and human settlements, with some departments even having established innovation programmes. TIA has worked with departments such as Tourism, Communications and Digital Technology, and Agriculture, Land Reform and Rural Development to design and initiate focused programmes that aim to support the execution of their mandates through innovation.

In 2018, the DSI concluded and approved the Framework for Science and Technology Cooperation with government departments. The White Paper on Science, Technology and Innovation has subsequently included a specific policy intent to promote the use of government procurement as a lever to increase innovation. The DSI has also established the Innovation for Service Delivery programme. These key initiatives represent important opportunities for close collaboration to pursue innovation with greater intensity in the future.

International Partnerships

TIA's International Partnerships programme, in collaboration with the DSI, is an important enabler for scaling up South Africa's innovation capability and promoting greater connectedness with global innovation ecosystems. Through this programme, TIA pursues partnerships at bilateral and multilateral levels to promote:

- collaborative research, development and innovation initiatives that will enable South African enterprises to leverage international expertise and provide access to high-end facilities around the world.
- market access and international networking for TIA investees and other deserving, outward-looking, technology-based small, medium and micro enterprises.
- capacity-building partnerships for the National System of Innovation, consisting of skills transfer on innovation management and commercialisation.

In line with the intents of the White Paper on Science, Technology and Innovation and government's 2019-2024 Medium-Term Strategic Framework", TIA's international partnerships strategy is expected to strengthen collaboration with countries in Africa. TIA has established strategic partnerships with like-minded institutions in various countries on the continent, such as Tanzania, Zambia and Egypt, where TIA has secured co-investment partnerships; and with Ghana and Botswana, with a specific focus on capacity-building initiatives for the National System of Innovation. Further efforts are under way to finalise new partnership with countries such as Tunisia, Angola, Kenya and Rwanda. The primary aim of these engagements is to promote the translation of research outputs from historical bilateral partnerships in which the DSI has traditionally invested through the National Research Foundation.

Recently, two significant developments in Africa for TIA are the establishment of the Africa Continental Free Trade Agreement and the adoption of the Southern African Development Community Innovation Programme by the region's Ministers of Higher Education, Science and Technology. These initiatives will see TIA playing an important role, working closely with the DSI and the Department of Trade, Industry and Competition, to leverage opportunities created by these platforms.

Further afield, TIA's international partnerships are expected to leverage resources through co-investment in joint technology and innovation development projects; promote market access and the internalisation of promising South African technologies and small, medium and micro enterprises; and attract interventions to develop skills for the benefit of the South African National System of Innovation. TIA has been working with several international partners in Europe, the Americas and Asia to drive initiatives connected to these objectives. These include, among others, implementing the Soft Landing programme with France and the United Kingdom, through which more than 40 TIA investees have participated in market access and partnership programmes that aim to support commercialisation.

An important policy intent of the White Paper on Science, Technology and Innovation is to increase funding to the National System of Innovation with a focus on increasing foreign investment. Development cooperation programmes of many bilateral partners in the Global North are aimed at supporting the attainment of the United Nations sustainable development goals. Therefore, development cooperation funds are expected to form an important source of funding innovations in South Africa that are geared towards solving pressing socioeconomic and challenge-driven innovation initiatives. In this regard, TIA implements the Southern Africa Innovation Support Programme, an initiative to support the development of functional and effective innovation ecosystems in selected countries within the Southern African Development Community region, including South Africa.

Partnerships for human capacity and a national culture of innovation

TIA's Business Case identifies two key enablers for the agency to succeed in delivering on its mandate, and promoting innovation skills and a culture of innovation. In the past few years, TIA has successfully implemented a range of initiatives through its Youth Technology Innovation Programme and Skills Development Programme to mobilise innovators, and young people in schools and communities to understand the concept of innovation and appreciate its value as it affects their daily lives. The White Paper

on Science, Technology and Innovation highlights the need to adopt a broader concept of innovation and its sources to include other models of innovation beyond research and development. TIA will build on its critical-thinking skills programmes, the FUTR500, to direct efforts towards supporting grassroots, youth-led and women-led innovation initiatives, particularly in marginalised township and rural communities, as this is where it is likely to make the greatest and most measurable impact in building a culture of innovation and promoting a culture of entrepreneurship.

In so doing, TIA will work closely with technical and vocational education and training colleges and community colleges, which will serve as key platforms for rolling out specific interventions aimed at empowering communities in marginalised environments. TIA will work with other key partners such as the South African Technology Network, which comprises seven universities of technology predominantly located in townships and marginalised communities. Key interventions for promoting a culture of innovation will include:

- awareness campaigns undertaken throughout the country, mainly under the auspices of the Science Engagement programme managed by South African Agency for Science and Technology Advancement.
- institutional capacity-building initiatives aimed at empowering local and district-level institutions such as technical and vocational education and training colleges and community colleges to support innovators.
- the hosting of and partnering with strategically selected events to showcase successful innovations and role models.

In addition to promoting a culture of innovation, TIA also launched and successfully implemented several initiatives to develop entrepreneurial skills. These have been targeted mainly at its investees so as to enable them to establish viable technology-based enterprises and take their technologies to market. Key among these are the Global Cleantech and the NextGen 100 programmes, which aim to select and accelerate the progression of the most promising innovators to market through a range of commercialisation skills. The technology enterprise component in TIA's Enterprise Development Framework (Figure 17) is largely geared towards beneficiaries that have developed technologies, are seeking market validation, are establishing start-ups and require support with business development activities to intensify their commercialisation efforts.

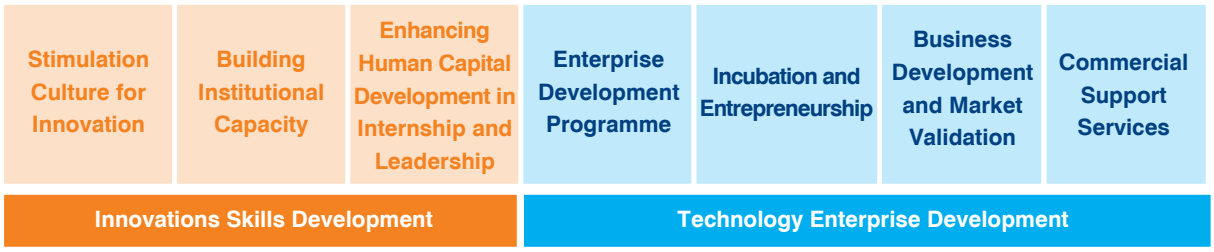


Figure 17. TIA's Enterprise Development Framework

Thought leadership for system-wide impact

South Africa has extensive expertise and knowledge in various technical fields across all sectors of the economy. Extensive research is being conducted in public research institutions, industry, government institutions and various sectors of society in the fields of biotechnology and other industrial sectors such as mining, energy, information and communication technology, and advanced manufacturing. The constrained fiscal environment and the government's pressures to devote resources to those areas that are likely to have greater impact on South Africa's socioeconomic challenges require careful investment decisions.

