



**NATIONAL SCIENCE
AND TECHNOLOGY
COUNCIL**

2022 - 2026

STRATEGIC PLAN

© March, 2023

Committed to promotion of Science, Technology and Innovation for improved quality of life in Zambia



**Prepared by:
National Science and Technology Council
in collaboration with
Management Development Division
CABINET OFFICE
LUSAKA**



NATIONAL SCIENCE AND TECHNOLOGY COUNCIL

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CONTENTS

TABLES AND FIGURES	iii
ACRONYMNS.....	iv
WORKING DEFINITIONS.....	v
FOREWORD.....	vi
ACKNOWLEDGEMENT	vii
EXECUTIVE SUMMARY	viii
1.0 INTRODUCTION.....	1
1.1 Background.....	1
1.2 Mandate	1
1.3 Portfolio Functions.....	1
1.4 Management and Operational Structure	2
1.5 Rationale for Developing the 2022–2026 Strategic Plan	2
1.6 Methodology.....	2
2.0 ENVIRONMENTAL ANALYSIS	5
2.1 External Environmental Analysis.....	5
2.1.1 Political/Policy Developments	5
2.1.2 Economic Development.....	6
2.1.3 Social development	6
2.1.4 Technology Development	6
2.1.5 Ecological/Environmental.....	7
2.1.6 Legal Developments	7
2.2 Stakeholder and Client Analysis	7
2.2.1 Primary Stakeholders.....	7
2.2.2 Secondary Stakeholders.....	9
2.3 Internal Environmental Assessment.....	11
2.4 Performance Assessment.....	11
i. Inadequate budgetary allocation;	12
ii. Impact of the COVID 19 pandemic; and.....	12
iii. Inadequacies in the national innovation system.....	12
2.5 SWOT Analysis.....	12
3.0 STRATEGIC DIRECTION.....	15
3.1 Vision.....	15

3.2	Mission Statement.....	15
3.3	Core Values.....	16
3.4	Strategic Themes and Strategic Results.....	16
3.4.1	Science and Technology Excellence	16
3.4.2	Strategic partnership	16
3.4.3	Operational Excellence	17
3.5	Strategic Objectives	17
3.5.1	Strategic objective 1: Promote Technology Development and Innovation	17
3.5.2	Strategic objective 2: Promote Research and Development	17
3.5.3	Strategic Objective 3: Improve Stakeholder Coordination and Collaboration	17
3.5.4	Strategic Objective 4: Enhance Financial Management	17
3.5.5	Strategic Objective 5: Enhance Management Systems	17
3.5.6	Strategic Objective 6: Improve Human Resource Capacity	17
3.5.7	Strategic Objective 7: Improve Institutional Infrastructure and Equipment.....	17
4.0	ENABLING FACTORS	23
4.1	Preconditions	23
4.2	Assumptions.....	23
5.0	IMPLEMENTATION PLAN.....	26
6.0	RISK MANAGEMENT.....	26
7.0	MONITORING AND EVALUATION	26
	APPENDIX I: NATIONAL SCIENCE AND TECHNOLOGY COUNCIL 2022 - 2026 BALANCED SCORECARD.....	27
	APPENDIX II: IMPLEMENTATION PLAN.....	28

TABLES AND FIGURES

Table 1: Clients and their needs	8
Table 2: Stakeholders and their Interests.....	9
Table 3: SWOT Analysis Matrix	13
Table 4: Strategic Themes and Strategic Results.....	16
Table 5: Strategic Objectives	18
Table 6: Strategic Performance Output Matrix	19

ACRONYMNS

8NDP	-	Eighth National Development Plan
COVID-19	-	Coronavirus Disease of 2019
HEA	-	Higher Education Authority
HEI	-	Higher Education Institution
IA	-	Institutional Assessment
M&E	-	Monitoring and Evaluation
MDD	-	Management Development Division
MOTS	-	Ministry of Technology and Science
NSTC	-	National Science and Technology Council
OD	-	Organisational Development
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
R&D	-	Research and Development
SMART	-	Specific, Measurable, Attainable, Realistic and Time-bound
STEM	-	Science, Technology, Engineering and Mathematics
STI	-	Science Technology and Innovation
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
UNESCO	-	United Nations Educational, Scientific and Cultural Organisation
ZaAS	-	Zambia Academy of Sciences

