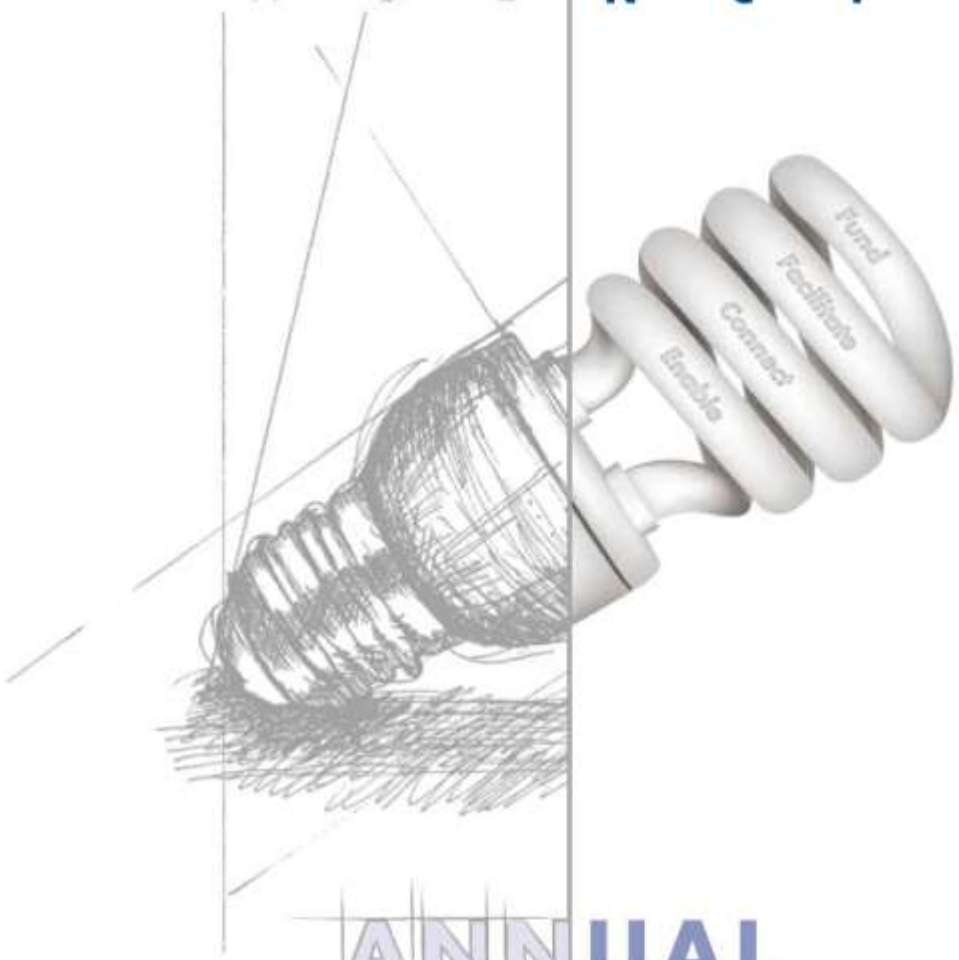
technology innovation

AGENCY



ANNUAL PERFORMANCE PLAN

2016-2017

Technology Innovation Agency

2016/17 Annual Performance Plan

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FOREWORD BY THE CHAIRPERSON

This document sets out the Technology Innovation Agency Annual Performance Plan for the fiscal year 2016/17 and represents the aspirations of the Agency to deliver on its mandate as per the Key Performance Indicators (KPIs) of the Department of Science and Technology. This Annual Performance Plan (APP) is based on the Agency's Strategic Plan FY 2015 -2020. The Strategic Plan defines the organisations strategic objectives which have been aligned to key government priorities outlined in the Medium Term Strategic Framework Policy for 2014 - 2019, the National Development Plan 2030, New Growth Path, Industrial Policy Action Plan and the DST's Ten Year Innovation Plan. Beyond the policy environment, due care has been taken to ensure that the organisation's mandate finds clear expression in the APP.

Context

Over the past strategic planning cycle, the Agency invested resources in defining and building the blocks for a productive NSI, however there is need to increase coordination and integration with stakeholders to provide relevant mechanisms that translate new knowledge and inventions into innovations that address our socio-economic priorities as well as positions the country for knowledge- based economic growth.

In defining the value proposition of the year ahead, we have planned to respond to the flagging current economic climate which is undermining the ability of the state to address the triple challenges of inequality, poverty alleviation and unemployment. As an ongoing process, more insight is needed to understand the innovation activity occurring at Higher Education Institutions (HEIs) and Science Councils so as to leverage resources for technology development in order to achieve a broader and cohesive impact within the innovation ecosystem. The planned strategic initiatives are in alignment to key National and Department of Science and Technology priority areas and are geared at unlocking the potential for economic growth. These would be underpinned by strengthening stakeholder management in both the public and private sectors to deliver on networks and partnerships that unlock opportunities for raising the profile of the Agency.

In addition, we have instituted a drive that positions the Agency as a leader in terms of progressing ideas across the different technology readiness levels through highlighting the technical expertise and technology development funding instruments on offer. We envisage that this would lead to the Agency having influence on the national innovation agenda in a bid to contribute to building a vibrant and inclusive knowledge economy.

Year 2016/2017

The intent going forward is on implementing the new paradigm adopted in the TIA Strategy 2015 - 2020. Impetus would be given to clarifying to all stakeholders the *mandate*, *purpose* and *object* of the Agency. This would be coupled with blue sky thinking approach to formulation of the strategic initiatives as there is need for creativity and agility in redefining the innovation landscape given the current economic context. The case for this is warranted by the need to increase the number of innovators within the NSI who may work to develop technologies that spark economic activities and improve the quality of life of all citizens.

The Agency's baseline budget would be strengthened through leveraging the allocated resources, so as to position itself as a key public entity supporting technological innovation. The aim is to de-risk and facilitate the adoption and commercialisation of the most promising technology innovations. This will be achieved through fostering strategic relationships with financial institutions and facilitating the application of multiple policy instruments readily available across the innovation value chain.

During this financial year the Agency will intensify its transition towards being a more effective and efficient organisation with a clear focus on value addition activities across the technology innovation value chain. In addition to working towards accomplishing the Agency's strategic objectives and targets, The Agency will in this current year set out to complete the following initiatives:

- Develop strategic plans for high impact Technology Areas and Innovation Programmes linked to National Priorities in collaboration with the relevant NSI stakeholders to support development of Small Micro to Medium Enterprises (SMME's) and youth participation;
- Engagement with strategic stakeholders in the NSI as well as the shareholder to bolster the product offering to compliment governments efforts in realizing the aspirations of the 9 Point Plan which was echoed during the February 2015 State-of-the-Nation address;
- Embed the new structure to ensure greater organisational effectiveness through seamless functionality across the structure; and
- Build a strong culture of high performance.

Conclusion

TIA plays a proactive role in driving the progression of technology innovations along the various levels of the innovation value chain through coordination and collaboration with all its stakeholders. It is our determination that by supporting innovation the economy would begin to set out on a qualitatively different path that ensures more rapid and sustainable growth and broader participation of vulnerable groups.

We are confident that our spirited efforts to address the gaps within the NSI will contribute towards a

portfolio of technology innovations which will result in the creation of sustainable jobs, build capacity through innovation skills development, entrepreneurial support and SMME development that South Africa requires to achieve inclusive job-rich economic growth.

As part of a continuous improvement process the Agency will also be reviewing its product portfolio for greater impact. It will endeavour to refine its performance indicators to transition into to creating enhanced value during the 2017/18 financial years and beyond.

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Ms Khungeka Njobe

Chairperson of the Board

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

1. was developed by the management of the Technology Innovation Agency (TIA) under the guidance of its Board;
2. takes into account all the relevant policies, legislation and other mandates for which TIA is responsible; and
3. accurately reflects the performance measures TIA will endeavour to achieve over the fiscal year ending 2016 / 2017.

Werner van der Merwe
Chief Financial Officer signature: _____

Barlow Manilal signature: _____
Chief Executive Officer

Khungeka Njobe
Chairperson of the Board signature: _____

Approved by:
Minister Naledi M. Pandor
Executive Authority signature: _____

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PART A: STRATEGIC OVERVIEW

1. INTRODUCTION

The mandate of the Technology Innovation Agency (TIA) is derived from the provisions of the Technology Innovation Act (Act 26 of 2008), which establishes TIA as an Agency to ***promote*** the ***development*** and ***exploitation***, in the ***public interest***, of ***discoveries***, ***inventions***, ***innovations*** and ***improvements***. The Act defines "the object of TIA is to support the State in ***stimulating*** and i***ntensifying*** the ***technological innovation*** in order to ***improve economic growth*** and the ***quality of life*** of all South Africans by ***developing*** and ***exploiting technological innovations***" [1]

This Annual Performance Plan, which has been prepared in line with the National Treasury requirements, elaborates on how TIA's Annual Performance Plan FY2016/17 will be implemented during the Medium-Term Expenditure Framework (MTEF) period. It is informed by the priorities identified in TIA's FY2015 - 2020 strategic plan and gives details of the Agency's annual targets.

This plan forms the basis for monitoring progress against the strategic plan, where performance against the targets will be approved by the Board and reported to the Shareholder on a quarterly and annual basis. This document shows the planned programmes, budget and annual indicators for strategic objectives for the MTEF period and quarterly indicators for the FY2016/17 financial year for each of TIA's three strategic objectives. Further detailed operational plans, including an appropriate risk mitigating plan will support the achievement of the strategic objectives.

2. VISION

To be a leading technology innovation agency that stimulates and supports technological innovation to improve the quality of life for all South Africans.

3. MISSION

To facilitate the translation of South Africa's knowledge resource into sustainable socio-economic opportunities

[1] TIA Act 28 of 2008 – extract from the Section 3 titled " Object of the Agency"

4. VALUES

Figure 1.1 TIA Values

5. POLICY CONTEXT

5.1. The New Growth Path (NGP)

The New Growth Path (NGP) advocates that in order to drive economic growth, new jobs would need to be created through "seizing the potential of new economies by growing the knowledge economy".[2] The NGP notes that this would be achieved through capacitating knowledge institutions to diffuse new technologies to SMME's and households in a bid to reduce costs and enhance competitiveness.

TIA will deploy funding and non-funding instruments as targeted interventions to capacitate knowledge-generating institutions in the development of knowledge-based products, processes and services.

2 New Growth Path (NGP) - Taking advantage of new opportunities in knowledge and green economies.

5.2. National Development Plan (NDP) 2030

The National Development Plan (NDP) notes that the development in Science, Technology and Innovation (STI) fundamentally alters the way people live, communicate and transact with profound effects on economic growth and development. The plan highlights that STI is key to equitable growth, underpinning economic advances and improvement in health systems, education and infrastructure[3]. The NDP further argues that countries that are able to tackle poverty by growing their economies are characterised by a strong STI.

In implementing the 3 phases of innovation as outlined in the NDP, the Agency will align its strategic initiatives to the key themes in each phase in a bid to contribute to a cohesive outcome as detailed therein. In the first phase (FY2012-2017) which ends at the end of this financial year, the Agency would strengthen its role as a ***connector (a link between HEIs and Science Councils)*** and ***active funder (provision of funding instruments that enable the progression of ideas along the innovation value chain)*** within the NSI to "intensify research and development spending; emphasising on opportunities linked to existing industries"[4].