To harness this capacity and encourage research institutions and industry to share ideas, promote the transfer of knowledge and technologies, and act as innovation drivers in their specialist fields, TIA will establish Sector Thematic Networks. Each network will specialise in a specific area of innovation, and will serve to:

- promote knowledge exchange, dialogue and information sharing.
- identify common challenges and solutions, including relevant technology trends.
- play an important role in informing TIA's investment decisions and the design of appropriate funding instruments.
- initiate focused innovation initiatives and projects with visible impact on South Africa's socioeconomic challenges.

TIA has accumulated extensive experience through its past investment activities. This enables the agency to assist in informing policy and supporting the DSI in the development of decision support tools. TIA will continue to invest in this capability through the development of an effective knowledge management system and intelligence sources, and through its complement of competent staff with expertise in various disciplines. TIA will use this depth of knowledge to influence discussions and host dialogues on key issues that are pertinent to the discourse around innovation.

Operational enablers for efficiency and effectiveness

Systems

TIA's Information Technology Strategy focuses on business enablement and support through the implementation of functional systems for streamlined automation and business efficiency. As TIA's business evolves to align with evolving stakeholder demands and the external landscape, information technology will increasingly underpin every aspect of the agency's new business model for enhanced efficiency. This requires an information technology strategy to drive the creation of business value and outcomes that are impactful by enabling the automation of business processes and the delivery of services to internal and external stakeholders. It is essential that TIA's business model adapts to keep up with the pace of innovation by ensuring that stakeholder expectations are met. Speed, quality, agility and adaptability are the key attributes expected of such responsive information technology.

As a result, to enhance business performance and outcomes throughout the agency, TIA's 2020-2025 Information Technology Strategy will focus on integrated, end-to-end business solutions aligned with TIA's overall strategy and business processes across the value chain. The performance measure will be based on the enablement and improvement of business outcomes aligned with business target for value delivery. Strategic objectives will focus on:

- **Information technology as an enabler:** Information technology systems and business intelligence will be used to improve efficiency and ensure accurate information for decision-making and reporting. The consolidation of and collaboration between functional technologies and services to improve speed, agility and flexibility will enable the delivery of TIA's mandate within shorter turnaround times.
- **Information technology as a facilitator:** Information technology systems will be used to reach and support stakeholders in different geographical areas.

- **Information technology to enable agility:** Information technology must enable quick decision-making and processing to enhance stakeholder satisfaction. This will entail the reinforcement and optimisation of business intelligence and data analytics for performance measurement, and to provide insights into thematic areas.
- **Risk mitigation:** Secure and effective access to a growing inventory of information will be provided while ensuring confidentiality and integrity.

People

Difficult economic conditions, budget constraints and fierce competition to attract top talent are some of the challenges TIA faces. As the philosophy of remunerating employees at the 25th percentile of the national benchmark will not be sustainable over the strategic period, TIA will focus on the development and benchmarking of an employee value proposition to find solutions other than monetary compensation to recognise and reward top talent.

TIA will equip its human resources to be agile and responsive. They will be empowered with the skills, tools, systems and support needed to operate more effectively and be more adaptable. Through its talent management strategy and governance environment, TIA will create a high-performance culture with motivated and results-driven employees. Strategic objectives will focus on:

- **Employee value proposition:** Enhance the employee value proposition to attract and retain high-calibre, motivated employees.
- **Employees and technology:** Equip employees to operate from anywhere at any time, and be agile and effective. They need to be incentivised for knowledge sharing, innovation and engagement.
- **Talent management:** Ensure the right talent is in the right place at the right time. Equip human resources with the required skills and tools to enhance operational performance in a fast-changing environment.
- **High-performance culture:** Create a high-performance culture through incentives, policies and other human resources tools to help TIA achieve consistently high levels of performance to ensure the effective delivery of the agency's mandate and have a real impact on society.

Processes

Long turnaround times and decision-making processes combined with a lack of proactive communication lead to major frustrations for TIA's stakeholders. Improving operational efficiencies and reducing turnaround times will be an important priority as the new strategic period commences. This will enable TIA to maximise value from its expenditure on innovation and reduce administrative expenses.

TIA embraced business analysis and knowledge management as a key discipline to provide a platform to achieve operational excellence. Business analysis as a discipline creates a platform for developing and holistically managing the agency's process architecture – a hierarchy of end-to-end processes designed to create value for the customer – rather than a piecemeal improvement of specific processes and/or technology solutions. It further enables linkage between the core elements of people, processes, technology and information to drive organisational transformation and collaboration.

To improve the stakeholder experience and embed a culture of customer centricity, TIA will implement a number of initiatives to address these challenges:

- Re-engineer and develop coordinated and streamlined end-to-end business processes, including performance measures to monitor process effectiveness and efficiency.
- Introduce multidisciplinary assessment teams to shorten project assessment timelines by leveraging a wide variety of expertise in various disciplines.
- Implement the predictive call system, piloted by TIA in the previous financial year, to enable improved planning and allocation of resources, and greater efficiencies in assessment and approval processes.

- Establish a call centre to ensure that customers are attended to, and that customer complaints are measured, monitored and improved upon.

Facilities management

TIA will continue to provide its employees with a safe working environment to stimulate innovation and creative thinking through the acquisition and management of facilities, security services and office support services. Facilities management will ensure that the work environment is maintained in a cost-effective manner that enhances stakeholder satisfaction. It should be flexible to enable changes in the use of space when required.

8. Budget allocation for 2020/21

2020/21 is the first year of the new five-year strategic planning cycle, which begins with numerous structural challenges in the broader economy. This has already led to reductions in TIA's budget over the Medium-Term Expenditure Framework period, as approved by the DSI. Accordingly, the Board has directed the agency to focus on its mandate and core activities, and reduce its salary and administrative budget by R50 million in 2020/21. Funding for the technology development pipeline, a crucial area of the agency's funding activities, has been constrained by the availability of funds. This makes it necessary for the agency to adjust its budget by reducing staff and administrative costs to release funding for project and programme expenditure. Over the period ahead, funds resulting from these reductions will be reprioritised towards investments.