WORKING DEFINITIONS

Balanced Scorecard	A planning and performance management tool aimed at translating an organisation's strategic results into a set of organisational performance objectives that in turn are monitored and measured.
Core Values	Beliefs or norms that govern the behaviour and conduct of staff in the performance of their duties and form the organizational work culture.
Government Institution	A Government ministry, department, agency or organ, a statutory body, commission, and a local authority.
Literature Review	The gathering and evaluation of available information on a given subject or a chosen topic area.
Measures	Key Performance Indicators (KPIs) intended to assess progress towards the achievement of results.
Monitoring and Evaluation	Tracking progress and matching performance against set targets to institute timely corrective action as well as determining impact being made.
Performance Assessment	A systematic process of evaluating an organisation to ascertain its achievements against the set targets in the Strategic Plan or any operational framework being used to execute its mandate within a prescribed period.
Stakeholder Analysis	A technique used for identifying stakeholders of an organisation (primary and secondary) to establish their needs and expectations.
Strategic Issues	Major challenges faced by an organisation which require to be resolved for its survival, prosperity, and effectiveness.
Strategic objective	Statement of intent describing continuous improvement an organisation must undertake to achieve the strategic results or goals.
Strategic Plan	An operational framework providing strategic direction used to communicate the organisation goals and actions needed to achieve those goals.
Strategic Planning	A process through which an organisation determines its strategic direction (vision), identifies strategic goals (strategic results) and objectives in view of its operating environment.
Strategic result	A statement describing the desired outcome of a strategic theme having undertaken planned interventions.
Strategic Theme	Key areas of focus or pillars of excellence that the organisation must work on to fulfil its mandate during the strategic plan period.
Strategy Map	A graphical representation that shows a logical cause-and-effect relationship among strategic objectives.
Targets	Desired or predetermined of level of performance to be attained a given period in line with the chosen Measure

FOREWORD



The 2022 to 2026 Strategic Plan has been developed to provide strategic direction to the National Science and Technology Council in the next five (5) years. It is a product of collaboration of the Council with its key stakeholders and clients. Technical support in preparing the Plan was provided by Management Development Division of Cabinet Office. The Strategic Plan consolidates the aspirations by both the Council and its Management to promote and support research to generate knowledge and bring about scientific understanding, which is fundamental to evidence-based decision making and policy formulation. The Plan promotes inclusivity and equity in science, technology and innovation and ensure that knowledge and its benefits are accessible and shared nationally as seen in its new Vision Statement **“A dynamic National Science Council fostering knowledge generation and Innovation”**.

Zambia’s economic transformation will be anchored on industrialisation with a focus on value-addition, knowledge-intensive and industrialised economy. Industrialisation is top on the agenda for Government as highlighted in the Eighth National Development Plan (8NDP). The 2022 Presidential Speech delivered during the 1st Session of the 13th National Assembly is also testimony of Government’s commitment to the industrialisation agenda. In His speech the President emphasized that Government would facilitate investment in research and development, place a premium on science and technology to promote innovation and contribute to sustainable development, increase investment in science, research and technology and encourage investments from the private sector in science, research and technology

Countries that have industrialised have done so by anchoring their industrialisation agenda on science, technology and innovation. It is for this reason that the Council in this Strategic Plan has responded to the aspirations of the 8NDP and focused its strategies at promoting science, technology and innovation for the purpose of industrialisation and bettering the quality of life in Zambia.

It is my sincere hope that this Strategic Plan will attract participation and support from all stakeholders who are committed to seeing our country achieve its developmental goals.

A handwritten signature in black ink that reads "Munsaka." with a stylized flourish above the name.

Prof. Sody M. Munsaka, PhD.

Council Chairperson

MINISTRY OF TECHNOLOGY AND SCIENCE

ACKNOWLEDGEMENT



The process of developing this Strategic Plan was consultative. It involved participation of stakeholders and clients at different levels. It is with this background that I wish to thank all those who contributed to the successful development of this Plan. In particular, I wish to pay particular acknowledgement to the following for their significant contributions:

- i. Management Development Division (MDD) of Cabinet Office for technical guidance and facilitating the development of the Plan;
- ii. The Ministry of Technology and Science (MoTS) for policy guidance and technical support;
- iii. Management and Staff of the Council for their technical input; and,
- iv. All the representatives of the various organisations who provided valuable information during the strategic planning process.

It is my hope that the implementation of this Plan will enable the Council to successfully execute its mandate of promoting science and technology so as to improve the quality of life in Zambia.

A handwritten signature in black ink, appearing to read 'G. Mugala'.

Guest Mugala (Mr.)

Acting Executive Secretary and Chief Executive Officer

NATIONAL SCIENCE AND TECHNOLOGY COUNCIL

EXECUTIVE SUMMARY

The National Science and Technology Council (NSTC) is a statutory body established by the Science and Technology Act No. 26 of 1997. The main function or mandate of the Council as prescribed in the Act is to **'promote science and technology so as to improve the quality of life in Zambia'**.

The development of the Council's Strategic Plan was necessitated by the expiry of the 2019 - 2021 Strategic Plan. This Plan was developed to respond to the aspirations of the 8NDP as well as changes in the science and technology sector. This Strategic Plan was developed using an Integrated Institutional Assessment and, Organisation Development (IA - OD) strategic planning process.

The Strategic Plan provides the strategic direction and operational framework for the Council for the next five (5) years. The Plan sets out a Vision of being **'A dynamic National Science Council fostering knowledge generation and Innovation'**. To realize the Vision, the Council commits itself to the Mission Statement: **'To promote and coordinate the advancement of Science, Technology and Innovation in order to contribute to national development'**.

The Council will in the next five (5) years focus on the three (3) areas to achieve its Mission and ultimately the Vision. The following are the areas of focus:

- Science and Technology Excellence;
- Strategic partnership; and
- Operational Excellence.