The expansion of existing industries provides a constructive basis for addressing the triple threat challenges of poverty, inequality and unemployment as an uptick in activity through STI enables more SMMEs to participate in the economy.

5.3. Industrial Policy Action Plan

The Industrial Policy Action Plan (IPAP) highlights the needs to leverage STI for industrial growth and development. The plan outlines that this would be achieved through improving linkages between knowledge production, utilisation and innovation for industrial growth, supporting the development of large R&D programmes in knowledge intensive areas, the development of a technology commercialisation strategy and harmonisation of innovation support programmes.

IPAP is closely aligned to the DST Strategy however; the emphasis therein is knowledge generation and utilisation to aid "innovation that would help create new technologies, markets and value networks in such a manner as to eventually displace existing technologies, markets and value networks over time"[5].

The Agency would advocate and make contributions towards the development of a more seamless policy environment that allows for the progression of ideas from HEIs and Science Councils linked to industry development.

3 National Development Plan 2030 Chapter 9 Improving education, training and innovation

4 National Development Plan 2030 Chapter 9 Improving education, training and innovation

5 Industrial Policy Action Plan – Leveraging science, technology and innovation for industrial growth and development.

5.4. Government Nine Point Plan

During the 2015 State of the Nation Address, the President outlined a government 9 point plan that comprises of simultaneous actions in key strategic areas at a scale large enough to constitute a “big push” to ignite economic growth.

The Agency in its strategic positioning has structured all the programmes to address the identified priority areas in a bid to propel innovation products as a key growth translator. The adoption of localised technologies in the implementation of the 9 point plan would lead to improved productivity and an increase in core competitiveness directly leading to advances in manufacturing processes.

5.5. Department of Science and Technology priorities

The DST supports the National System of Innovation through coordinating and leading the development of country-level strategies and policies, such as the National Research and Development Strategy (NRDS) and the Ten-Year Innovation Plan (TYIP) which identify specific priority areas that require supporting strategies. In recognition of the value of innovation in supporting long-term economic development, the DST strategy [6] has adopted a 3-phase approach in the NDP to lead and enable the National System of Innovation (NSI).

In translating the intentions of the NDP, the department’s plan is as follows:

- Phase One (FY2012-2017) – The use of knowledge for efficiency gains in the economy.
- Phase Two (FY2018-2023) – Industrialisation enhanced by knowledge generation, innovation and industrial scaling.
- Phase Three (FY2023-2030) – The continued pursuit of attaining a knowledge economy.

The Agency would continue to strengthen and embed its role within the NSI to be the link between innovators and the market so as to enable knowledge based economic growth.

5.6. SITUATIONAL ANALYSIS

5.7. South African innovation landscape

South Africa’s Gross Domestic Expenditure on Research and Development (GERD) was R23.87 in FY2012/13. In nominal terms, this is 7.5% more than R22.21 billion reported in FY2011/12. The data reported in the Research and Development (R&D) survey FY2012/13 shows that for two consecutive years, GERD has increased. The government is of the view that South Africa still needs to intensify its R&D efforts to a more competitive level in order to meet its objectives of shifting to a knowledge-intensive economy and to meet the triple challenges

6 Department of Science and Technology Strategic Plan FY2015 - 2020

identified in the National Development Plan. Adequate and appropriate investment in R&D is required to carry out Government's programme of action and achieve its objectives and key targets.

The Medium Term Strategic Framework (2014-2019), therefore, includes a policy target that Gross Domestic Expenditure on Research and Development (GERD) be increased to 1, 5% of GDP in order to support economic growth. TIA as the policy enabling instrument will take into consideration other role players in the NSI namely funders, in order to leverage synergies and multiple policy instruments already available across the innovation value chain.

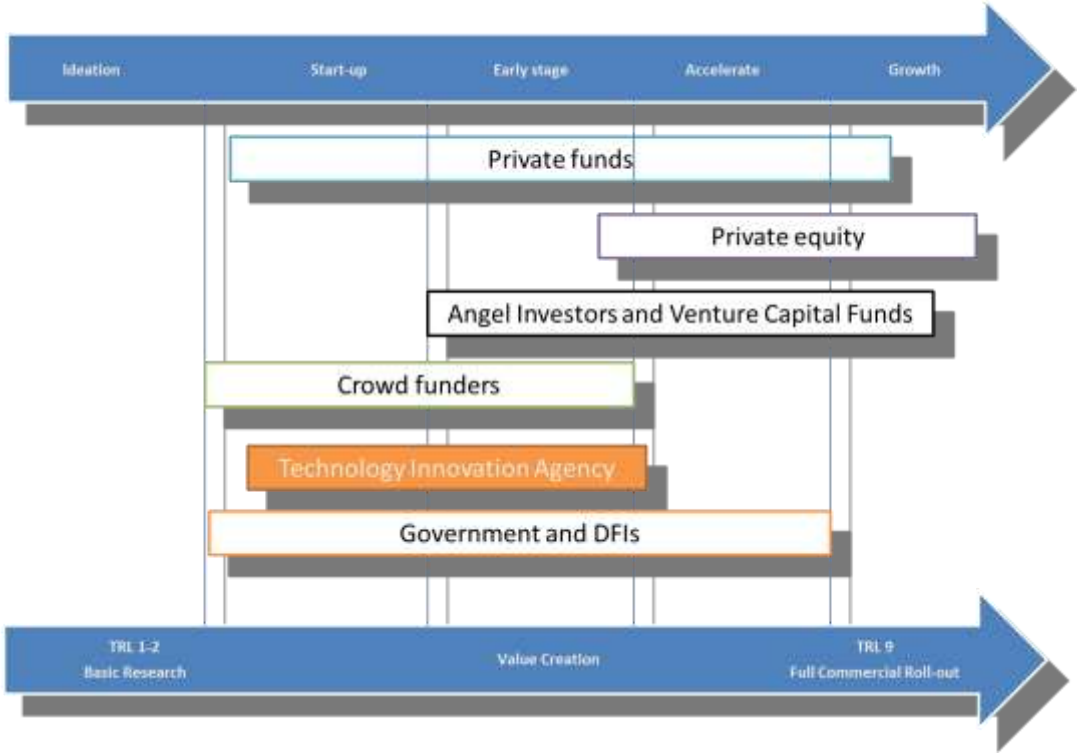


Figure 1.2 TIA's value proposition

Generally the availability of funding is determined by the innovation development stage of the project/enterprise, where most funding is readily available for more mature projects/enterprises which are post-revenue and in some instances, post-profit, and largely absent at the early stage where softer, more risky capital is required. Some risk capital is made available by a niche pool of international investors, but access to such funding is based on strict criteria, and generally requires a demonstrable proof of concept in order to be eligible.

Government has a role to play in funding in the seed phase by providing start-up capital but also making provision for funding of pilot and demonstration projects, which if proven to be successful, can de-risk investments for private venture capital looking to invest in this space. Figure 1.2 above summarises the direct funding providers within the ecosystem in South Africa.

5.8. Economic Climate

South Africa continues to face macroeconomic constraints. In the Budget Speech for 2016 Finance Minister Pravin Gordhan highlighted that *"...we are obliged to confront the impact of slow growth on our public finances, while continuing to respond to the expectations of citizens….by removing constraints, supporting innovation, protecting jobs, diversifying our economy and exploring new opportunities, we can expand growth prospects*."[7]

For the South Africa's economy to advance along the trajectory set out in the NDP addressing poverty unemployment and inequality, it will require a strong, coherent and effective NSI, working in a coordinated manner to achieve national priorities. In particular the NSI should help improve global competitiveness by leading the creation and application of new knowledge and the role of TIA is summarised in the diagram below:

7 Budget Speech Extract 2016 Finance Minister Pravin Gordhan

Flow Diagram: TIA's Impact Areas

In response to the triple threat challenges of inequality, unemployment and poverty, TIA plans to undertake the following:

Contribution of STI to the reduction of poverty , inequality and unemployment			
STI Contribution	**Poverty**	**Inequality**	**Unemployment**
Direct	**Innovation enabled local development** Support the development of indigenous knowledge systems for Healthcare products Small scale farmer support through utilisation of Fibrelux and Indigenous flower bulbs	**Transformation of scientific workforces in terms of race and gender** Innovation to enhance standards of living Targeted selection of internship candidates to include black persons and women Provide funding to PDIs through the Seed Fund Programme	**Internships** Training of youth to provide services for the Fibrelux technology Create training and internships opportunities for students and graduates within Platforms Train candidates through the Futures Innovation Programme Train candidates for Critical Thinking Skills Programme at Graduate Level across the TRL's **Economic Growth** Support technology development that lead to

STI Contribution	Poverty	Inequality	the creation of new industries: Biofuels, gas, renewable energy and energy management Unemployment
Indirect	Enabling universities to produce quality graduates through supporting technology development that assists industries to overcome obstacles and gain competitive advantage Support commercialisation of innovations products to create opportunities for sustainable development of new businesses that employ local communities	Knowledge transfer through Technology Platform Programmes for upcoming SMME's Enable industry , SMMEs in particular to benefit from the specialised knowledge and innovative technology of the universities	Support youth participation for ICT Tech development for mobile applications Creation of new businesses through commercialisation of technologies developed. Assist larger firms to develop new supply chains to established an enhanced technical capacity

5.9. TIA's Positioning

TIA is positioned as a development finance institution that provides "gap" funding for technology development projects with high social and economic impact. These projects are unable to attract commercial funding due to the inherent high risk nature associated with the technology development process. TIA's funding focuses on de-risking technologies that are going through the technology development phases. These phases are measured in terms of Technology Readiness Levels (TRL) which when simply defined mean a measurement system used to assess the maturity level of a particular technology. Each technology project is evaluated against the parameters for each technology level and is then assigned a TRL rating based on the projects progress. There are nine technology readiness levels. TRL 1 is the lowest and TRL 9 is the highest. TIA focuses on TRL 3-8 which are defined below;

i. proof of concept stage is TRL3;
ii. through to technology development which entails prototyping and/or piloting is TRL4-5 and;
iii. technology demonstration and pre-commercialisation is TRL 6-8.

TRL 1 and 2 is largely basic and applied research, TRL 9 is full commercialisation and both TRL's are outside the mandate of TIA.

Greater emphasis is being placed on migrating technologies through the TRL's in order to harness the full benefits of the commercialisation process. This allows for a seamless progression and de-risking of technologies along the innovation value chain, within a single entity, so that other stakeholders may find it more attractive to participate in these projects based on the value that TIA has created.

In terms of the NSI co-ordination, TIA aims to improve the "effectiveness" of the NSI. Effectiveness refers to how well the Technology Ecosystem works in terms of technology generation, progression and commercialisation. Specific interventions have been ensued that are aimed at:

- Positioning the Agency as a "Leader" in innovation by building and maintaining in-house competencies for it to play an active role in stimulating, promoting and driving innovation across the technology innovation value chain;
- Promoting transfer of skills and knowledge between academic institutions and industry, in particular for the benefit of SMMEs;
- Establishing partnerships and linkages locally and internationally to enhance and globalise the NSI;
- Establishing programmes to strengthen the link with HEI's and Science councils; and
- Establishing technology specific programmes aimed at alleviating specific blockages in

specific technology areas.