Budget for 2020/21

	Budget 2020/21 R' 000	Budget 2021/22 R' 000	Budget 2022/23 R' 000
Administration	**173 094**	**171 106**	**179 661**
Support and infrastructure cost	60 244	58 256	61 169
Human resources	112 849	112 849	118 492
Investments	**447 764**	**464 793**	**473 713**
Bio-economy	206 476	215 474	220 754
Technology Stations	96 713	99 019	100 685
Commercialisation	85 075	88 690	90 584
Innovation Enabling	59 500	61 610	61 691
Total Expenditure	**620 858**	**635 898**	**653 374**
Total funding received	620 858	635 898	653 374
Allocation from DSI	455 858	471 398	488 874
Baseline (other than Bio-economy and Technology stations)	217 426	220 091	228 268
Bio-economy	195 719	206 288	213 921
Technology Stations	42 713	45 019	46 685
Additional income target	154 000	154 000	154 000
Interest	11 000	10 500	10 500
Surplus/deficit	-	-	-

Staff and administrative costs

In ensuring that funds are made available for the agency to fulfil its mandate, significant reductions have been effected on staff and administrative costs. Staff costs amount to R112,9 million in 2020/21 and 2021/22. Sizable reductions are reflected in this amount, which is the same as the actual forecast for 2019/20. This will be achieved by freezing vacant positions, cutting annual bonuses and filling only critical positions. Costs related to support and infrastructure, which amount to R60,2 million in 2020/21, will also be reduced through focused initiatives such as reducing the costs associated with travel, rental and events. Funds realised from reductions in staff and support and infrastructure costs will be used to fund prioritised investments. Estimated savings in 2020/21 amount to R58 million when compared to the budget presented in 2019/20.

Investment funding

Investment in the following programmes will be prioritised over the period ahead:

- **Bio-economy:** As this is a key programme, all funds received from the DSI will be allocated to it. Total allocations from the department in 2020/21 amount to R206,5 million, accounting for 46% of the investment budget. Of the total, a significant portion is for technology development, where focus will be placed on indigenous knowledge systems, industrial biotech, and partnering with other funders in the National System of Innovation with the aim of supporting the development of commercially viable products. In 2020/21, TIA will continue to be a knowledge leader in the bio-economy space and partner with higher education institutions, science councils, and small, medium and micro enterprises to fund early-stage innovation.
- **Technology Stations:** With an allocation of R96,7 million in 2020/21, TIA will continue to support innovation through its Technology Stations Programme, which aims to translate ideas to prototypes and marketable products. Funding for the programme is received through the ring-fenced grant allocation and specific contracts from the DSI.
- **Sector Funding (commercialisation):** The commercialisation unit focuses on development and commercialisation for product-funded projects. Deals that are currently in the funding pipeline are valued at R550 million, exceeding the amount of funding available. As such, most of the funds freed up through reductions in staff and administrative costs have been allocated to the Sector Funding programme. Allocations for 2020/21 amount to R85 million, which will be spread across various focus areas to fund technological development, commercialisation and early-stage seed funding. To streamline the funding process, the Seed Fund will be administered within the programme and will be deliberately aligned with key strategic focus areas in the various sectors. Greater emphasis will be placed on leverage funding and partnerships to manage the funding demand.
- **Innovation Enabling:** The programme is mostly funded through partnerships and specifically contracted funds received from the DSI and other partners. Disbursements through the programme are expected to amount to R59 million in 2020/21.

Segmented budget for 2020/21

	Bio-economy R'000	Technology Stations R'000	Commercialisation R'000	Enterprise development R'000	Total 2020/21 R'000
Income	**289 908**	**110 268**	**132 569**	**88 113**	**620 857**
MTEF* ringfenced	195 719	42 713	-	-	238 432
MTEF* baseline	54 189	13 555	119 569	30 113	217 425
Other income (contracted, interest and royalties)	40 000	54 000	13 000	58 000	165 000
Administration	**83 432**	**13 555**	**47 493**	**28 613**	**173 093**
Support and infrastructure	29 038	4 718	16 530	9 959	60 244
Salaries	54 394	8 837	30 963	18 654	112 849
Investment	**206 476**	**96 713**	**85 075**	**59 500**	**447 764**
MTEF* allocation	166 476	42 713	83 075	1 500	293 764
Specific contracts	40 000	54 000	2 000	58 000	154 000
Surplus/deficit	-	-	-	-	-

**** MTEF = Medium-Term Expenditure Framework***

Other income

Other funding is important for TIA to enhance its de-risking role as the primary funder of early-stage technology innovation in the National System of Innovation. To increase its funding capacity, TIA pursues strategies to strengthen its funding base, with careful consideration of the constrained fiscal conditions under which it operates. Accordingly, in 2020/21, the agency will continue to focus on creating other income streams to support its programmes and project funding initiatives. This will be done through contract-specific funds from the DSI and other government institutions, and fostering partnerships in the public and private sectors by means of the Hub-and-Spoke model. Funding from these partnerships is expected to amount to R154 million in 2020/21. In addition, maturing technology development projects are expected to yield returns in the form of royalties, loan repayments and other exits. Through effective working capital management, the agency aims to maximise interest earned on cash reserves, which will be used to fund innovation initiatives.

PART C: Measuring Performance

PART C: Measuring performance

Institutional programme performance information

Outcome 1: Commercialised innovations

Purpose: Support the development of technological innovations by translating knowledge into market-ready innovations.

Outcomes, outputs, performance indicators and targets for 2020/21

Outcome	Output	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1. Commercialised innovations	1.1 Technologies developed	Number of successfully demonstrated technologies*	-	-	-	-	8	10	12
	1.2 Technologies diffused for inclusive development	Number of successfully diffused technologies*	-	-	-	-	5	8	9
	1.3 Funding leveraged	Total value of signed agreements entered into with third parties*	-	-	-	-	R127m	R160m	R195m

* New indicators, hence no historical data available.

Output indicators, and annual and quarterly targets for 2020/21

Output indicator		Annual target	Q1	Q2	Q3	Q4
1.1	Number of successfully demonstrated technologies	8	2	1	2	3
1.2	Number of successfully diffused technologies	5	0	1	2	2
1.3	Total value of signed agreements entered into with third parties	R127m	0	R20m	R40m	R67m

PART C: Measuring performance

Outcome 2: Delivering on the Bio-economy Strategy

Purpose: Support the translation of South Africa's knowledge resources into sustainable bio-based solutions that address societal challenges while contributing to sustainable economic growth.

Outcomes, outputs, performance indicators and targets for 2020/21

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
2. Delivering on the Bio-economy Strategy	2.1 Bio-based technologies developed	Number of successfully demonstrated bio-based technologies**	-	-	-	-	13	17	24
	2.2 Existing Technology Platforms managed and supported	Number of existing Technology Platforms that are operational and functional	9	9	9	9	9	9	10
	2.3 New Technology Platforms established and supported	Number of new Technology Platforms in targeted regions**	-	-	-	-	0	1	1
	2.4 Technology Innovation Clusters managed and supported	Number of existing Technology Innovation Clusters that are operational and functional	8	8	8	8	8	8	8

** New indicators, hence no historical data available.

Indicators, and annual and quarterly targets for 2020/21

Output indicator		Annual target	Q1	Q2	Q3	Q4
2.1	Number of successfully demonstrated bio-based technologies	13	1	4	4	4
2.2	Number of existing Technology Platforms that are operational and functional	9	9	9	9	9
2.3	Number of new Technology Platforms in targeted regions	0	0	0	0	0
2.4	Number of operational and functional Technology Innovation Clusters	8	8	8	8	8

Outcome 3: Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations

Purpose: Provide access to science, engineering and technology body of knowledge and expertise in technology innovation, process improvements and product development to innovators and small, medium and micro enterprises to enable them to become competitive.