To effectively deliver on its mandate, the Council has set for itself Seven (7) Strategic Objectives. These objectives and their intended results are:

- i. **Promote technology development and innovation.** This objective is expected result in enhanced technologies and innovation development, Increased utilization of indigenous science technology and innovation and enhanced technologies and innovation development.
- ii. **Promote Research and development.** The Objective will culminate in increased uptake of research outputs by industry, increased scientific knowledge, and enhanced compliance to Science and Technology (S&T) regulatory framework.
- iii. **Improve stakeholder coordination and collaboration.** Pursuing this objective will result in enhanced Stakeholder linkages.
- iv. **Enhance national research ethics regulation. The intended result of this objective is** to ensure enhanced compliance to research ethics.
- v. **Enhance financial management** which will result in adequate financial resources and financial accountability
- vi. **Enhance management systems** which will result in efficient and effective service delivery, increased visibility, improved programme implementation and increased service coverage

- vii. **Improve human resource capacity** for Optimal staff, Positive work culture and High staff performance
- viii. **Improve institutional infrastructure and equipment to** ensure adequate transport, equipment and a conducive work environment.

In implementing the Plan, the Council will uphold five (5) Core Values, which are: Integrity, Accountability, Innovativeness, Objectivity and Team work.

To facilitate implementation, the Strategic Plan will be operationalised through an Implementation Plan and costed annual departmental work plans. In order to ensure successful implementation and realisation of the desired impact, the implementation of the Plan will be monitored continuously, to undertake necessary interventions. At the end of the plan period, a final review will be undertaken to establish the extent of the Strategic Plan implementation and its impact.

1.0 INTRODUCTION

1.1 Background

The National Science and Technology Council (NSTC) is a statutory body established by the Science and Technology Act No. 26 of 1997 subsequent to the approval of the National Policy on Science and Technology by Cabinet in 1996. Following the Government Gazette Notice No. 1123, which reorganised Government Institutions, the Council falls under the Ministry of Technology and Science which was created to oversee the promotion and development of technology and science in Zambia.

1.2 Mandate

The National Science and Technology Council (NSTC) is a statutory body established by the Science and Technology Act No. 26 of 1997 whose mandate is **to promote science and technology so as to improve the quality of life in Zambia.**

1.3 Portfolio Functions

The portfolio functions of Council as contained in the Science and Technology Act No. 26 of 1997 Section 4(2) are as follows:

- i. Promote the development of an indigenous and environmentally friendly technological capacity;
- ii. Regulate research in science and technology in Zambia;
- iii. Register institutes and centres;
- iv. Advise the Government on science and technology policies and activities in Zambia;
- v. Determine broad directions, stimulate co-ordination and initiate special projects in science and technology;
- vi. Promote and publicise board national priorities in science and technology research;
- vii. Liaise with Government, industry and centres and institutes in science and technology;
- viii. Mobilise and distribute financial, human and other resources to management boards for science and technology research;
- ix. Recommend to the Government the establishment of any new research institutes and centres;
- x. Promote the use of science and technology in industry;
- xi. Ensure that gender concerns are integrated at all levels of science and technology development;
- xii. Collect and disseminate science and technology information including publication of scientific reports, journals and other such documents and literature;

- xiii. Establish and maintain a relationship with corresponding scientific organizations in other countries;
- xiv. Take all measures that are necessary to popularise science and technology;
- xv. Identify and determine national research and development priorities in science and technology; and
- xvi. Do all such things connected with or incidental to the functions of the Council under this Act.

1.4 Management and Operational Structure

The functions under the Science and Technology Act are carried out by the Council comprising thirteen (13) members appointed by the Minister responsible for Science and Technology. The Council has three (3) Committees, and these are: (i) Science and Technology Technical Committee; (ii) Administration and Finance Committee; and (iii) Audit and Risk Committee. The members of the Council are drawn from:

- a) Two members from any research institute or Centre established under this Act;
- b) Two members from any public or private university;
- c) A member from a technical college;
- d) An engineer from industry;
- e) A member with rich business and commercial experience in the private sector; and
- f) A member each from the ministries responsible for science and technology, environment and natural resources, health, commerce and trade, agriculture and mines.

The operations of the Council are overseen by the Executive Secretary who is the Chief Executive Officer supported by two (2) Managers heading the Programme Development and Implementation (PDI) and, Administration and Finance (A&F) Departments.

1.5 Rationale for Developing the 2022–2026 Strategic Plan

The development of the 2022 – 2026 Strategic Plan was necessitated by the need to set a new direction and establish key priorities relating to the mandate of Council following the expiry of the 2019 - 2021 Strategic Plan. This Strategic Plan is also aligned to the Eighth National Development Plan (8NDP) in accordance with the National Planning and Budgeting Act No.1 of 2020. Further, the Strategic Plan will aid the Council in formulating strategies that will enable it execute its mandate effectively.

1.6 Methodology

The 2022 -2026 Strategic Plan was developed with technical support from the Management Development Division, Cabinet Office using an Integrated Strategic Planning process. The process had two phases, namely Institutional Assessment (IA) and Organization Development (OD).