Enabling the transformation of such ideas into commercially sustainable products, services and processes (including the necessary start-up companies) is the immediate output of the TIA value chain, as depicted in figure1.3 below.

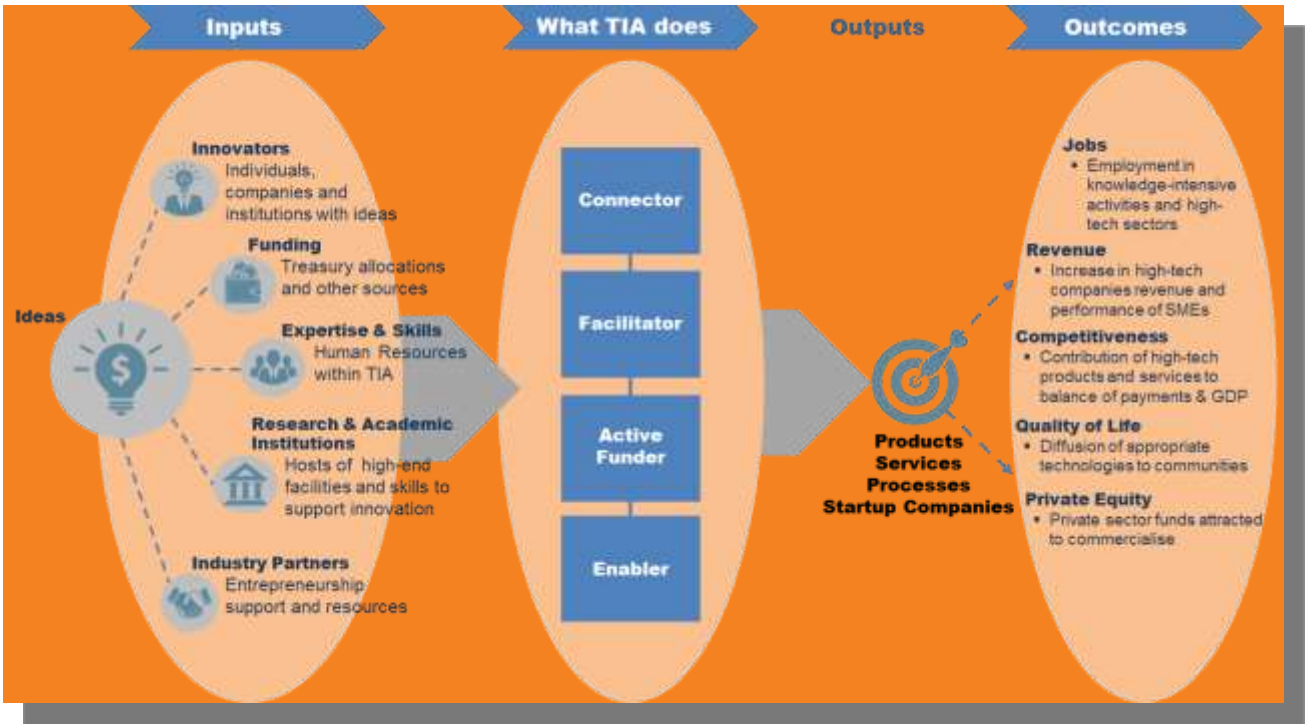


Figure 1.3.High Level view of the TIA Value Chain

The inputs into the TIA Value Chain are detailed in Figure 1.3; these are namely innovators, the expertise of TIA's human resources, financial resources allocated by the National Treasury and other sources as well as facilities and resources provided by partners such as research and academic institutions.

These inputs are the main elements that are converted in the transformation of ideas into technology development outputs which ultimately once deployed into the market achieve an socio-economic impact.

The roles that TIA plays in applying these resources and stakeholders to achieve its outputs and desired outcomes include:

- **Connector role**: catalyse the progression of ideas across the different technology readiness levels through partnerships with private industries, universities and science councils in order to create an environment for supporting sector-specific innovations for enabling global competitiveness.

- **Active funder role:** provide funding and expert support to innovators in order to advance ideas towards market entry and to de-risk commercialisation.
- **Facilitator role**: assist innovators to secure funding (from companies, venture capital firms and development finance institutions) for the commercialisation of product, services and processes developed through TIA's support.
- **Enabler role:** enable access to high-end skills and equipment for innovators by providing funding and expert support to host academic and research institutions that provide innovation service offerings to progress ideas across the various TRL's up to pre-commercialisation.

The ultimate beneficiaries of the outcomes and impact of TIA's value chain are the citizens of South Africa. Continuous gathering of valuable knowledge through the experiences of TIA personnel as they execute the Agency's value chain is key in establishing TIA as a thought leader for the benefit of policy makers and all stakeholders in the NSI.

In support of the funding philosophy, the following funding schemes and programmes will be core to the TIA product offering. These funding schemes are responding to the innovation needs of the NSI. The Agency offers three risk funds over and above the programmes aimed at creating and supporting an enabling technology innovation environment to support progression of innovation towards market readiness.

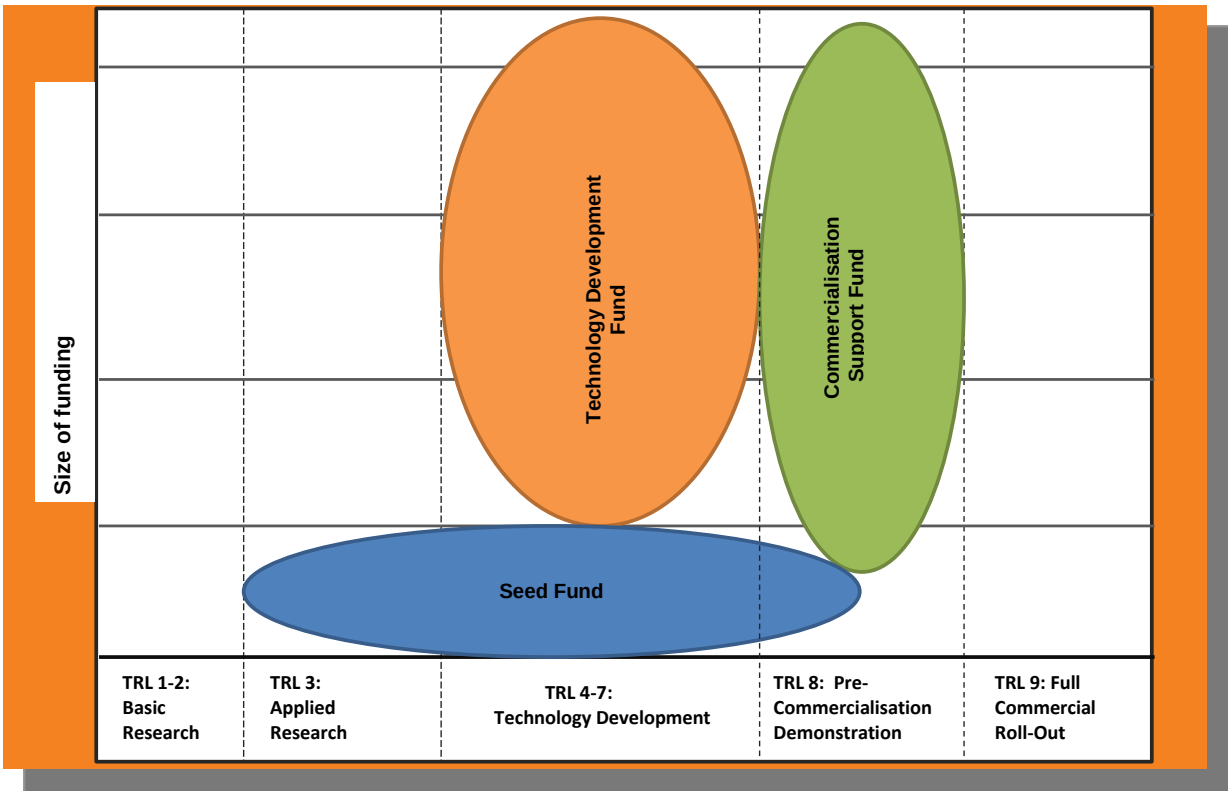


Figure 1.4 TIA Risk Funding Scheme

The funds are clearly differentiated based on the stage of technology development as defined by the technology readiness level (TRL) framework. The diagram is presented below:

Name of Fund	Purpose of the Fund	TRL
Seed Fund (SF)	To assist HEIs, SCs and SMMEs to advance their research outputs and ideas to develop prototypes, proof of concept and business cases that could be used for further development. This fund is currently managed in partnership with TTOs and Regional Development Agencies.	3-7
Technology Development Fund (TDF)	To assist innovators to advance technologies along the innovation value chain, from proof of concept to technology demonstration. The fund is designed to make early stage technology development more attractive and less risky to the market.	3-7
Commercialisation Support Fund (CSF)	To prepare innovators for follow-on funding through part funding with other funders and limited support for market testing and validation. TIA's main role at this stage is facilitation.	8

Figure 1.5 TIA Technology Development Fund descriptions per TRL level

TIA's primary funding vehicles are grants which are conditional on areas such as performance, risk and other factors. Near proof-of-market projects are part of the support needed to make an idea investor- ready and are often important for raising venture capital.

As part of our toolkit, we will work with other government agencies such as the IDC and relevant **dti** instruments to establish a more coordinated and coherent approach for commercialisation and industrialisation of technology innovations. As mentioned above, such funding will be provided as conditional grants and loans and in exceptional cases as equity. Greater emphasis will be placed on leveraging funding through sustainable and high yield partnerships and stakeholder engagements.

5.10. Stakeholder Engagement

TIA has a large number of important stakeholders whose needs and interests it serves directly and indirectly. These consist of, among others, researchers, innovators, academia, industry, government and society. TIA's stakeholder engagement approach emphasizes three strategic perspectives.

Firstly, it places the innovator the centre, implying a sharp focus on understanding their needs and designing appropriate interventions that are geared towards reducing the risks associated with technology innovation and commercialisation.

As a stakeholder grouping, the innovation community consists of researchers from higher education institutions, science councils and technology entrepreneurs largely made up of SMME's. These represent TIA's primary stakeholders and thus key clients who are keen for effective support to translate their research output and ideas into products and services. They are key sources of the funding pipeline for TIA and hence the Agency's success in executing its mandate will largely be measured by its ability to translate research output into technologies that are capable of being commercialized.

TIA will thus adopt a customer-centric approach that emphasises service excellence and promoting a positive customer experience. It will thus implement a number of initiatives aimed to promoting effective access to TIA's support, ensuring a positive customer experience; and promoting access to funding networks and marketing platforms.

More significantly, TIA will for the first time, plan, implement and manage on behalf of the Department of Science and Technology, the hosting of the Innovation Bridge Match-making Event in 2016. This event provides a unique showcasing platform of South African publicly funded R&D outputs and technologies and that brings together key stakeholders from the research community, innovators, industry and funders. Through the Innovation Bridge, innovation from Offices of Technology Transfer and TIA supported projects will be showcased with a view to attract funding and market-uptake opportunities.

Secondly, to create a supportive environment that enables innovations to progress seamlessly through the innovation value chain.

Collaborations within the NSI are critical to allow for the nurturing of technologies along the innovation chain, from the laboratory through to the market.

To achieve this TIA requires formalised partnerships with universities, public research institutions, SMMEs and entrepreneurs on the one hand and the support instruments and technology strategies of government on the other. TIA will work in all priority sectors of business, and with organisations that are committed to innovation and growth. A variety of mechanisms will be used to tailor services to customer needs and stage of development.