Outcomes, outputs, performance indicators and targets for 2020/21

Outcome	Output	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3. Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations	3.1 Existing Technology Stations and other centres managed and supported	Number of existing Technology Stations and centres providing science, engineering and technology support that are operational and functional	18	18	18	18	18	19	20
	3.2 New centres established and supported	Number of new centres providing science, engineering and technology support in targeted regions***	-	-	-	-	1	1	1

*** New indicator, hence no historical data available.

Output indicators, and annual and quarterly targets for 2020/21

Output indicator		Annual target	Q1	Q2	Q3	Q4
3.1	Number of existing Technology Stations and centres providing science, engineering and technology support that are operational and functional	18	18	18	18	18
3.2	Number of new centres providing science, engineering and technology support in targeted regions	1	0	0	0	1

Explanation of planned performance over the medium term

Outcome 1 – Innovations commercialised

Contribution to the National Development Plan/ Medium-Term Strategic Framework and TIA's mandate

Over the medium term, focus will be placed on fully developing and commercialising the 22 projects that are currently between technology readiness levels 7 and 9, resulting in revenue generation and job creation. This will, in turn, help to address South Africa's triple challenge of poverty, unemployment and inequality. This is also in support of TIA's mandate, which emphasises the development and exploitation of technological innovations. During this period, TIA will ensure there is a deliberate focus to support participation by women, youth and people with disabilities. Through this output, TIA will be responding to priority 2 (economic transformation and job creation) of government's 2019-2024 Medium-Term Strategic Framework, in which the DSI has identified the commercialisation of intellectual property from publicly-funded research institutions as an important sub-outcome.

Contribution of output to achieving impact

By catalysing the bridge over the innovation chasm, TIA will be able to de-risk the development of technological innovations by leveraging existing and new partnerships. This will enable the agency to support and commercialise many innovations that will result in greater social impact and improving the quality of life of many South Africans.

Outcome 2 – Delivering on the Bio-economy Strategy

Contribution to the National Development Plan/ Medium-Term Strategic Framework

TIA's activities and outputs over the medium term are meant to give effect to the implementation of the Bio-economy Strategy, which will contribute to increased productivity across the sectors identified in the strategy (agriculture, health, industry and environment); and indigenous knowledge-based innovation. One of the critical issues for the achievement of the programme's strategic outcomes will be sourcing appropriate investment opportunities and providing support to ensure that they contribute to a thriving South African bio-economy. With the need to transform the South African economy, TIA will dedicate its resources to targeted programmes aimed at building quality opportunities, and attracting participation from black people, women, youth and people with disabilities.

Contribution of output to achieving impact

It is critical to note that the indigenous knowledge-based innovation focus area starts from a relatively lower base than agriculture, health, and industry and the environment. As such, medium-term targets reflect this while ensuring that TIA demonstrates serious intent to balance its portfolio.

Outcome 3 – Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations

Contribution to the National Development Plan/ Medium-Term Strategic Framework

Through this outcome, TIA will contribute to priority 2 (economic transformation and job creation) of government's 2019-2024 Medium-Term Strategic Framework by investing in new forms of technology development infrastructure. This will be done in partnership with other role players in the National System of Innovation with the aim of increasing access to science, engineering and technology for innovators across the country. The Technology Stations Programme will be closely aligned with relevant industrial sectors to promote innovation-led industrialisation, localisation and the promotion of exports. This will be in line with sectoral master plans that are under development, led by the Department of Trade, Industry and Competition.

Contribution of outcome to achieving impact

Through the provision of technology infrastructure, the ability of innovators and small, medium and micro enterprises to commercialise technologies and improve the competitiveness of products that are developed will lead to job creation and localised economic growth.

PART D: Technical Indicator Descriptions

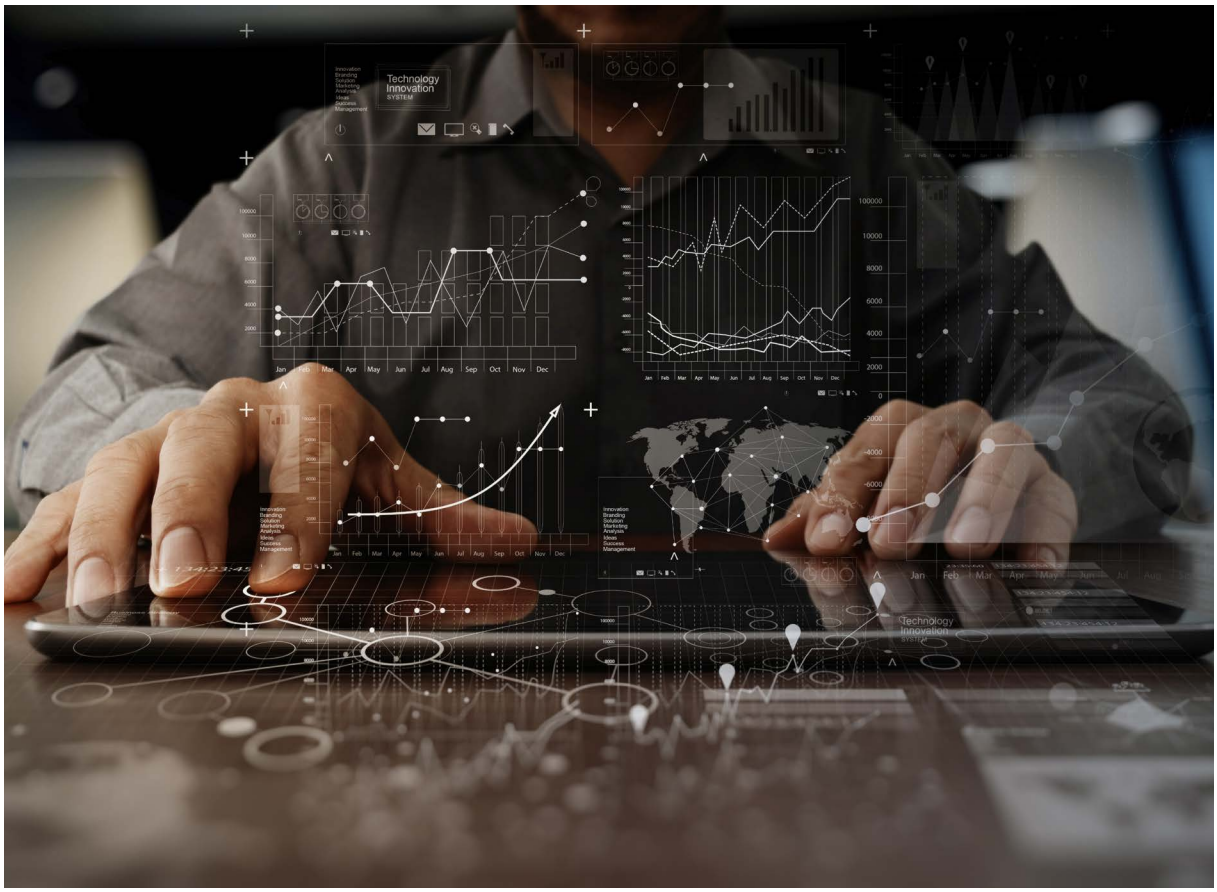
PART D: Technical Indicator Descriptions