The Institutional Assessment involved conducting an assessment of the Council's performance against the previous strategic plan, undertaking literature review of policies and legal documents with implication in the execution of the NSTC mandate. An institutional capability assessment was also conducted to examine internal and external environment to establish NSTC's distinctive competencies, and ascertain the external macro environments development, which may affect the execution of the mandate. The models and tools applied included the McKinsey 7S Model, Lewin's Simple Change Management Model, Objective and Problem Trees, Strength, Weaknesses, Opportunities and Threats (SWOT), and Political, Economic, Social, Technological, Environment and Legal (PESTEL) Analyses.

Further, a stakeholder analysis was conducted and engagements undertaken. During the analysis, stakeholders were mapped and representative samples selected for engagements. The groups were separately engaged as clients, management staff and other stakeholders (individuals/institutions not receiving a service from NSTC but may be affected by its decisions). The purpose of the engagements was to solicit for information on the current and future outlook of the Council as well as suggest areas of focus to enhance the execution of the mandate.

The Organisation Development involved determining the strategic direction of Council for the next five years. Information collected from the IA was used to determine the strategic direction which involved formulating the Vision, Mission, Core Values, Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives). The Strategic Plan was later validated by various stakeholders and approved by the Permanent Secretary for the Ministry of Technology and Science.



2.0 ENVIRONMENTAL ANALYSIS

An Environmental Analysis was conducted to identify the internal and external factors that could affect the Council's performance. The analysis considered the Council's internal strengths and weaknesses and external threats and opportunities.

2.1 External Environmental Analysis

An analysis of the external environment using PESTEL factors identified a number of developments that affected NSTC during the previous strategic plan period. Further, the analysis identified developments that either have positively or negatively affected or may affect the operations of the Council during implementation of the 2022 – 2026 Strategic Plan. The following developments were identified:

2.1.1 Political/Policy Developments

2.1.2 *Approval and Launch of the Eighth National Development Plan (8NDP)*

The 8NDP provides the National Strategic Direction and influences the development of the Institutional Strategic Plan. The 8NDP also presents an opportunity to scale up promotion of Science, Technology and Innovation. In particular, the Council will contribute to following areas:

1. **Strategic Development Area 1:** Economic Transformation and Job Creation.
Development Outcome 1: An Industrialised and Diversified Economy.
Strategy 10: Promote Applied Research and Development.
Programme: Research and Development.
2. **Strategic Development Area 2:** Human and Social Development.
Development Outcome 1: Improved Education and Skills Development.
Strategy 4: Enhance Science, Technology and Innovation.
Programmes: (a) STEM; and, (b) Research and development.

The Council aligned the Institutional Strategic Plan to the Eighth National Development Plan. In this regard, all programmes will be aligned to 8NDP.

2.1.3 *National Science, Technology and Innovation Policy of 2020*

The National Science, Technology and Innovation Policy of 2020 aims to strengthen the development of science, technology and innovation in Zambia. The Vision of the Policy is "A Nation in which Science, Technology and Innovation are the driving force for competitiveness, wealth creation and sustainable national development by 2030".

The Specific Objectives of the Policy are:

1. To strengthen the policy, legal, institutional and operational framework of the science, technology and innovation system;

2. To strengthen and build the human resource capacity in Science, Technology and Innovation;
3. To strengthen the commercialisation, transfer and diffusion of technologies;
4. To exploit Indigenous Knowledge System (IKS) for national development;
5. To improve investment and funding to STI; and
6. Ensure quality assurance in science, technology and innovation.

The current legal framework supporting the development of science, technology and innovation in the Country is the Science and Technology Act No. 26 of 1997 and the Science, Technology and Innovation Policy of 2020. The Council will, therefore, continue engaging relevant stakeholders on review of the legal framework, capacity building and development of science, technology and innovation in the Country.

2.1.2 Economic Development

2.1.2.1 Macro-Economic Changes - Inflation and Exchange Rates.

There were adverse movements in macroeconomic factors such as high inflation and fluctuating exchange rates against major converted currencies. Inflation rates fluctuated recording an Annual Average rate of 9.1% in 2019 rising to 15.7% in 2020 and 22.1% in 2021 slowing down to 11.1% in 2022. In addition, Foreign Exchange rates increased from an annual average of K12.9/US\$ in 2019 to K18.3/US\$ and K20.1/US\$ in 2020 and 2021 respectively before reducing to K16.9/US\$ 2022. The adverse movements in inflation and exchange rates against major convertible currencies resulted in the rise in prices of goods and services. This negatively affects the budget implementation process and operations of the Council. Therefore, the Council will rationalise and use resources available prudently in order to maximise results. In addition, the Council will continue engaging its partners for increased financial and technical support in programme implementation.

2.1.3 Social development

2.1.3.1 Disease Burden

The outbreak of the Corona Virus Disease – 2019 (COVID-19) from March 2020 in Zambia resulted in disruptions of operations due to health restrictions on physical interactions and travel that were introduced to manage the pandemic. The disruption of operations adversely affected the implementation of programmes. The Council will therefore, put in place measures to ensure that operations are not disrupted during eventualities. In addition, the Council will promote research in exploitation of indigenous knowledge local alternative therapies to manage future pandemics.