Thirdly, positioning TIA as a thought leader in technology innovation, in partnership with other role players within the NSI to create an enabling environment through a coordinated innovation ecosystem.

Given its mandate, TIA has a unique and important function in providing thought leadership in the technology innovation space. By leveraging its core competencies in terms of processes, resources and intellectual capital, TIA will ensure firm positioning of the organisation as the advocate of technology innovation within the NSI for the overall benefit of the system itself.

6. STRATEGIC OUTCOME- ORIENTED GOALS

In order to position the Agency within the framework of the TI Act 26 of 2008, the NDP 2030 Plan, the DST's Priorities incorporating, amongst others, the Bio-economy Strategy and the TIA High Impact Technology Area Programmes, the deployment of financial and non-financial support interventions will be directed towards the following strategic outcome oriented goals:

Strategic Outcome Oriented Goal 1	Support commercialisation of technological innovations
Goal Statement	Over the next 5 years, continue to accelerate the development and deployment of market ready technologies the market to increase economic competitiveness and socio-economic transformation
Proxy Indicators	**Proxy Indicator 1** Develop 35 innovation project outputs and ensure that these are taken up by the market by 2019. **Proxy Indicator 2** Develop 39 technologies, products, processes that would advance by two or more Technology Readiness Levels by 2019. **Proxy Indicator 3** Raise an amount of R414.1m to fund technology development by 2019

Strategic Outcome Oriented Goal 2	Increase infrastructure access for technology development
Goal Statement	Over the next 5 years, broaden access to advanced technology infrastructure that would enable knowledge and skills transfer to support innovation.
Proxy Indicators	**Proxy Indicator 1** Develop 65 knowledge innovation products by 2019 **Proxy Indicator 2** Support 67% Previously Disadvantaged Individuals who have established SMMEs as a percentage of total projects supported, receiving funding, support and/or technology services from TIA by 2019 **Proxy Indicator 3** Support 6600 SMME's in having access to technology infrastructure by 2019

Strategic Outcome Oriented Goal 3	Stimulate an agile and productive National System of Innovation
Goal Statement	Over the next 5 years, encourage synergistic local and international partnerships that connect ideas resources and funding to individuals, industries, SMME's and knowledge institutions.
Proxy Indicators	**Proxy Indicator 1** Host 36 Technology Innovation initiatives by 2019 **Proxy Indicator 2** Leverage an amount of R219m in additional funding to TIA's budget for technology development support by 2019

7. STRATEGIC FOCUS

TIA will continue to invest in the technology areas approved in its 2015-2020 Strategic Plan; ensuring that it mobilises the existing capacities in these areas for optimum delivery of technology innovations and commercialisation opportunities. An added dimension to this current work is continual alignment with the DST's strategic STI areas including energy, the bio-economy and nanotechnology.

To remain relevant in a continually changing technology environment, TIA needs to balance its existing attention on specific focus areas with exploring the possibility of investing in appropriate emerging technologies. TIA's suite of innovation programmes ensures that the innovation eco-system is cohesive in terms of supporting innovators and conducive to the stimulation of technology development. The Agency seeks to further augment and align its programmes and methodology and these will transition into the FY2017/18 financial years and beyond.

Technology innovation is inherently a high-risk activity that requires a clearly defined and structured approach that will ensure that the right technologies are identified and supported until the risk is greatly reduced for other role players to provide follow-on investments directed at technology adoption and commercialisation.

8. STRATEGIC OBJECTIVES

In order to realise the overarching strategic goals, the organisation has set the following strategic objectives for the current planning period:

i) To provide technology development funding and support in strategic high impact areas.
ii) To provide thought leadership and an enabling environment for Technology Innovation in collaboration with others.
iii) To develop an effective and efficient internal environment to successfully execute the strategy

The above strategic objectives position TIA:

i) To provide South Africa with appropriate and effective support for innovation with high social and economic impact through stimulating and enabling environments for technology innovation in collaboration with other role-players (including role-players in Africa and globally)
ii) As a thought leader in technological innovation in South Africa
iii) To build an effective and efficient organisation to successfully execute the strategy.

9. STRATEGIC PROGRAMMES

During the planning period, TIA will implement the following strategic initiatives:

i) Active management and involvement in funded projects to provide value creation support.
ii) Match-making programme to facilitate follow-on funding for commercialisation of market-ready projects.
iii) Establishment of industry-specific technology innovation programmes that address areas of economic and social importance.
iv) The establishment of partnerships with Provincial Economic Development Agencies to support the Regional Innovation Strategies.
v) Adoption of innovative business processes and systems to streamline the investment management process.
vi) Attracting and retaining the right skills and developing core competencies and capabilities to ensure responsiveness to stakeholders in support of strategic goals.
vii) Establishing partnerships with private and public funders locally and globally to ensure that the above strategic initiatives are adequately resourced.

The execution of the above mentioned sections would be enacted through the following strategic initiatives, namely;

1. Innovation Funding and Pre Commercialisation Support
2. Innovation Enabling and Support

These have been designed in alignment with key policies and the TIA Mandate in mind so as to address the needs of identified stakeholders within the NSI.

9.1. Innovation Funding and Commercialisation Support Programme

The programme focuses on de-risking technologies that are going through the various technology development phases. Based on the prospective client's needs, a proposal once assessed and verified may access financial support from the TIA Technology Development Fund (TDF) or through the TIA Commercialisation support fund (CSF). In cases where viable technologies are still very early stage (pre-TRL 3); they are referred to the TIA Seed Fund for consideration.

Aside from filling the funding gap of these technology development projects, TIA is focussed on the efficient management and support, of these from their initial receipt, assessment and post approval management. Therefore, for the FY2016/17 TIA will focus on the implementation of enhanced pre & post investment processes to improve client management, turnaround times and post approval support, to existing and new technology projects within the TIA portfolio of projects.

9.2. Innovation Enabling and Support Programme

The Innovation Enabling and Support projects are primarily within TRL 3 and TRL 8. Seed Fund, Youth Innovation Programme and Technology Stations projects may start at pre-TRL 3 (post TRL 2). Of these early stage projects, they are funded in order to demonstrate proof of concept (TRL 3). The main output of the projects is a prototype. TIA has established the following programmes aimed at enabling and stimulating the culture of innovation in South Africa:

10.2.1 The Technology Platforms Programme

Is primarily a service platform where clients may request technology assistance and support across the TRL value chain. That said, such clients are involved in applied technology development. Due to the iterative nature of technology development, in some cases basic research work may be required in order to progress the entire project to a TRL that is between TRL 3 and TRL 8.

10.2.2 Technology Innovation Programme (TIP)

It supports projects that start from proof of concept (TRL 3) to demonstration (TRL 8). Early stage Animal Health projects that TIA supported at the start of the TIP have either progressed TRL 3 and or are being phased out. The TIP programme has a strong emphasis on the development of technologies that will be taken up and commercialised by industry. It is for this reason that industry partnership is an essential element of this programme.

10.2.3 Innovation Skills Development Programme

The programme focus is on strengthening critical thinking skill capabilities within the NSI to enable the progression of technologies from proof of concept stage through to pre-commercialisation.(from TRL level 3-8). The outcome of the programme thereof is to develop 500 Future Leaders in Innovation (TRL3-4) and 100 Next Generation Innovators (TRL 4-7).In addition the programme aims to assist entrepreneurs to commercialise their technologies; initiatives such as the Swiss-South Africa Joint Research Programme supports entrepreneurs whose technologies are at TRL 8 and through workshops, pitching and business planning training initiatives, support is provided to commercialise such technologies.

10.2.4 The Seed Fund Programme

The Seed Fund programme has now been in existence for 2 years and important lessons have been since its implementation. While it is still early days of the programme, improvements to the programme will be made in FY2016/17 and greater emphasis would be placed on improved data collection on the performance and progression of projects so that they can be tracked more effectively. There is a need to link the Seed Fund to TIA's mainstream fund, the Technology Development Fund, thus ensuring that projects continue to receive support from TIA as they graduate through the TRL's. The implementing unit will continue its regular engagements with HEI, TTOs and Regional Development Agencies.

10. ORGANISATIONAL ENVIRONMENT

A new organisational structure has been implemented in support of the new TIA strategy defined for FY2015 – 2020. The Agency underwent an intense organizational re-design during FY2013/14, which led to a Section 189 process; this was informed by a Ministerial Review conducted in April 2013. The organisational re-design was concluded during FY2015/16, the focus thereafter was on capacitating the new organisational structure through matching and placing of the existing workforce as well as through recruitment. A roadmap towards developing a high performance culture has been defined including improvement areas related to performance management, training and development and remuneration.

The performance management system has been updated and appropriately linked to the training and development system. Competency assessments have been done across the management level of the organisation in order to align training and development needs to the competency requirements of the organisation. In as much as the talent base forms a good foundation for a growing organisation, there is a need to pay attention to critical areas that will bring operational efficiency and effectiveness. The core processes of TIA have been reviewed and automated through the implementation of the Grant Management System.

Some of the areas that will be prioritised for the period include:

- Alignment of competencies and capabilities to achieve strategic goals across the organisation.
- Entrenching a high-performance culture within the organisation.
- Optimisation of core and support processes to fully align with the organisational structure and execution of the new strategy.
- Establishing an internal brand ambassador's programme.

11. OVERVIEW OF THE FY2016/17 BUDGET AND MTEF ESTIMATES

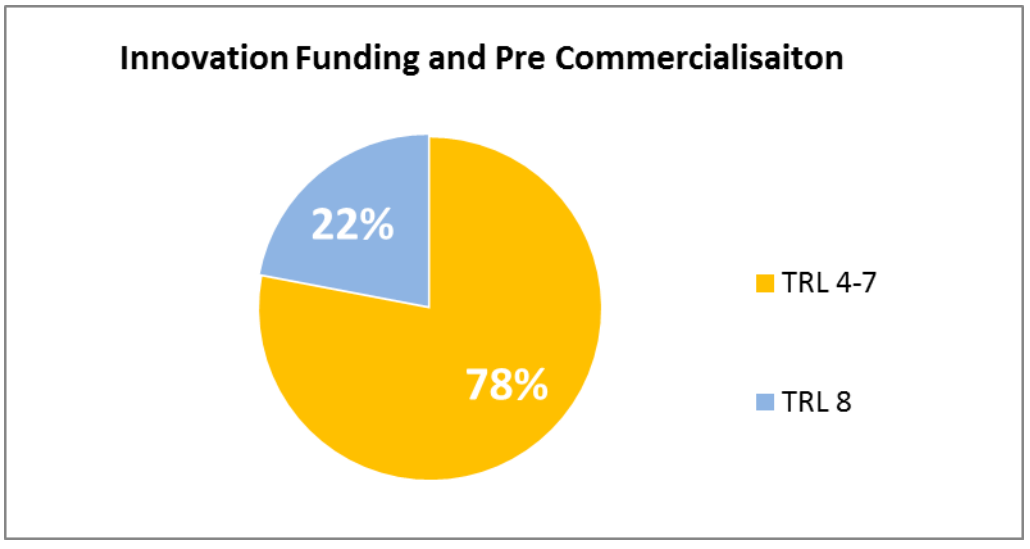
TIA made appropriate adjustments to the budget to accommodate the reduction in MTEF allocation. In addition to this, TIA envisages that the full impact of the organisational redesign will be seen in the FY2016/2017 financial year. The major impacts are indicated below:

11.1. Administration costs

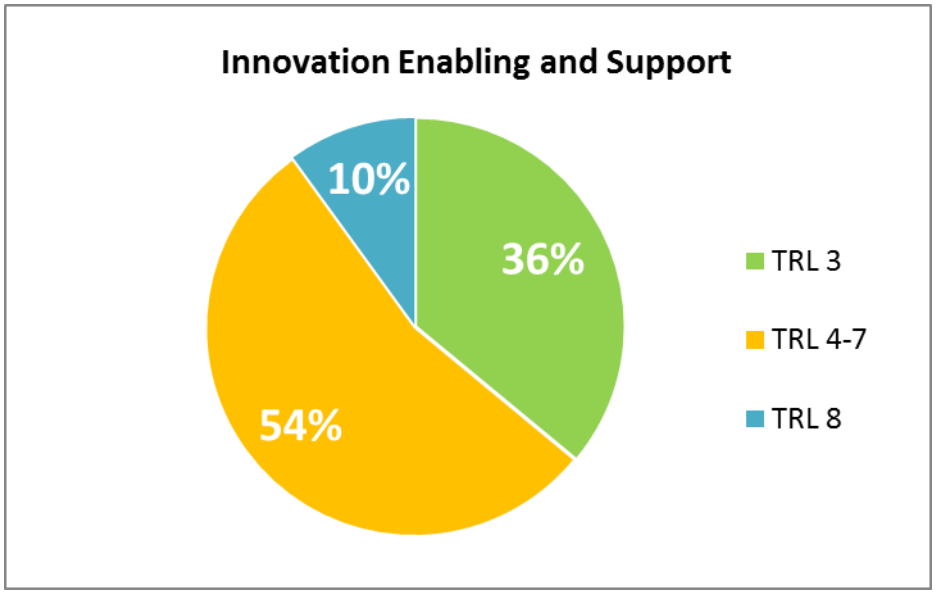
Significant emphasis is placed on attracting other sources of funding to continue with projects and programmes reflected in the budget. These sources will include the exiting of equity investments, recovering investment income, such as royalties, dividends, levies and interest, specific contracted amounts from the DST and other government entities, and targeted third party income. Third party income will include funding received from other development finance institutions and private investors which could be in the form of equity funders. The targeted ratio between administration costs and investment funding is 30%.

11.2. Investment funding

The focus is to disburse R 149 million towards Innovation funding of which an estimated 78% will be in TRL 4 – 7 and 22% in TRL 8. An amount of R 208 million is allocated for the Innovation enabling funding where TIA will continue to support the successful roll out of the Seed fund for HEI's and SMME's. It is estimated that 36% for the Innovation enabling funds will be disbursed for TRL 3, 54% for TRL 4 – 7 and 10 % utilised for TRL 8. The entity's investment framework policy was also revised to enable a streamlined funding model for the ISDP, the YTIP, the TPP, the TSP and the TIPS. The funding per TRL level is represented in the Pie Charts below:



Pie Chart 1.1 TRL Funding Allocation for Innovation Funding and Pre Commercialisation



Pie Chart 1.2 TRL Funding Allocation for Innovation and Support Programmes

Table 1: MTEF Allocation

Budget	Audited Outcome	Audited Outcome	Audited Outcome	Revised estimate	Medium-term estimate		
R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Baseline	205 323	240 760	173 952	193 618	194 712	204 447	216 305
Ring fenced allocations	251 027	240 321	164 434	191 570	187 652	192 285	204 017
Technology Stations and Institute for Advanced Tooling	79 170	42 545	33 919	34 317	34 511	36 237	38 339
Bio-economy	171 857	197 776	130 515	157 253	153 141	156 048	165 678
Total MTEF allocation	**456 350**	**481 081**	**338 386**	**385 188**	**382 364**	**396 732**	**420 322**

Table 2: Budgeted statement of financial performance

Statement of financial performance	Audited Outcome	Audited Outcome	Audited Outcome	Revised estimate	Medium-term estimate		
R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Revenue							
Other income	65 756	87 642	134 312	61 122	134 044	139 789	145 283
Transfers received	456 350	481 081	338 386	385 188	382 364	396 732	420 322
Total revenue	**522 106**	**568 723**	**472 698**	**446 310**	**516 408**	**536 521**	**565 605**
Expenses							
Current expenses	250 931	240 160	161 201	140 959	159 675	166 851	175 194
Compensation of employees	113 273	125 307	110 512	87 229	100 569	104 899	110 144
Administration expenses	137 658	114 853	50 689	53 730	59 106	61 952	65 050
Transfers and subsidies	324 913	345 435	373 482	381 751	356 733	369 670	390 411
Total expenses	**575 844**	**585 595**	**534 683**	**522 710**	**516 408**	**536 521**	**565 605**
Surplus/(Deficit)	**(53 738)**	**(16 872)**	**(61 985)**	**(76 400)**	–	–	–

Table 3 Entity Budget

		Audit outcome 2012/13 R' 000	Audit outcome 2013/14 R' 000	Audit outcome 2014/15 R' 000	Revised estimate 2015/16 R' 000	Budget 2016/17 R' 000	Budget 2017/18 R' 000	Budget 2018/19 R' 000
A	**Administration**	**231 364**	**211 189**	**161 201**	**140 959**	**159 675**	**166 851**	**175 194**
	Support and infrastructure cost	120 499	93 618	50 689	53 730	59 106	61 952	65 050
	Human Resources	110 865	117 571	110 512	87 229	100 569	104 899	110 144
B	**Investments**	**344 480**	**374 406**	**373 482**	**381 751**	**356 733**	**369 670**	**390 411**
B.1	**Innovation Funding and Pre Commercialisation and support**	110 280	112 408	161 789	98 706	148 942	156 769	166 641
B.2	**Innovation Enabling and support**	234 200	261 998	211 693	283 045	207 791	212 901	223 770
	Technology Platforms	43 843	69 683	41 544	74 295	54 867	55 275	58 438
	Technology Station Programme	81 110	112 286	92 958	87 000	70 396	74 126	77 832
	Innovation Skills Development	5 515	9 349	19 076	17 250	11 000	11 000	11 000
	Youth Technology Innovation	12 869	6 588	4 573	7 000	20 000	20 000	21 000
	Technology Innovation Programmes	90 863	2 221	9 832	21 000	17 528	18 500	20 000
	Seed Fund	-	61 871	43 710	71 500	25 000	25 000	26 000
	Thought Leadership	-	-	-	5 000	9 000	9 000	9 500
	Total expenditure	**575 844**	**585 595**	**534 683**	**522 710**	**516 408**	**536 521**	**565 605**
	Total funding	**522 105**	**568 724**	**472 698**	**446 310**	**516 408**	**536 521**	**565 605**
	Allocation from DST	456 350	481 081	338 386	385 188	382 364	396 732	420 322
	Additional income target	33 067	64 468	116 441	50 122	124 044	129 789	135 283
	Interest income	32 688	23 175	17 871	11 000	10 000	10 000	10 000
	Surplus/Deficit	-53 739	-16 871	-61 985	-76 400	-	-	-

12.2.2 Budget per Strategic Objective

The budget per strategic objective reflects predominantly the Innovation Funding initiatives under Strategic Objective 1, whereas Strategic Objective 2 reflects all the innovation programmes such as the TSP, TPP, YTIP, TIP and ISDP. The cost of supporting the core processes is captured under Strategic Objective 3.

Table 4: Budget outlined per Strategic objective

	Audited Outcome	Audited Outcome	Preliminary outcome	Revised estimate	Medium-term estimate		
R thousand	2012/13	2013/14	2014/15	2015/2016	2016/17	2017/18	2018/19
SO1	110,280	112,408	161,789	98,706	148,942	156,769	166,641
SO2	234,200	261,998	211,693	283,045	207,791	212,901	223,770
SO3	231,364	211,189	161,201	140,959	159,675	166,851	175,194
Total expense	**575,844**	**585,595**	**534,683**	**522,710**	**516,408**	**536,521**	**565,605**

12. KEY PERFOMANCE INDICATORS

Strategic objective 1: To provide technology development funding and support in high impact areas.

Rationale for the Objective	To support and facilitate the development and progression towards commercialisation of industry enhancing technologies in cooperation with the broader NSI stakeholders to ensure seamless absorption of technologies to the market.
Key performance Indicators	• Number of technologies, processes or services advancing by two or more TRL levels AND/OR reaching demonstration stage • Number of technologies, products, processes and services taken up in the market. • Amount of additional funding attracted in TIA's portfolio. • Amount of income received.
Outputs	• Products • Processes • Services • Companies
Outcomes	DST Strategic Outcome-Oriented Goal 4: Using knowledge for economic development • Additional funding attracted in TIA portfolio (Proxy Indicator 1). • Additional revenue generated from firms and companies in the TIA portfolio (Proxy Indicator 2). • Performance of SMMEs in TIA portfolio improved through technology interventions (Proxy Indicator 3): o Jobs in knowledge-intensive activities. o Jobs in SMMEs and firms commercialising innovative technologies. o Growth in revenue in SMMEs and firms DST Strategic Outcome-Oriented Goal 5: Knowledge utilisation for inclusive development • Transfer and diffusion of appropriate technologies to communities (Proxy Indicator 3).
Link to government Outcomes	This objective is linked to the government's Outcomes 4, 5, 6 and 11.

Strategic objective 2: To provide thought leadership and an enabling environment for technology innovation in collaboration with other role players.

Rationale for the Objective	To provide leadership within the NSI on technology innovation and improved alignment to the Agency's mandate. To lower barriers to technology development and transfer within the NSI by introducing innovation-related schemes targeting specific groupings, and provision of general working space support, specialised equipment and
Key performance Indicators	• Number of knowledge innovation products produced (prototypes developed, patents registered, technology demonstrators and technology transfer packages) as a result of TIA funding and support Number of third party funding (follow-on funding, co-funding, co-development) opportunities secured as a result of knowledge innovation interventions and initiatives • Number of Small and Medium Enterprises receiving technology support • Number of PDI-owned SMMEs or individuals as a percentage of total projects supported, receiving funding, support and/or technology services from TIA Number of Technology Innovation initiatives undertaken by TIA (externally funded) • Number of Technology Innovation initiatives (conference papers, presentations and posters; policy recommendations; panel discussions; position papers; publications and think tanks) undertaken by TIA • Number of Technology Innovation initiatives undertaken by TIA (externally funded)
Outcome (Contribution to DST's proxy indicators)	• Responsive, coordinated and efficient NSI as a result of thought leaderships activities • Graduates and students placed in SET and innovation institutions • People reached through science engagement activities • New commercial and industrial financing secured for investment portfolio of industrial development initiatives • Performance of SMMEs improved through technology interventions
Output	• Creation of employment and employment opportunities • Innovation skills development • Innovative product, processes and services supporting economic growth

Link to government **Outcomes**	This objective is linked to government's Outcomes 4, 5, 6 and 11.