Outcome 1: Commercialised innovations

Indicator title	1.1 Number of successfully demonstrated technologies
Definition	A technology that has matured to technology readiness level 7
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Availability and approval of funding
Disaggregation of beneficiaries	Women (30%) Youth (20%) People with disabilities (10%)
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target Achievement of 90% of the target will be deemed acceptable
Indicator responsibility	General Manager: Sector Funding General Manager: Programmes

Indicator title	1.2 Number of successfully diffused technologies
Definition	Number of technologies that have been introduced into the market (community structures; small, medium and micro enterprises; cooperatives; and other business formations) for social benefit, directly or indirectly (products, processes or services)
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Availability and approval of funding Innovation outputs developed successfully to demonstration stage (or higher) where there is a market for social diffusion
Disaggregation of beneficiaries	Women (30%) Youth (50%) People with disabilities (10%)
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target Achievement of 90% of the target will be deemed acceptable
Indicator responsibility	General Manager: Sector Funding General Manager: Bio-economy General Manager: Programmes

Indicator title	1.3 Total value of signed agreements entered into with third parties
Definition	The amount of funds contributed by third parties for the purposes of funding technology development, technology commercialisation and related support activities
Source of data	Programme/Project database(s)
Method of calculation/assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Other partners will continue to have available funds to spend on innovation
Disaggregation of beneficiaries	Not applicable
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target Achievement of 90% of the target will be deemed acceptable
Indicator responsibility	General Manager: Sector Funding General Manager: Bio-economy General Manager: Programmes



PART D: Technical Indicator Descriptions

Outcome 2: Delivering on the Bio-economy Strategy

Indicator title	2.1 Number of successfully demonstrated bio-based technologies
Definition	A bio-based technology that has matured to technology readiness level 7 in agriculture, health, green production, indigenous knowledge systems and other bio-based domains
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Availability and approval of funding
Disaggregation of beneficiaries	Women (30%) Youth (20%) People with disabilities (10%)
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target Achievement of 90% of the target will be deemed acceptable
Indicator responsibility	General Manager: Bio-economy

Indicator title	2.2 Number of existing Technology Platforms that are operational and functional
Definition	High-performing and capable Technology Platforms that meet the needs of beneficiaries in targeted regions
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are functional and operational Achievement of 90% of the target will be deemed acceptable
Indicator responsibility	General Manager: Bio-economy

Indicator title	2.3 Number of new Technology Platforms in targeted regions
Definition	The establishment of new Technology Platforms in targeted regions based on the government's spatial development priorities
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count Once established, new Technology Platforms will be counted under indicator 2.2 (existing Technology Platforms) in the following financial year
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities That willing hosts, champions and shareholders (including the DSI) commit and agree to the establishment of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are operational
Indicator responsibility	General Manager: Bio-economy

Indicator title	2.4 Number of existing Technology Innovation Clusters that are operational and functional
Definition	High-performing and capable Technology Innovation Clusters undertaking relevant innovation projects and activities in support of targeted regions
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are functional and operational
Indicator responsibility	General Manager: Bio-economy

PART D: Technical Indicator Descriptions

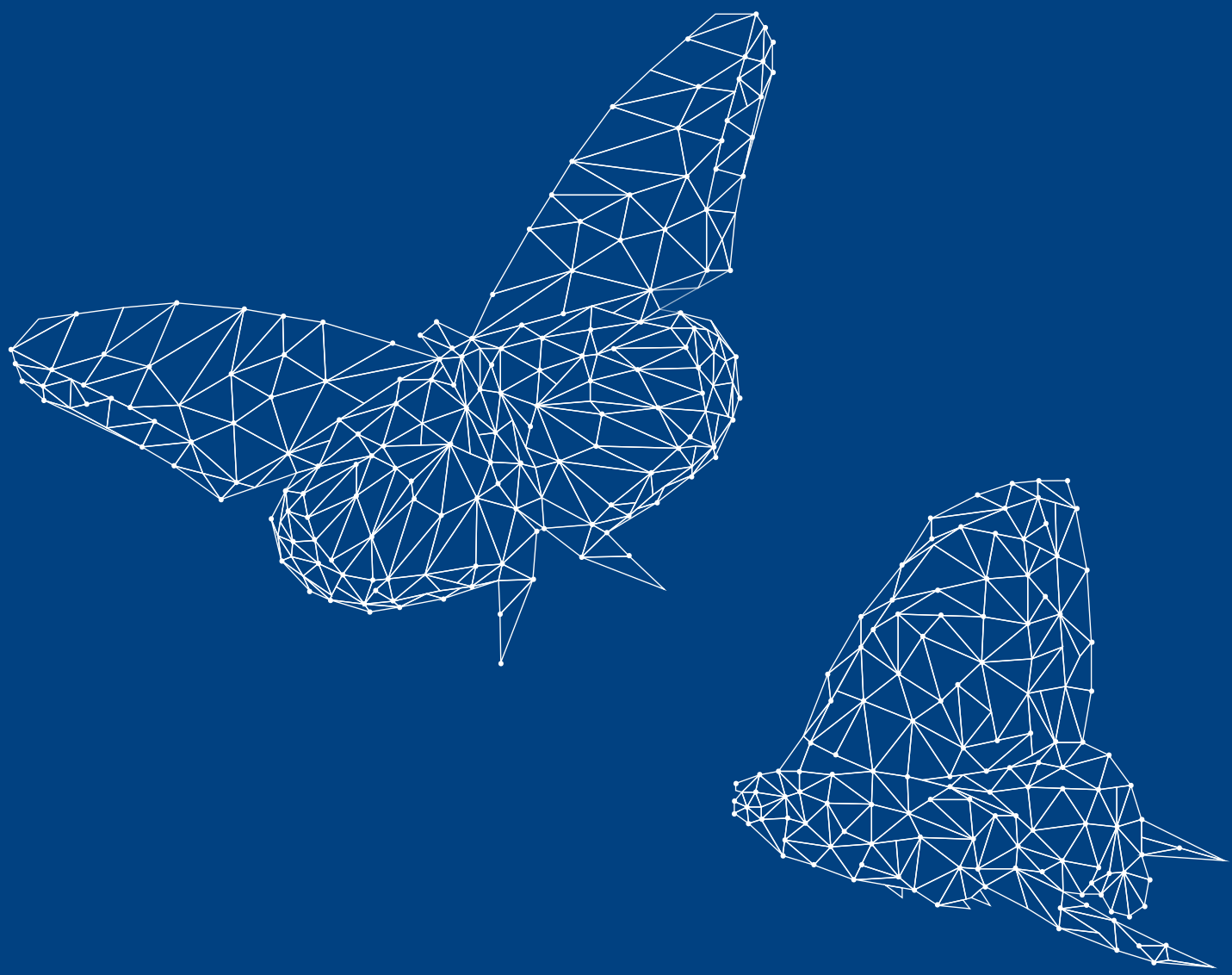
Outcome 3: Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations

Indicator title	3.1 Number of existing Technology Stations and centres providing science, engineering and technology support that are operational and functional
Definition	High-performing and capable Technology Stations or other centres providing science, engineering and technology support, responding to the needs of beneficiaries in targeted regions
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are functional and operational
Indicator responsibility	General Manager: Programmes

Indicator title	3.2 Number of new centres providing science, engineering and technology support in targeted regions
Definition	The establishment of new centres (Technology Stations or other centres providing a similar service) in targeted regions based on government's spatial development priorities
Source of data	Programme/project database(s)
Method of calculation/assessment	Simple count Once established, new centres will be counted under indicator 3.1 (existing Technology Stations and centres) in the following financial year
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities That willing hosts, champions and shareholders (including the DSI) commit and agree to the establishment of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (district development model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are operational
Indicator responsibility	General Manager: Programmes

Notes

Notes



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ADDENDUM

REVISIONS TO THE ANNUAL PERFORMANCE PLAN 2020 - 2021

science & innovation

Department:
Science and Innovation
REPUBLIC OF SOUTH AFRICA

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Summary of amendments

This document serves to provide the revised changes applied to the Annual Performance Plan 2020/2021 tabled to the Parliamentary Portfolio Committee on Higher Education, Science and Technology on the 19 May 2020 for consideration. The amendments effected reflect the review undertaken by the Board and Executive Management.

Situational Analysis

On page 16 additional narrative is added at the end of the "Situational Analysis" to read as follows:

The year 2020 saw South Africa experiencing the onslaught of the COVID 19 pandemic, accompanied by a mandatory national lockdown that saw many company closures, retrenchments and general loss of income by both rich and poor. Briefly put, this placed South Africa in an economic and health crisis that continues to this day. This also came on the back of the country's credit rating by Moody's being downgraded from Ba1 to Baa3 on account of low economic growth rate and rapid increase in government debt, expected to reach an estimated 91% of GDP by 2023. The Department of Science and Innovation has, in response to these challenges, identified a three-pronged approach around which to mobilise the Science, Technology and Innovation sector. These include, a focus on health directly connected to urgent responses to the pandemic; prioritising interventions to promote economic recovery and a special attention to addressing challenges of societal distress. TIA's Strategy has thus been revised to ensure that in executing the strategic pillars, special emphasis is placed on these perspectives. TIA will support the three-pronged approach of the DSI in the following manner.

i) Health

- Provide financial and non-financial support to technological innovations that will contribute to South Africa's response to COVID-19.
- Support the development of innovative technologies and take advantage of the fourth industrial revolution (4IR) and the green economy.

ii) Economic recovery

- Translation of publicly-funded research into commercial technology products and services to revitalise existing industries and establish new ones.
- Implement sector master plans by investing in emerging and advanced technologies to enhance the competitiveness of TIA-funded innovations.

iii) Societal distress

- Expand the use of scientific knowledge in support of innovation for societal benefit.
- Promote and encourage participation in the technology innovation value chain by historically disadvantaged institutions.

Budget allocation for 2020/21

Changes to the MTEF budget are reflected in the table below contained in 49 of the APP

Technology Innovation Agency: APP budget for 2020/21

	Budget 2020/21 R' 000	Budget 2021/22 R' 000	Budget 2022/23 R' 000
Administration	**165 558**	**163 369**	**171 538**
Support and infrastructure cost	56 220	54 031	56 732
Human Resources	109 338	109 338	114 805
Investments	**396 614**	**419 917**	**433 288**
Bio-economy	180 054	201 225	208 542
Technology stations	92 442	94 364	96 382
Commercialisation	76 368	74 978	79 014
Innovation Enabling	47 750	49 350	49 350
Total Expenditure	562 172	583 286	604 825
Total funding received	562 172	583 286	604 825
Allocation from DSI	410 272	430 786	452 325
Baseline (Other than Bio-economy and Technology stations)	195 683	205 468	215 741
Bio-economy	176 147	184 954	194 202
Technology stations	38 442	40 364	42 382
Additional income target	142 000	142 000	142 000
Interest	9 900	10 500	10 500
Surplus/Deficit	-	-	-

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Staff and administrative costs

Staff Costs - Replace "R112,9 million" with "R109.3 million"

Support and infrastructure - Replace "R60.2million" with "R56.2 million"

Savings - Replace "R58 million" with "R65.4 million"

Investment Funding

Bio – economy

Replace "R206.5 million" with "R176.2 million"

Technology Stations

Total Allocation – Replace “R96.7million” with “R92.4 million”

Sector Funding (Commercialisation)

Replace – “R85 million” with “R76.4 million”

Innovation and Enabling

Replace – “R59 million” with “R47.8 million”

Other Income

Replace “R154 million” with “R142 million”

Part C: Measuring Performance

Institutional programme performance information

Outcome 1: Commercialised innovations

Three main revisions have been effected under this Outcome.

a) Output and Output Indicators 1.1 has been changed to, “Number of licensed or assigned technologies”. Associated with this outcome are targets for the MTEF as indicated in Table 1 Below.
b) Output and Output Indicators 1.2 has been changed to, “Number of projects involving industry in execution”. Associated with this outcome are targets for the MTEF as indicated in Table 1 Below.
c) Output and Output Indicators 1.3 has been changed to, “Products launched by start-ups or existing companies”. Associated with this outcome are targets for the MTEF as indicated in Table 1 Below.
d) Output and Output Indicator 1.5 Leveraged funds has been retained. However, MTEF targets have been increased as follows: 2020/21 (R174m to R174.2m); 2021/22 (R160m to R168.4m) and 2022/23 (R195m to R204.6m).