2.1.4 Technology Development

2.1.4.1 Advancement in technology and innovation

Advancement in technology and innovation in the recent past has provided an opportunity for the Council to upscale activities that are electronically driven through the use of electronic/automated systems. This has led to increased efficiency in the execution of its activities. The advancement in technology also provides an opportunity for research and artificial intelligence to enhance digital transformation for economic development. The Council will, therefore, advocate and lobby for increased investment in research and development. The Council will also strengthen strategic partnership with institutions in ICT sector to enhance research in new and emerging digital technologies.

The use of advanced technology and innovation comes along with side effects such as system failures and cyber security risks related to hacking of systems and exposure to malware which may disrupt operations. Therefore, Council will enhance the backup and information security measures with technical support from the Electronic Government Division, the Zambia Information and Communications Technology Authority (ZICTA) as well as internet service providers.

2.1.5 Ecological/Environmental

2.1.5.1 Climate Change

Climate Change and Climate Variability has continued to affect the world (Zambia inclusive) which has resulted in increased shifts of weather patterns causing high temperatures, droughts and floods. The Council will prioritise support to research towards mitigation of the Climate Change effects. The Council will create strategic partnerships in order to support research on Climate Change.

2.1.2.2 Increased incidence of new pests and weeds.

There has been an increase in the incidences of new pests (e.g. fall armyworms, *Tuta absoluta*) and weeds (e.g. *mimosa pigra*) that adversely affected agriculture and livestock productivity and production. The Council will, therefore, support research in pest management practices and prioritize funding to accommodate climate change aspect in project proposal formulation by revising Fund Guidelines.

2.1.6 Legal Developments

2.1.6.1 Zambia Academy of Sciences Act No. 18 of 2020

The Act provides for the promotion of technological discovery and innovation. It also provides for the investigation of matters of public interest relating to science and technology as well as promotion of research and its utilization in the development of science and technology. Further, the Act under section 5 provides for the Zambia Academy of Sciences (ZaAS) to undertake publication and dissemination of scientific and technological achievements in collaboration with NSTC. The NSTC shall, therefore, establish strategic linkages with ZaAS in the promotion of technology, science and innovation.

2.1.6.2 Enactment of Emoluments Commission Act No.1 of 2022

This Act provides for a harmonized framework to govern the determination and management of emoluments for chiefs and officers in a state organ and state institution. The Council will engage the Emolument Commission on the review and harmonisation of the conditions of service under Council.

2.2 Stakeholder and Client Analysis

2.2.1 Primary Stakeholders

An analysis of the primary stakeholders (clients) revealed the major needs that the Council should address for their existence as presented in Table 1.

Table 1: Clients and their needs

No.	Clients	Needs
1.	Research and Development Institutions (Public and Private)	<ul style="list-style-type: none"> · Capacity building for research and development skills · Funding for research and development. · Support for research and development equipment and infrastructure. · Research priority guidance. · Access to Information relating to STI. · Linkages with other research and development performing institutions and industry for purpose of collaborative and demand driven research.
2.	Higher Education Institutions (Public and Private)	<ul style="list-style-type: none"> · Support to student research. · Capacity building for research and development skills. · Funding for research and development. · Support for research and development equipment and infrastructure. · Research priority guidance. · Access to Information relating to STI. · Linkages with other research and development performing institutions and industry for purpose of collaborative and demand driven research. · Guidance on STI related curriculum.
3.	Science and Technology Organizations and Associations.	<ul style="list-style-type: none"> · Access to Innovation Funds. · Linkages to Bankable Innovation products and prototypes. · Access to Information relating to STI. · Facilitation of exchange of technology and transfer including artificial intelligence ·
4.	Individual researchers and innovators	<ul style="list-style-type: none"> · Funding for research and development. · Linkages to Bankable Innovation products and prototypes. · Access to Information relating to STI.

2.2.2 Secondary Stakeholders

An analysis of secondary stakeholders revealed the type of stakeholders and their interests as presented in Table 2.

Table 2: Stakeholders and their Interests

No.	Stakeholder	Interests
1.	Ministries and other Government Institutions	<ul style="list-style-type: none"> · Effective and efficient execution of the mandate · Effective Enforcement of laws related to STI · Effective policy implementation. · Advice on STI. · Prudent use of public resources · Collaboration in developing and reviewing laws related to STI · Information on STI related to Fisheries and Livestock · Collaboration on STI and STEM Education programmes · Information on STI related to Health · Information on STI related to Agriculture · Information on STI related to Green Economy · Collaboration on product development and improvement · Information on STI related on Small Medium Enterprises · Support the generation of Intellectual property · Collaboration on STI programmes · Information on STI related to Energy · Information on STI related to Mines & Minerals Development · Information on STI related to Tourism