Strategic objective 3: To develop an effective and efficient internal environment to successfully execute the strategy

Rationale for the Objective	• To optimise its financial resources and implement initiatives for business and investment process improvement. • To develop a culture of high performance and innovation amongst employees
Key performance Indicators	• Investment approval turnaround time • Improved adequacy and effectiveness on control environment • Amount of funds utilised for projects and programmes as a percentage of the total actual expenditure. • Functional organisational structure as measured by vacancy rate • Effective change management initiatives (employee engagement index)
Outcome	• A high performance culture developed in the organisation • TIA becoming the funder of choice in the technology development and early commercialisation demonstration space • TIA becoming an employer of choice
Output	• Efficient investment management processes • Highly motivated TIA staff • Customer centricity
Link to government Outcomes	This objective is linked to government's Outcomes 4 and 5.

13. MEDIUM-TERM TARGETS

STRATEGIC OBJECTIVE 1: To provide technology development funding and support in strategic high impact areas.

STRATEGIC OBJECTIVE 1		Medium Term Target 2016-2019	Baseline	Medium-Term Targets		
				2016/17	2017/18	2018/19
Key performance indicator						
1.1	Number of technologies, processes or services advancing by two or more TRL levels[8].	39	8	12	13	14
1.2	Number of innovation project outputs taken up in the market	35	6	14	10	11
1.3	Amount of additional funding attracted into TIA's portfolio [9]	R219m	R200m	R59m	R66m	R94m
1.4	Amount of income received[10].	R414.1m	R65.5m	R124m	R141.8m	R148.3m

8 This may include innovation projects that may have reach demonstration stage.

9 This includes funding from the shareholder, co-funding from a third party and any additional funding leveraged for completion of the innovation project.

10 This is to be interpreted to be as measure for the income received for return on investments from any of the TIA funding instruments i.e. loan, royalty grants and or equity sale.

STRATEGIC OBJECTIVE 2: To provide thought leadership and an enabling environment for Technology Innovation in collaboration with other role players.

STRATEGIC OBJECTIVE 2		Medium Term Target 2016-2019	Baseline	Medium-Term Targets		
				2016/17	2017/18	2018/19
Key performance indicator						
2.1	Number of knowledge innovation products produced (prototypes developed, patents registered, technology demonstrators and technology transfer packages) as a result of TIA funding and support programmes	65	30	46	54	65
2.2	Number of knowledge innovation products produced by TIA supported programmes receiving third party funding	60	7	25	25	25
2.3	Number of Small and Medium Enterprises receiving technology support[11]	6600	2188	2200	2200	2200
2.4	Number of PDI owned SMMEs assisted as a percentage of total projects supported, receiving funding, and support and/or technology services from [12]	67%	58%	63%	65%	67%
2.5	Number of Technology Innovation initiatives (conference papers, presentations and posters; policy recommendations; panel discussions; position papers; publications and think tanks; relating mainly to keynote addresses) undertaken by TIA.	36	3	10	12	14

11 Technology support is defined as technical oriented services to SMEs/Businesses to be competitive in related sectors of manufacturing to accelerate the exploitation of technology.

12 This may include individuals who have received assistance to enable them to operate as SME's.

STRATEGIC OBJECTIVE 3: To develop an effective and efficient internal environment to successfully execute the strategy.

STRATEGIC OBJECTIVE 3		Medium Term Target 2016-2019	Baseline	Medium-Term Targets		
				2016/17	2017/18	2018/19
Strategic focus area 1 : To optimise its financial resources and implement initiatives for business and investment process improvement						
3.1	Investment approval turnaround time	4 months	4 months	4 months	4 months	4 months
3.2	Improved adequacy and effectiveness of the control environment	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit
3.3	Amount of funds utilised for projects and programmes as a percentage of the total actual expenditure	70%	70%	69%	70%	70%
Strategic focus area 2 : To develop a culture of high performance and innovation amongst employees						
3.4	Functional organisational structure as measured by vacancy rate	Below 5%	11.6%	Below 8%	Below 5%	Below 5%
3.5	Effective implementation of talent management initiatives – employee engagement ratio.[13]	4.0	No baseline	3.5	4.0	4.0

13 Talent management refers to all initiatives associated to recruitment, performance management, reward and remuneration, training and development that will drive employee engagement ratio.

14. QUARTERLY TARGETS

STRATEGIC OBJECTIVE 1: To provide technology development funding and support in strategic high impact areas.

No	Performance Indicator	Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
1.1	Number of technologies, processes or services advancing by two or more TRL levels	Quarterly	12	1	3	5	4
1.2	Number of innovation project outputs taken up in the market	Quarterly	14	1	5	2	6
1.3	Amount of additional funding attracted into TIA's portfolio	Quarterly	R59.0m	R0.0m	R0.0m	R45.5m	R13.5m
1.4	Amount of income received.	Quarterly	R124m	R0.0m	R0.0m	R40.0m	R84.0m

STRATEGIC OBJECTIVE 2: To provide thought leadership and an enabling environment for Technology Innovation in collaboration with other role players.

No	Performance Indicator	Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
2.1	Number of knowledge innovation products produced (prototypes developed, patents registered, technology demonstrators and technology transfer packages) as a result of TIA funding and support programmes	Quarterly	46	12	12	13	9
2.2	Number of knowledge innovation products produced by TIA supported programmes receiving third party funding	Quarterly	25	5	6	7	7
2.3	Number of Small and Medium Enterprises receiving technology support	Quarterly	2 200	450	650	650	450
2.4	Number of PDI owned SMMEs assisted as a percentage of total projects supported, receiving funding, support	Quarterly	63%	15%	30%	46%	63%
2.5	Number of Technology Innovation initiatives (conference papers, presentations and posters; policy recommendations; panel discussions; position papers; publications and think tanks) undertaken by	Quarterly	10	2	3	3	2

STRATEGIC OBJECTIVE 3: To develop an effective and efficient internal environment to successfully execute the strategy.

No	Performance Indicator	Reporting period	Annual target	Quarterly targets			
				Q1	Q2	Q3	Q4
Strategic focus area 1 : To optimise its financial resources and implement initiatives for business and investment process improvement							
3.1	Investment approval turnaround time	Annual	4 Months	4 Months	4 Months	4 Months	4 Months
3.2	Improved adequacy and effectiveness of the control environment	Annual	Clean audit opinion	All policies reviewed and approved for new FY. Process improvement plan defined	50% implementation of the process improvement plan	All audit queries resolved within 6 months	Interim audit conducted. 100% implementation of process improvement plan
3.3	Amount of funds utilised for projects and programmes as a percentage of the total actual expenditure	Quarterly	69%	9%	17%	17%	26%
Strategic focus area 2 : To develop a culture of high performance and innovation amongst employees							
3.4	Functional organisational structure as measured by vacancy rate	Quarterly	Below 8%	Below 8%	Below 8%	Below 8%	Below 8%
3.5	Effective implementation of talent management initiatives – employee engagement ratio.	Annual	3.5	Define a talent management strategy and plan.	60% implementation of the approved plan	80% implementation of the approved plane	**3.5**

ANNEXURE 1: TECHNICAL INDICATOR DESCRIPTION

Indicator title	**1.1 Number of technologies, processes or services advancing by two or more TRL levels**				
Definition	Number of technologies, processes or services advancing by two or more TRL levels.				
Target set for this financial year	**12**	**Q1**	**Q2**	**Q3**	**Q4**
		1	3	4	4
Source/collection of data	Register of active projects in 2016/17 financial year.				
Type of information to be extracted from the source data	**Investments and Products** Signed funding agreement AND Client signed project progress report confirming product advancing by two or more TRL levels or reaching TRL 7 and higher				
Tools used to capture extracted data	Microsoft Word Document / Excel Spread sheet / Grant Management System				
Source data capturing frequency	Monthly				
Method of calculation	A simple count of a number of technologies, processes, services reaching demonstration				
Data limitations	None				
Type of indicator	Investment activity				
New indicator	No				
Baseline	8				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with targets				
Indicator responsibility	Executive: Innovation Funding and Pre-Commercialisation				
Reporting responsibility	STA Heads				

Indicator title	**1.2 Number of innovation project outputs taken up in the market**				
Definition	Number of innovation project outputs (technologies, processes or services) that have attracted commercial or industrial application interest from external parties. This may include instances in which the company has been acquired through sale of shares or through a structured exit agreement. However this is irrespective of the actual TRL level, as the technology readiness requirements of the various industries and funders vary. Note that TIA need not necessarily be co-investing at this stage but may do so if necessary.				
Target set for this financial year	**14**	**Q1**	**Q2**	**Q3**	**Q4**
		1	5	2	6
Source/ collection of data	Register of portfolio of project.				
Type of information to be extracted from the source data	Proof of commercialisation/market testing-related activities (e.g. signed service agreement, signed licensing agreement, purchase order, regulatory registration, signed off-take agreement, signed joint development agreement , signed sale of share agreement, signed structured exit agreement). These above agreements will be between TIA and another party OR TIA-funded party with a third party.				
Tools used to capture extracted data	Microsoft Word Document / Excel Spread sheet / Grant Management System				
Source data capturing frequency	Monthly				
Method of calculation	A simple count of a number of technologies, processes or services that have been absorbed as a result of commercial interest from third parties.				
Data limitations	None				
Type of indicator	Output				
New indicator	No				
Baseline	6				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with targets				
Indicator responsibility	Executive: Innovation Funding and Pre Commercialisation				
Reporting responsibility	STA Heads				

Indicator title	**1.3 Amount of funding additional funding attracted into TIA's portfolio**				
Definition	The additional amount of funding supporting projects in TIA's portfolio. TIA need not necessarily be co-funding at the same time.				
Target set for this financial year	**R59m**	**Q1**	**Q2**	**Q3**	**Q4**
		R0m	R0m	R45.5m	R13.5m
Source/ collection of data	Register of portfolio of project.				
Type of information to be extracted from the source data	TIA signed funding agreement; AND A signed funding agreement between the investee and funder (s) OR A signed funding party confirmation letter on the company letterhead confirming funding amount.				
Tools used to capture extracted data	Microsoft Word Document / Excel Spread sheet / Grant Management System				
Source data capturing frequency	Monthly				
Method of calculation	Simple count and addition of all amounts received.				
Data limitations	None				
Type of indicator	Funding Activity				
New indicator	No				
Baseline	R200m				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with target				
Indicator responsibility	Executive: Innovation Funding and Pre-commercialisation				
Reporting responsibility	STA Heads				

Indicator title	**1.4 Amount of income received**				
Definition	The amount of funding received in TIA's bank account from other sources				
Target set for this financial year	**R124.0m**	**Q1**	**Q2**	**Q3**	**Q4**
		R0m Cumulative: R0m	R0m Cumulative: R0m	R40m Cumulative: R40m	R84m Cumulative: R124m
Source/collection of data	Record of income received from external sources in current financial year 2016/17.				
Type of information to be extracted from the source data	TIA bank statements confirming proof of payment. Supplementary documentation will include: Royalties Register Loan Interest Income Calculation Sheet TIA sale of shares agreement Contracted Funding Agreement with third party				
Tools used to capture extracted data	Microsoft Word Document /Excel Spread sheet / Grant Management System				
Source data capturing frequency	Monthly				
Method of calculation	Simple count and addition of all amounts received.				
Data limitations	None				
Type of indicator	Funding Activity				
New indicator	Yes				
Baseline	R65.5 million				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with target				
Indicator responsibility	Executives: Innovation Funding, Innovation Enabling and Chief Financial Officer				
Reporting responsibility	STA Managers, Heads: Innovation Programmes and Head: Finance				