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1. Commercialised innovations	1.1 Technologies licensed or assigned	Number of licensed or assigned technologies	-	-	-	-	1	7	11

	1.2 Joint collaborations between academia and industry	Number of projects involving industry in execution	-	-	-	-	6	12	15
	1.3 Technologies diffused for inclusive development	Number of successfully diffused technologies	-	-	-	-	1	5	8
	1.4 Products launched by start-ups or existing companies	Number of products launched	-	-	-		13	18	23
	1.5 Leveraged funds (co-investment with other parties, in-kind and (or) financial and (or) follow-on funding)	Total value of signed agreements entered into with other parties	-	-	-	-	R147.2m	R168.4m	R204.6m

* New indicators, hence no historical data available.

In line with the changes in the Outcome Indicators table above, the Annual Targets for the Financial Year 2020/21 have been stipulated as indicated in the table below.

Output indicators, and annual and quarterly targets for 2020/21

Output indicators	Annual target	Q1	Q2	Q3	Q4
1.1 Number of licensed or assigned technologies	1	0	0	0	1
1.2 Number of projects involving industry in execution	6	0	1	3	2
1.3 Number of successfully diffused technologies	1	0	0	0	1
1.4 Number of start-ups or existing companies that have launched at least one product	13	0	0	4	9
1.5 Total value of signed agreements entered into with third parties	R147.2m	R0m	R46.1m	R44.8m	R56.3m

Outcome 2: Delivering on the Bio-economy Strategy

Purpose: Support the translation of South Africa's knowledge resources into sustainable bio-based solutions that address societal challenges while contributing to sustainable economic growth.

Outcomes, outputs, performance indicators and targets for 2020/21

Three main revisions have been effected under this Outcome.

a) Output and Output Indicators 2.1 has been changed to, "Number of successfully demonstrated bio-based technologies". Associated with this outcome are targets for the MTEF as indicated in Table 1 Below.
b) Output and Output Indicator 2.2 has been retained. Only targets for the MTEF period have been reduced as indicated in Table 1 Below.
c) Output and Output Indicator 2.3 has been retained. Only targets for the MTEF period have been reduced as indicated in Table 1 Below

Outcome	Outputs	Output indicators	Annual targets						
			Audited/Actual performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
2. Delivering on the Bio-economy Strategy	2.1 Bio-based technologies developed	Number of successfully demonstrated bio-based technologies**	-	-	-	-	9	12	15
	2.2 Existing Technology Platforms managed and supported	Number of existing Technology Platforms that are operational and functional	9	9	9	9	7	8	8

	2.3 New Technology Platforms established and supported	Number of new Technology Platforms in targeted regions**	-	-	-	-	0	1	0
	2.4 Technology Innovation Clusters managed and supported	Number of existing Technology Innovation Clusters that are operational and functional	8	8	8	8	5	6	6

** New indicators, hence no historical data available.

Indicators, and annual and quarterly targets for 2020/21

In line with the changes in the Outcome Indicators table above, the Annual Targets for the Financial Year 2020/21 have been stipulated as indicated in the table below.

Output indicators	Annual target	Q1	Q2	Q3	Q4
2.1 Number of successfully demonstrated bio-based technologies	9	1	2	2	4
2.2 Number of existing Technology Platforms that are operational and functional	7	7	7	7	7
2.3 Number of new Technology Platforms established in targeted regions	0	0	0	0	0
2.4 Number of operational and functional Technology Innovation Clusters	5	5	5	5	5

Outcome 3: Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations

Purpose: Provide access to science, engineering and technology body of knowledge and expertise in technology innovation, process improvements and product development to innovators and small, medium and micro enterprises to enable them to become competitive.

Outcomes, outputs, performance indicators and targets for 2020/21

Outcome	Outputs	Output indicators	Annual targets						
			Audited /Actual performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3. Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations	3.1 Existing Technology Stations and other centres managed and supported	Number of existing Technology Stations and centres providing science, engineering and technology support that are operational and functional	18	18	18	18	18	19	20
	3.2 New centres established and supported	Number of new centres providing science, engineering and technology support in targeted regions***	-	-	-	-	1	1	1

*** New indicator, hence no historical data available.

Output indicators, and annual and quarterly targets for 2020/21

Output indicators	Annual target	Q1	Q2	Q3	Q4
3.1 Number of existing Technology Stations and centres providing science, engineering and technology support that are operational and functional	18	18	18	18	18
3.1 Number of new centres providing science, engineering and technology support in targeted regions	1	0	0	0	1

Explanation of planned performance over the medium term

Outcome 1 – Innovations commercialised

Under paragraph (a) reference had been added to TIA intention to contribute to economic recovery and addressing the COVID 16 pandemic and societal distress.

Over the medium term, focus will be placed on fully developing and commercialising the 22 projects that are currently between technology readiness levels 7 and 9, resulting in revenue generation and job creation, thereby stimulating economic recovery. This will, in turn, address South Africa's triple challenge of poverty, unemployment and inequality. This is also in support of TIA's mandate, which emphasises the development and exploitation of technological innovations. During this period, TIA will ensure there is a deliberate focus to support participation by women, youth and people with disabilities. Through this output, TIA will be responding to Priority 2 (economic transformation and job creation) of government's 2019-2024 Medium-Term Strategic Framework, in which the DSI has identified the commercialisation of intellectual property from publicly-funded research institutions as an important sub-outcome. TIA will also contribute to addressing the impact of COVID-19, societal distress, geographic disparities, rural development, transformation and inclusive development.

Contribution of output to achieving impact

By catalysing the bridge over the innovation chasm, TIA will be able to de-risk the development of technological innovations by leveraging existing and new partnerships. This will enable the agency to support and commercialise many innovations that will result in greater social impact and improving the quality of life of many South Africans.

Outcome 2 – Delivering on the Bio-economy Strategy

Contribution to the National Development Plan/Medium-Term Strategic Framework

TIA's activities and outputs over the medium term are meant to give effect to the implementation of the Bio-economy Strategy, which will contribute to increased productivity across the four sectors identified in the strategy (agriculture, health, industry and environment); and indigenous knowledge-based innovation. One of the critical issues for the achievement of the programme's strategic outcomes will be sourcing appropriate investment opportunities and providing support to ensure that they contribute to a thriving South African bio-economy. With the need to transform the South African economy, TIA will dedicate its resources to targeted programmes aimed at building quality opportunities, and attracting participation from black people, women, youth and people with disabilities.

Contribution of output to achieving impact

It is critical to note that the indigenous knowledge-based innovation focus area starts from a relatively lower base than agriculture, health, and industry and the environment. As such, medium-term targets reflect this while ensuring that TIA demonstrates serious intent to balance its portfolio.

Outcome 3 – Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations

Contribution to the National Development Plan/Medium-Term Strategic Framework

Through this outcome, TIA will contribute to Priority 2 (economic transformation and job creation) of government's 2019-2024 Medium-Term Strategic Framework by investing in new forms of technology development infrastructure. This will be done in partnership with other role players in the National System of Innovation with the aim of increasing access to science, engineering and technology for innovators across the country. The Technology Stations Programme will be closely aligned with relevant industrial sectors to promote innovation-led industrialisation, localisation and the promotion of exports. This will be in line with sectoral master plans that are under development, led by the Department of Trade, Industry and Competition.