No.	Stakeholder	Interests
2.	Statutory and Parastatal Bodies	<ul style="list-style-type: none"> · Collaboration on ICT programmes. · Information on pharmaceutical related research out put · Support the generation of Intellectual property · Information on environmental related research out put · Collaboration in the implementation of STI programmes in HEI · Information on research output related to biotechnology · Collaboration in the implementation of Health research programmes · Information on research output related to radiation protection · Information on research and innovation output related to value chain development · Information on STI related to Small Medium Enterprises · Research output leading to product development · Collaboration on STI Statistics
3.	Science Technology Innovation Partner Institutions	<ul style="list-style-type: none"> · Collaboration on STI programmes. · Access to Information on STI · Linkages to other players in the STI system.
4.	Cooperating Partners and development Organizations	<ul style="list-style-type: none"> · Prudent Financial management · Collaboration in STI programmes · Information on STI measurements · Collaboration in promotion of STI among the Youth
5.	Industry	<ul style="list-style-type: none"> · Information on inventions and innovations developed · Linkages to research and development institution. · Access to industry related STI information
6.	STI Associations	<ul style="list-style-type: none"> · Information on applied research and innovation outputs
7.	Media Houses	<ul style="list-style-type: none"> · Timely, accurate and accessible information on Science Technology and Innovation · Collaboration in the dissemination of information related to STI programmes

2.3 Internal Environmental Assessment

The internal environmental analysis involved undertaking an Internal Capability Assessment. The McKinsey 7S Model was used to gather targeted information regarding the internal operations of NSTC as well as conducting of a SWOT analysis to establish internal inadequacies and provide interventions to achieve desired outcomes. The McKinsey 7S Model relates to the seven areas of an organisation namely: Strategy, Structure, Systems, Staff, Skills, Shared Values and Style of Leadership. This model assumes that for an organisation to effectively operate, the seven areas are supposed to be adequate, and demonstrates interdependence and interconnectedness. Based on the internal analysis, the following were the findings:

- a) Strategy: The previous strategic plan was not fully executed and some of the targets have been included in the strategic plan;
- b) Structure and Staff: The Structure and NSTC Staff were not adequate for effective execution of its mandate;
- c) Systems: The grant management online system was developed to facilitate online services. However, most of the systems were not automated;
- d) Skills: Skills of staff were continually being challenged by the dynamic environment;
- e) Shared values: Some members of staff were not living up to the standard of the institutional shared values; and
- f) Style of Leadership: The Situational Type of Leadership was predominant

In view of the identified gaps, this Strategic Plan has provided strategies that will be used to address them.

2.4 Performance Assessment

2.4.1.1 Performance criteria

A performance assessment of Council was conducted to evaluate the Institution's performance against its 2019 – 2021 Strategic Plan. The exercise involved conducting an internal self-assessment and performance rating. The assessment of NSTC performance against its 2019 – 2021 Strategic Plan was based on the evaluation of each of the Six Strategic Objectives in terms of extent to which the targets were met. The performance was rated using a three level rating criteria as follows:

- a) Code 1 - **Red** (0% to 49%) for Below Average Performance;
- b) Code 2 - **Yellow** (50% to 79%) for Average Performance; and
- c) Code 3 - **Green** (80%-100%) for Above Average Performance.

2.4.1.2 Performance Record

The overall performance for the Council against its 2019 -2021 Strategic Plan was **61.5%** with a rating of 2 representing an Average Performance. The Average Performance is attributed to a number of challenges among them the inadequacy of the structure and the Covid-19 pandemic. The performance on the Core Objectives was 62% while the support Objectives was 65.7 %. During the strategic plan period, the Council recorded the following major achievements:

- i. Enhanced staff performance due to availability of qualified staff and improved work environment;
- ii. Development of the National Research Agenda which gives guide on research priorities;
- iii. Increased scientific knowledge through support to research;
- iv. Enhanced the implementation of the communication strategies; and
- v. Enhanced R&D inspections for strengthened R&D coordination.

Achievement that were met outside the strategic plan include the following:

- i. Spearheading the establishment of the Zambia Academy of Sciences.

Despite recording these achievements, NSTC faced a number of challenges that are to a greater extent affected the implementation of programmes during the period under review. The major challenges included:

- i. Inadequate budgetary allocation;
- ii. Impact of the COVID 19 pandemic; and
- iii. Inadequacies in the national innovation system.

2.5 SWOT Analysis

Based on the environmental analysis, a SWOT analysis was conducted which involved identifying the Strengths, Weaknesses, Opportunities, and Threats that may expedite or impede the execution of the Council's mandate. The table below presents the identified Strengths, Weaknesses, Opportunities, and Threats.

Table 3: SWOT Analysis Matrix

		Positive	Negative
		Strengths	Weaknesses
Internal		<ul style="list-style-type: none"> · Qualified and experienced Human Resource · Supportive management towards implementation of programmes and activities · Clearly defined core values · Science and Technology Act No. 26 of 1997 · Established Network of partners on STI 	<ul style="list-style-type: none"> · Nonexistence of the Board · Outdated and lean organisation structure · Limited number of staff to effectively execute the mandate · Uncompetitive Conditions of Service · Lack of an integrity committee · Inadequate transport and operational equipment
		Opportunities	Threats
External		<ul style="list-style-type: none"> · Technical support from Cabinet office and Ministry of Technology and Science · Government circulars, policies and regulations from Cabinet office · Technical support from SMART Zambia Institute and Infratel · Political will to support STI · Support from co-operating partners · Availability of Emolument Commission · Constitution of Zambia (Amendment) Act No. 2 of 2016 · Availability of code of ethics for the public service · Availability of training institution to provide leadership and management training · Emergence of artificial intelligence technology 	<ul style="list-style-type: none"> · Inadequate funding for institutional grants and other programmes · Delayed appointment of the Board · Non approval of the treasury authority to implement the organization structure · Cyber security risks and systems failure · Untimely disbursements of funds from Government · Intermittent internet connectivity · Non approval of the revised conditions of service · Limited budgetary allocation for operation