Indicator title	**2.1 Number of knowledge innovation products produced as a result of TIA support and funding**				
Definition	To measure the knowledge innovation products which include prototypes developed; Intellectual Property (e.g. patents, registered designs, plant breeder's rights or trademarks), technology demonstrators developed, and technology transfer packages.				
Target set for this financial year	**46**	**Q1**	**Q2**	**Q3**	**Q4**
		12	12	13	9
Source/collection of data	A project file for each innovation project funded or supported				
Type of information to be extracted from the source data	Proof of formal disclosure by funded entity OR confirmation of filling OR confirmation of IP being awarded (e.g. granted, filled, registered). OR Signed letter from the funded entity that describes the specific capabilities demonstrated by the prototype or demonstrator; OR Signed acceptance letter by clients of technology transfer packages that describes the goal and scope; OR Signed scope of work and proof of payment				
Tools used to capture extracted data	Microsoft Word Document /Excel Spread sheet.				
Source data capturing frequency	Quarterly.				
Method of calculation	A simple count of a number of innovation products supported up to the end of the review period.				
Data limitations	None				
Type of indicator	Service and Development Activity				
New indicator	No				
Baseline	30				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with set targets				
Indicator responsibility	Executive: Innovation Enabling and Support				
Reporting responsibility	Heads: All Innovation Programmes				

Indicator title	**2.2 Number of knowledge innovation products produced by TIA supported programmes receiving third party funding**				
Definition	Number of knowledge innovation initiatives includes strategic stakeholder engagements, innovation skills training and development, general and targeted fund raising campaigns carried out by TIA funded programmes that, as a result of their execution, give rise to third party funding, co-funding and /or co-development. Note that TIA need not be funding at this stage.				
Target set for this financial year	**25**	**Q1**	**Q2**	**Q3**	**Q4**
		5	6	7	7
Source/ collection of data	A project file for each innovation project initiative signed up for funding or support in the financial year 2016/17				
Type of information to be extracted from the source	TIA funding agreement; (or proof of TIA funding that have been given) Agreements by third parties to provide funds and/or co-develop work				
Tools used to capture extracted data	Microsoft Word Document / Excel Spread sheet				
Source data capturing frequency	Monthly				
Method of calculation	A simple count of a number of third party funding agreements signed.				
Data limitations	None				
Type of indicator	Output				
New indicator	Yes				
Baseline	7				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with targets				
Indicator responsibility	Executive: Innovation Enabling and Support				
Reporting responsibility	Heads: All Innovation Programmes				

Indicator title	**2.3 Number of Small, Medium, and Micro Enterprises receiving technology support**				
Definition	The number of SMMEs that receive technology support and/or services from TIA programmes. The list of services or types of support being offered includes but is not limited to the following: Testing and Analytical Services, Manufacturing/Prototyping, Product, Process, applied Research & Development.				
Target set for this financial year	2200	**Q1**	**Q2**	**Q3**	**Q4**
		450	650	650	450
Source/ collection of data	All the databases of assisted SMMEs at Technology Stations, Institutes of Advanced Tooling and Technology Platforms for the current year 2016/17 indicating the name of company; contact person and contact number.				
Type of information to be extracted from	Signed Client Capturing form, indicating the type of service offered on first contact in the operational year that is confirmed by involved parties OR third party confirmation (acceptance of work done or proof of payment).				
Tools used to capture extracted data	Client capturing form Template: Microsoft Word Document /Excel Spread sheet.				
Source data capturing	Quarterly				
Method of calculation	A simple count of a number of SMMEs assisted by deadline				
Data limitations	None				
Type of indicator	Service = Activity				
New indicator	No				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with set targets.				
Indicator responsibility	Executive: Innovation Enabling and Support				
Reporting responsibility	Heads: TSP and TPP				

Indicator title	**2.4 Number of PDI owned SMMEs assisted as a percentage of total projects supported, receiving funding, support and/or technology services from TIA.**				
Definition	The number of SMMEs owned that received funding and/or technology services from TIA against the total number of SMMEs supported by TIA.				
Target set for this financial year	63%	**Q1**	**Q2**	**Q3**	**Q4**
		Cumulative 15%	Cumulative 30%	Cumulative 46%	Cumulative 63%
Source/ collection of data	All the databases of SMMEs supported by TIA between financial years 2012 to 2016.				
Type of information to be extracted from	Name of company, size and demographics of shareholders and type of support received from TIA.				
Tools used to capture extracted	Client capturing form template, funding application form, programme partner reports and internal and external databases: Microsoft Word Document /Excel Spread sheet.				
Source data capturing	Quarterly				
Method of calculation	A simple count of a number of SMMEs supported as a percentage of total SMMEs supported for the defined period.				
Data limitations	58%				
Type of indicator	Service = Activity				
New indicator	Yes				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired	In line with set targets.				
Indicator responsibility	Executive: Innovation Enabling and Support, Executive: Innovation Funding and Pre-Commercialisation				
Reporting responsibility	Heads: Innovation Enabling and Support , Heads: Innovation Funding and Pre-Commercialisation				

Indicator title	**2.5 Number of Technology Innovation initiatives (e.g. conference papers, presentations and posters; policy recommendations; panel discussions; position papers, publications, think tanks) undertaken by TIA**				
Definition	Innovation initiatives that enhance TIA's thought leadership in the technology innovation space				
Target set for this financial year	10	**Q1**	**Q2**	**Q3**	**Q4**
		2	3	3	2
Source/ collection of data	Record of thought leadership initiatives (technology innovation related dialogues, publications and papers) delivered in financial year 2016/17				
Type of information to be extracted from the source data	Type of initiative and proof of participation/contribution Confirmation of submission of proposal or scope Closure report Letter/Email acknowledging participation/contribution in an innovation initiative.				
Tools used to capture extracted data	Microsoft Word Document /Excel Spread sheet.				
Source data capturing	Quarterly				
Method of	A simple count of a number of initiatives delivered.				
Data limitations	None				
Type of indicator	Service Activity				
New indicator	Yes				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with set targets.				
Indicator responsibility	Executive: Innovation Enabling and Support				
Reporting responsibility	Heads: All Units				

Indicator title	**3.1 Investment approval turnaround time**				
Definition	Amount of time taken to process a funding application from receipt of final application to signing of the contract agreement by both parties. This is only applicable to Innovation Funding and Innovation Enabling projects sourced through call process mechanism, including workout/exists.				
Target set for this financial year	4 months	**Q1**	**Q2**	**Q3**	**Q4**
		4 months	4 months	4 months	4 months
Source/ collection of data	Funding call (closing date) and signed contract agreement Workout and exit plan				
Type of information to be extracted from the source data	Closing date of call, outcome letter (date), signed contractual agreement, Application log register, Signed memorandum of Agreement Finalised workout/exit				
Tools used to capture extracted data	Grant Management System				
Source data capturing frequency	Monthly				
Method of calculation	Simple count of period taken from receipt of an application to approval with the understanding that TIA has three approval levels. Time can be put on hold when Applicant has been requested to provide additional information to TIA Project has been approved by Exco and further approvals either by IFC or Board are required. Ministerial approval of a transaction is awaited.				
Data limitations	None				
Type of indicator	Output				
New indicator	Yes				
Baseline	0				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with targets				
Indicator responsibility	Executives: Innovation Funding ; Innovation Enabling and Support				
Reporting responsibility	STA Heads. Seed Head, YTIP Head, Head Workout				

Indicator title	**3.2 Improved adequacy, compliance and effectiveness of the control environment**				
Definition	A measure of adherence to policies and procedures and the management of risks.				
Target set for this financial year	Clean audit opinion	**Q1** All policies reviewed and approved for new FY Process improvement plan defined	**Q2** 50% implementation of the approved process improvement plan	**Q3** All audit findings resolved within 6 months	**Q4** Interim audit conducted 100% implementation of the approved process improvement plan
Source/collection of data	Audit reports Process improvement plans for all units/divisions Policy register				
Type of information to be extracted from the source data	Audit findings and management comments Signed policies on Sedibeng (Internal Policy Hub) Clean Audit in the annual report				
Tools used to capture extracted data	Microsoft Word Document / Excel Spread sheet				
Source data capturing frequency	Quarterly and Annually				
Method of calculation	Simple count on the policy register of policies approved Progress on process improvement plans averaged across all divisions				
Data limitations	None				
Type of indicator	Output				
New indicator	No				
Baseline	Clean Audit				

Calculation type	Non-cumulative for audit outcome and policy review Cumulative for improved process implementation
Reporting cycle	Annually for annual audit and policy review Quarterly for audit findings and resolution, process improvement
Desired performance	In line with targets
Indicator responsibility	Chief Financial Officer, Executive: People, Systems and Facilities, Executive: Innovation Funding and Pre-commercialisation, Executive: Innovation Enabling and Support.
Reporting responsibility	Heads: All Units

Indicator title	**3.3 Amount of funds utilised for projects and programmes as a percentage of the total actual expenditure**				
Definition	This measures the ability of the organisation to effectively utilise and manage its resources to maximise value				
Target set for this financial year	69%	**Q1**	**Q2**	**Q3**	**Q4**
		9%	17%	17%	26%
Source/collection of data	Quarterly management accounts				
Type of information to be extracted from the source data	Actual expenditure on projects and programmes versus the total actual expenditure The final calculation in quarter 4 is based on the actual expenses, however, Q 1 – Q 3 is calculated based on the budgeted total expenditure due to considerable fluctuations in the quarterly percentage.				
Tools used to capture extracted data	Pastel				
Source data capturing frequency	Quarterly				
Method of calculation	Total amount spend on projects and programmes divided by total amount budgeted for the year for quarter 1 – quarter 3 multiplied by 100. Quarter 4 is the actual amount spend on projects and programmes divided by the actual amount spent multiplied by hundred				
Data limitations	None				
Type of indicator	Output				
New indicator	No				
Baseline	70%				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with the target				
Indicator responsibility	Chief Financial Officer				
Reporting responsibility	Head: Finance				

Indicator title	**3.4 Functional organisational structure as measured by vacancy rate**				
Definition	To maintain the vacancy rates that is aligned to MTSF outcome 12, given the implementation of the new structure.				
Target set for this financial year	Below 8%	**Q1**	**Q2**	**Q3**	**Q4**
		Below 10%	Below 9%	Below 8%	Below 5%
Source/collection of data	Approved organisational structure HR vacancy database for the funded positions				
Type of information to be extracted from the source data	Number of funded vacancies that have been approved by EXCO with budget availability.				
Tools used to capture extracted data	Microsoft Word Document / Excel Spread sheet				
Source data capturing frequency	Quarterly				
Method of calculation	**Vacancy rate** = Average number of funded vacancies divided by the number of employees within the approved structure multiplied *by* 100 per quarter **Average:** used to determine the denominator as it fluctuates due to new recruits **Annual target:** Average 4 quarter				
Data	None				
Data limitations	None				
Type of indicator	Output				
New indicator	Yes				
Baseline	11.12%				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
Desired performance	In line with targets				
Indicator responsibility	Executive: People, Systems and Facilities				
Reporting responsibility	Head: Human Resources				