Contribution of outcome to achieving impact

Through the provision of technology infrastructure, the ability of innovators and small, medium and micro enterprises to commercialise technologies and improve the competitiveness of products that are developed will lead to job creation and localised economic growth.

Part D: Technical Indicator Descriptions

Outcome 1: Commercialised innovations

New Technical Indicator Description has been added for Outcome Indicator 1.1

Indicator title	1.1 Number of licensed or assigned technologies
Definition	Intellectual property that have been either licensed, assigned or sold to a third party for the purpose of commercialisation. This includes both registrable and non-registrable IP.
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Intellectual property has been created
Disaggregation of beneficiaries	Women (30%) Youth (20%) People with disabilities (10%)
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target. Achievement of 90% of the target will be deemed acceptable.
Indicator responsibility	Executive: Commercialisation Executive: Bioeconomy Executive: Innovation Enabling

New Technical Indicator Description has been added for Outcome Indicator 1.2

Indicator title	1.2 Number of projects involving industry in execution
Definition	Number of projects/businesses or initiatives/programmes that collaborate with the private sector in developing and (or) commercialising the technology. The collaboration can be financial or non-financial.
Source of data	Programme/Project database(s)

Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Projects/businesses or initiatives/programmes have existing or new partnerships with the private sector
Disaggregation of beneficiaries	Women (30%) Youth (50%) People with disabilities (10%)
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target. Achievement of 90% of the target will be deemed acceptable.
Indicator responsibility	Executive: Commercialisation Executive: Bioeconomy Executive: Innovation Enabling

Indicator title	1.3 Number of successfully diffused technologies
Definition	Number of technologies that have been introduced into the market (community structures; small, medium and micro enterprises; cooperatives; and other business formations) for social gain, directly or indirectly (products, processes or services)
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Availability and approval of funding. Innovation outputs developed successfully to demonstration stage (or higher) where there is a market for social diffusion.
Disaggregation of beneficiaries	Women (30%) Youth (50%) People with disabilities (10%)
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly

Desired performance	Performance equal to or greater than planned target. Achievement of 90% of the target will be deemed acceptable.
Indicator responsibility	Executive: Commercialisation Executive: Bioeconomy Executive: Innovation Enabling

New Technical Indicator Description for has been added for Outcome Indicator 1.4

Indicator title	1.4 Number of products launched
Definition	The number of products that have been successfully launched in the market
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	The product is fully developed and ready for market entry
Disaggregation of beneficiaries	Women (30%) Youth (50%) People with disabilities (10%)
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target. Achievement of 90% of the target will be deemed acceptable.
Indicator responsibility	Executive: Commercialisation Executive: Bioeconomy Executive: Innovation Enabling

Indicator title	1.5 Total value of signed agreements entered into with other parties
Definition	The amount of funds contributed by other parties for the purposes of funding technology development, technology commercialisation and related support activities. This includes in-kind contributions.
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation

Assumptions	Other partners will continue to have available funds to spend on innovation
Disaggregation of beneficiaries	Not applicable
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target. Achievement of 90% of the target will be deemed acceptable.
Indicator responsibility	Executive: Commercialisation Executive: Bioeconomy Executive: Innovation Enabling

Outcome 2: Delivering on the Bio-economy Strategy

New Technical Indicator Description has been added for Outcome Indicator 2.1

Indicator title	2.1 Number of successfully demonstrated bio-based technologies
Definition	Bio-based technologies, products or services that have reached demonstration stage in agriculture, health, industrial biotechnology, indigenous knowledge systems and other bio-based domains
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	Availability and approval of funding
Disaggregation of beneficiaries	Women (30%) Youth (20%) People with disabilities (10%)
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Performance equal to or greater than planned target. Achievement of 90% of the target will be deemed acceptable.

Indicator responsibility	Executive: Bio-economy

Reduction in the percentage of Desired Performance from 90% to 80%

Indicator title	2.2 Number of existing Technology Platforms that are operational and functional
Definition	The number of Technology Platforms that are operational and/or functional that are supported by TIA to meet the needs of beneficiaries and stakeholders and develop into high-performing and capable facilities
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are functional and operational. Achievement of 80% of the agreed targets towards being functional or operational will be deemed acceptable.
Indicator responsibility	Executive: Bio-economy

Indicator title	2.3 Number of new Technology Platforms in targeted regions
Definition	The establishment of new Technology Platforms in targeted geographic or technology areas based on the government's priorities
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count. Once established, new Technology Platforms will be counted under indicator 2.2 (existing Technology Platforms) in the following financial year.
Means of verification	Verification of supporting documentation

Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities. That willing hosts, champions and shareholders (including the DSI) commit and agree to the establishment of such facilities.
Disaggregation of beneficiaries	N/A
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are operational
Indicator responsibility	Executive: Bio-economy

Revisions to the Indicator Definition and Desired Performance have been effected

Indicator title	2.4 Number of existing Technology Innovation Clusters that are operational and functional
Definition	The number of Technology Innovation Clusters that are operational and/or functional supported by TIA to undertake relevant innovation projects and activities in support of targeted industries and regions
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are functional and operational

	Achievement of 80% of the agreed targets towards being functional or operational will be deemed acceptable.
Indicator responsibility	Executive: Bio-economy

Outcome 3: Small, medium and micro enterprises supported through strategically informed and regionally distributed Technology Stations

Indicator title	3.1 Number of existing Technology Stations and centres providing science, engineering and technology support that are operational and functional
Definition	High-performing and capable Technology Stations or other centres providing science, engineering and technology support, responding to the needs of beneficiaries in targeted regions
Source of data	Programme/Project database(s)
Method of calculation/ assessment	Simple count
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities
Disaggregation of beneficiaries	N/A
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are functional and operational
Indicator responsibility	Executive: Innovation Enabling

Indicator title	3.2 Number of new centres providing science, engineering and technology support in targeted regions
Definition	The establishment of new centres (Technology Stations or other centres providing a similar service) in targeted regions based on government's spatial development priorities
Source of data	Programme/Project database(s)

Method of calculation/ assessment	Simple count. Once established, new centres will be counted under indicator 3.1 (existing Technology Stations and centres) in the following financial year.
Means of verification	Verification of supporting documentation
Assumptions	That adequate funding and resources are made available or obtained from third parties to assist with the funding and establishment of such facilities. That willing hosts, champions and shareholders (including the DSI) commit and agree to the establishment of such facilities.
Disaggregation of beneficiaries	N/A
Spatial transformation (District Development Model)	To be informed by and aligned with the priorities of government's 2019-2024 Medium-Term Strategic Framework, as guided by the DSI
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Facilities are operational
Indicator responsibility	Executive: Innovation Enabling