3.0 STRATEGIC DIRECTION

The NSTC's 2022 -2026 Strategic Plan is anchored on the Science and Technology Act No. 26 of 1997 and influenced by the Eighth National Development Plan (8NDP) which is a blueprint for the country's social-economic development for the period 2022 to 2026. The Council will contribute to strategic development areas of the 8NDP focused on economic transformation and job creation whose development outcome is an industrialised and diversified economy.

An analysis of the internal and external environments within which the Council operated and may be expected to operate during the 2022 to 2026 strategic plan period reviewed the achievements scored and challenges faced. To effectively contribute to the stated Strategic Development Area, NSTC has addressed the challenges identified and capitalised on its achievements through this Strategic Plan. The strategic direction, decision-making and programme implementation for the Council will, therefore be guided by this Plan.

3.1



Vision

National Science and Technology Council's vision is: ***"A dynamic National Science and Technology Council fostering knowledge generation and Innovation"***. This vision entails that the Council will promote and support research to generate knowledge and bring about scientific understanding, which is fundamental to evidence-based decision making and policy. The Council will be adaptable and open to innovation, while bringing about societal change. In doing so, the Council will promote inclusivity and equity in science, technology and innovation and ensure that knowledge and its benefits are accessible and shared nationally.

3.2



Mission Statement

To realise the vision and achieve the strategic results, the Council commits itself to the following mission statement: ***"To promote and coordinate the advancement of Science, Technology and Innovation in order to contribute to national development"***.

The Council will work towards harmonizing the research work among the researchers, innovators and scientists. The Council will support and coordinate industrial driven technology by creating linkages between scientists, the industry and the government as this will promote science outputs leading to national development and improved national wealth creation.

3.3



Core Values

The operations of NSTC for the next Five (5) years will be anchored on the following five core values:

i. **Integrity**

We are upright and ethical in execution of our responsibilities and duties.

ii. **Accountability**

We are responsible for all our actions and transparent in the execution of our mandate.

iii. **Innovativeness**

We adopt new ideas to improve service delivery. We are creative and embrace new ideas for service delivery.

iv. **Objectivity**

We are sincere and unbiased in the execution of our mandate.

v. **Teamwork**

We value collaboration for the achievement of a common goal.

3.4 Strategic Themes and Strategic Results

To realise its vision, the National Science and Technology Council has identified three key areas of focus and their related strategic results presented in Table 4.

Table 4: Strategic Themes and Strategic Results

	Strategic Theme 1	Strategic Theme 2	Strategic Theme 3
Strategic Theme	Science and Technology Excellence	Strategic partnership	Operational Excellence
Strategic Result	Improved knowledge generation and innovation	Improved stakeholder support and buy-in	High Quality Services

3.4.1 Science and Technology Excellence

This strategic theme will be attained by promoting science, technology and innovation including local and indigenous technologies and strengthening stakeholder linkages. Focus in this area is expected to result in Improved knowledge generation and innovation.

3.4.2 Strategic partnership

This strategic theme will be attained by coordination to strengthen stakeholder collaborations and engagements. Efforts in this focus areas will result in Improved stakeholder support and buy-in

3.4.3 Operational Excellence

This strategic theme will be attained by improving operational systems and procedures, institutional infrastructure and equipment and enhancing human capital and financial management. Efforts in this strategic theme is anticipated to contribute to delivery of High Quality Services.

3.5 Strategic Objectives

The strategic objectives demonstrate the continuous improvements to enable the Council attain the desired results in the strategic themes.

3.5.1 Strategic objective 1: Promote Technology Development and Innovation

The Council under this strategic objective will strive to enhance science, technology and innovation development and increase research which result in indigenous STI utilization hence bettering the lives of people.

3.5.2 Strategic objective 2: Promote Research and Development

Efforts under this strategic objective are intended to increase scientific knowledge enhance uptake of research output and enhance compliance to regulatory framework.

3.5.3 Strategic Objective 3: Improve Stakeholder Coordination and Collaboration

This strategic objective is aimed at enhancing coordination by strengthening stakeholder collaborations and engagements.

3.5.4 Strategic Objective 4: Enhance Financial Management

The Council under this strategic objective intends to enhance financial management through planning, organizing, directing and controlling the financial activities. It will apply effective management principles to financial resources of the organisation. The NSTC will develop and implement a financial Resource Mobilization Strategy so as to increase financial resources and enhance the financial sustainability and create the capacity to support the operations of the Council

3.5.5 Strategic Objective 5: Enhance Management Systems

The Council is aiming to improve its management systems by developing and implement a service delivery charter. This Objective will enable the Council to integrate a user friendly digital management system which will enhance communication both internally and externally, increase service coverage and implement a mechanism for client feedback.