Indicator title	**3.5 Effective implementation of talent management strategy (employee engagement index)**				
Definition	Employee research undertaken to gather and benchmark employee engagement and morale levels as a measure of the effective implementation of change management initiatives				
Target set for this financial year	3.5	**Q1**	**Q2**	**Q3**	**Q4**
		Approved talent management Strategy and plan.	60% Implementation of approved plan	80% implementation of the approved plan	Employment engagement survey
Source/collection of data	Approved Talent Management strategy and plan Implementation monitoring and close out reports. Employee engagement survey				
Type of information to be extracted from the source data	Quarter 1: Approved strategic plan Quarter 2 and 3: Implementation progress report Quarter 4: Survey response (the acceptable norm of survey responses is 45%)				
Tools used to capture extracted data	Microsoft Word Document				
Source data capturing frequency	Talent management implementation – Quarterly Employee engagement survey - Annually				
Method of calculation	Calculation for improvement in employee engagement survey = Average overall rating for each year Comparing last year's engagement rate with the current financial year				
Data limitations	None				
Type of indicator	Output				
New indicator	No				
Baseline	0				
Calculation type	On-cumulative				
Reporting cycle	Annually				
Desired performance	In line with targets				
Indicator responsibility	Executive: Executive: People, Systems and Facilities				

Reporting responsibility	General Manager: Human Resources

ANNEXURE 2: STRATEGIC STAKEHOLDERS COLLABORATIONS FY16/17

Name of Stakeholder	Nature of Collaboration	Strategic Initiatives	Status
Science Councils & Government Bodies	**TIA collaborates with Science Councils and other Government Bodies for the purpose of promoting system-wide coordination, and creating an enabling environment for innovation. In addition, these are sources of good technology development project pipeline for TIA and partners in co-funding and commercialisation of technologies**		
Council for Scientific & Industrial Research (CSIR)	Institutional coordination around support for the development and strengthening of the NSI, including thought leadership in policy formulation; driving technology innovation for social impact and creation of seamless condition for access to TIA funding instruments for the CSIR projects	- Joint initiative to coordinate and strengthen VC support and uptake of early stage innovation; - Participation in the waste and ICT Research, Development and Innovation Roadmaps	MoU negotiation process initiated and Draft MoU in place. Progress negatively impacted by the TIA restructuring process. However, specific initiatives are on-going particularly from a technology development funding perspective
National Research Foundation (NRF)	Sourcing of technology funding pipeline from the research output of bilateral projects undertaken by the NRF with international partners.	-	Current FY activities focused on African partnerships e.g. Algeria, Mozambique and Tanzania
Agricultural Research Council (ARC)	Collaboration around the development of the TIA's Technology Innovation Programmes	- Development of the Genomics TIPS Initiative	On going
Water Research Council (WRC)		- Participation in the Steering Committee on WADA	Ongoing
Mine Health & Safety Council	Access to MHSC research for pipeline of mine health & safety technological innovations	- Advise on technology commercialisation	Ongoing
NIPMO	Not yet commenced	- No Initiatives	Discussions have been initiated to exchange information on synergies. Workshop is planned before end of Financial Year
NACI	Thought Leadership	- Sharing of Impact Measurement Model of the Technology Stations Programme towards SMMEs and Companies	Discussion under-way to roll this out to other institutions
SANEDI		- Low CARBON Transport Initiative involving	Ongoing

		Uyilo and UNDO	

Name of Stakeholder	Nature of Collaboration	Strategic Initiatives	Status
Higher Education Institutions	**TIA collaborates with HEI's primarily through TTO's for the implementation of the Seed Fund. Beyond this, collaboration is largely through the various formations of higher education institutions**		
South African Technology Network	TIA is a Member of the Board and Sponsor	- Sponsorship to the Conference and Skills Development workshops	Ongoing – TIA partnered with the SATN to host the 2nd Conference of the SATN
SARIMA	Platform for engaging with OTTs	- Sponsorship of SARIMA annul conference	On-going
HESA	Thought Leadership Dialogues	- Participation in the Research & Innovation Strategy Group	Ongoing – No major activity post restructuring

Name of Stakeholder	Nature of Collaboration	Strategic Initiatives	Status
Government Departments			
Trade & Industry	Coordination of innovation instruments to support the establishment of technology enterprises and creation of a favourable innovation enabling environment	- Co-funding of the Cassava Technology Diffusion Initiative; - Development of the Mandela Bay Composites Cluster (MBBC) with the DTI and DST	Negotiations for a formal MoU in process. Draft MoU prepared Funding submission for this was approved by the IDC in October 2015
Department of Rural Development	Technology Diffusion Initiatives for rural communities and small scale-farmers by the Agri-Biotech STA	- Promoting the adoption of Indigenous Flower Bulb varieties in the Northern Cape - Diffusion of the Fiberlux wool harvesting technology to small-scale farmers in the Eastern Cape	On going Ongoing
Interdepartmental Biofuels Task Team (13 National Government Departments)	Participation the Biofuels Task	-	

DST IKS	Technical Cooperation	Assessment of YTIP IK-based innovations	Technical Cooperation

Name of Stakeholder	Nature of Collaboration	Strategic Initiatives	Status
Industry/Private Sector	**TIA collaborates with a number of science councils and industry bodies primarily as co-funding partners, sources of industry trends and intelligence; support for technology diffusion and commercialisation and high impact programmes**		
Agricultural Industry Associations (Beef; Dairy; National Wool Growers and Grain SA)	Support for TIA initiated Technology Diffusion initiatives to the Rural Small-scale farmers; Providing industry analysis, trends and intelligence to the TIA Agri-Biotech STA	- Cassava Small Scale Farmer Linkage Programme	Ongoing
Kumba Iron Ore	Collaborative Development & Commercialisation of mining technologies	-	MoU In Progress. Evaluation of the efficacy of developing biofuels for trucks; system integration for seamless operations; and beneficiation technologies to enable the conversion of low-grade iron ore occurrences to commercial mineral resources.
Anglo Zimele	Enterprise Development Fund	- Support for TIA YTIP investees	Newly started. MoU in Progress. Project selection in process
Telkom	Tshimologong ICT Precinct	-	
M-lab		- Establishment of M-Lab Mobile Application Platform	Ongoing
Nissan	Support for the Uyilo Programme	Support to NMMU's EV infrastructure	TOR for Impact Analysis commissioned

Name of Stakeholder	Nature of Collaboration	Strategic Initiatives	Status
Development Support Agencies	**TIA collaborates with development institutions and regional agencies on co-funding; follow-on funding to support TIA investments, including in the regions where TIA funds SMMEs**		
NEF	Follow on funding	- Involve NEF in the initial assessment of YTIP applications to identify potential pipeline	
IDC	Follow on funding	- Involve IDC in the initial assessment of YTIP	

		applications to identify potential pipeline; - Follow-on funding for a number of TIA projects	
NYDA	Partnership and follow on funding	Develop a joint call for proposal	Drafting of MoU
Regional Development Agencies (TIH; ECDC;FDC; LEDA; NWDC;CCDI; Smart Exchange)	Strategic Collaboration for RIS development	- Co-funding & Implementation of the Regional Seed Fund - Supporting the Regional Innovation Form establishment	Ongoing
Climate Innovation Centre	CIC provides Pipeline Support for Entrepreneur	Strengthen Cleantech Innovation Ecosystem	Draft Addendum on MOU with The Innovation Hub

Name of Stakeholder	Nature of Collaboration	Strategic Initiatives	Status
International Engagements			
Sudan, Mozambique Algeria, Angola, Botswana, Tanzania	TIA shared its experience on commercialization of technologies to all stakeholders in Africa.	- Rolling out the Technology Stations and Platforms Programmes in the Continent - Promote Seed fund programme joint technology development projects/initiatives - Capacity building element in IP, Technology Commercialization Management and support	TIA hosted delegation visits and offered assistance with capacity building in IP, Technology Commercialization; and Industry Academia linkages through Technology Stations (as enabler to bring R&D outputs closer to industry needs) and Technology Platforms.
Namibia	Capacity Building Initiatives	- Undertake technology development support; - Facilitate Joint Workshops/Seminars on commercialization and IP management; - Experience sharing on the establishment technology station, start-ups and incubation services; and	TIA signed MoU with Namibia and undertook a scoping visit to that country in September 2015. Head of TSP hosted the Namibian National Commission for Research Science and Technology (NCRST) colleagues in December 2015 on capacity training for technology station management; a concept note with medium term plan is being concluded by NCRST principals.
United Kingdom	Under the Newton Fund the aim of the initiative is to support South Africa's innovation capacity.	- Capacity building for TIA supported researchers - Joint technology development projects	One (1) joint technology development project is continuing between CSIR and University of Hull (UK) under Institutional Links Programme Advanced Manufacturing is managing the project in

			TIA Collaboration discussions are underway with Innovate UK
French Embassy	Creating opportunity for TIA supported companies to access French market opportunity through soft land programme Partnering with SEDA, Retis and the French Embassy for capacity building to support technology based incubations in South Africa	- TIA to develop the French Young Entrepreneurs Initiative (YEI) programme adapted to South Africa - Bilateral agreement between incubation structures in South Africa led by SEDA and DTI	Parties will develop terms of reference for the YEI programme and its launch in March 2016
Finland (Tekes)	Agency to agency experience sharing as innovation agencies Addressing social challenges through joined technological innovations (water and the environment)	- Benchmarking at innovation policy and agency levels. - Staff exchange programmes where there is a strong element of capacity building; - Knowledge exchange around M&E, Impact Analysis, Programme Evaluation; - Developing a collaborative challenge-based approach to innovation between RSA and Finish entities; - The challenge-based project(s) to be scaled up to regional level in SADC; - Tekes to facilitate TIA's structured participation at Taftie, an Association of 44 European Innovation Agencies.	Discussion is on-going however it was agreed to implement the challenge-based collaboration as a start. TIA colleagues are submitting proposals in this regard.
UNIDO	Hosting of the Global Cleantech Programme	Global Cleantech Programme for mentorship of Start-up companies	The Programme has run 2 rounds since its launch benefitting 52 start-up companies

LIST OF ACRONYMS

CSIR	Council for Scientific and Industrial Research
DFID	Department for International Development
DST	Department of Science and Technology
EU	European Union
EXCO	Executive Committee
FIND	Foundation for Innovative and New Diagnostic
GATB	Global Alliance for Tuberculosis
GDP	Gross Domestic Product
GERD	Gross Domestic Expenditure on Research and Development
HSRC	Human Sciences Research Council
IATs	Institutes of Advanced Tooling
IDC	Industrial Development Corporation
IP	Intellectual Property
IPAP	Industrial Policy Action Plan
ISD	Innovation Skills Development
ISP	Incubation Support Programme
KPIs	Key Performance Indicators
MMV	Medicines for Malaria Venture
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NGP	New Growth Path
NIPMO	National Intellectual Property Management Office
NRF	National Research Fund
NSI	National System of Innovation

OECD	Organisation for Economic Cooperation and Development
PFMA	Public Finance Management Act
POC	Proof of Concept
PPPFA	Preferential Procurement Policy Framework Act
R&D	Research and Development
SEDA	Small Enterprise Development Agency
SE	Science Engineering and Technology
SMME	Small Medium and Micro Enterprises
SPII	Support Programme for Industrial Innovation
STP	SEDA Technology Programme
The dti	Department of Trade and Industry
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TRL	Technology Readiness Level
TPP	Technology Platforms Programme
TSP	Technology Stations Programme
TYIP	Ten Year Innovation Plan

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