3.5.6 Strategic Objective 6: Improve Human Resource Capacity

Through this strategic objective, the Council will aim at improving its human resource capacity resulting in improved performance, optimal staff and a positive work culture.

3.5.7 Strategic Objective 7: Improve Institutional Infrastructure and Equipment

The Council under this objective intends to create a conducive work environment and provide adequate transport and equipment and build office space.

A summary of the seven strategic objectives is presented in Table 5 below

Table 5: Strategic Objectives

Strategic Theme	Strategic objectives	Intended Results
Science and Technology Excellence	Promote technology development and innovation	Enhanced technologies and innovation development
		Increased utilization of indigenous science technology and innovation
	Promote Research and development	Increased uptake of research outputs by industry
		Increased scientific knowledge
		Enhanced compliance to S&T regulatory framework
	Strategic partnership	Improve stakeholder coordination and collaboration
Operational Excellence	Enhance financial management	Adequate financial resources
		Improved Financial accountability
	Enhance management systems	Efficient and effective service delivery
		Increased visibility
		Improved programme implementation
		Increased service coverage
	Improve human resource capacity	Optimal staff
		Positive work culture
		High staff performance
	Improve institutional infrastructure and equipment	Adequate transport and equipment
		Conducive work environment

The detailed Strategic Performance Output Matrix showing the Strategic Objectives and their associated Intended Results, Measures, Targets and Strategies/Initiatives is presented in Table 6.

Table 6: Strategic Performance Output Matrix

Strategic Objective 1: Promote technologies development and innovation				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Enhanced support to technology and innovation development	No. of technologies and innovations developed	5	10 technologies and innovations developed by 2026	<ul style="list-style-type: none"> ▪ Enhance Investment in applied research and experimental development ▪ Establish a science park/ ideation centre
Increased utilization of indigenous science technology and innovation	No. of indigenous STI utilised for technology and innovation development	Not determined	At least 2 indigenous STI technologies and innovations validated and commercialised by 2026	<ul style="list-style-type: none"> ▪ Strengthen promotion of indigenous STI ▪ Develop and implement a mechanism for tracking utilisation of indigenous STI
Strategic Objective 2: Promote Research and Development				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Increased uptake of research outputs by industry	No. of research outputs taken up by industry	Not determined	5 approved research outputs taken up by industry by 2026	<ul style="list-style-type: none"> ▪ Develop and implement a mechanism for tracking research output taken up by industry ▪ Develop and implement an institutional Intellectual Property Policy
Increased scientific knowledge	No. of scientific publications produced	10	At least 20 scientific publications in high impact journals from NSTC funded research by 2026	<ul style="list-style-type: none"> ▪ Develop a mechanism to track production of publication ▪ Review and implement a national research agenda ▪ Create a platform for provision of STI information
Enhanced compliance to S&T regulatory framework	% of R&D institutions complying with S&T regulatory framework	80%	100% of R&D institution complying with S&T Regulatory Framework annually	<ul style="list-style-type: none"> ▪ Strengthen regulation of R&D institutions
Compliance to national research ethics and integrity				<ul style="list-style-type: none"> ▪ Develop and implement a framework for regulating research ethics ▪ Develop and implement a mechanism for rating researchers

Strategic Objective 3: Improve stakeholder coordination and collaboration				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Enhanced Stakeholder linkages	No. of stakeholder platforms established	1	2 stakeholder platforms established by 2026	<ul style="list-style-type: none"> Develop and implement a Stakeholder Engagement Plan
Strategic Objective 4: Enhance financial management				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Adequate financial resources	Operational Budget	K5,821,968	Increased Operational Budget to K25,000,000 by 2026	<ul style="list-style-type: none"> Develop and implement a Financial Resource Mobilization Strategy
	Research and innovation grants	K11,000,000	K65,000,000 increase in research and innovation grants by 2026	<ul style="list-style-type: none"> Enhance compliance to internal financial controls
Improved Financial accountability	No. of Audited Financial Reports	2020 Unqualified Audited Financial Report	Unqualified Audited Financial Report annually	<ul style="list-style-type: none"> Enhance implementation of internal financial controls
Strategic Objective 5: Enhance management systems				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Efficient and effective service delivery	% compliance to service delivery charter	Not determined	100% compliance to Service Delivery Charter annually	<ul style="list-style-type: none"> Develop and implement a service delivery charter Develop and integrate user friendly digital management system
Improved programme implementation	% programme implementation against work-plans and budgets	85%	100% programme implementation against work-plans and budgets annually	<ul style="list-style-type: none"> Strengthen the Monitoring and Evaluation Framework
Increased visibility	No. of media and publicity events	3	5 media and publicity events annually	<ul style="list-style-type: none"> Develop and implement a Communication Strategy Build capacity for social media management and content creation.

Increased service coverage	No. of online services introduced	3	4 online services introduced by 2024	<ul style="list-style-type: none"> Expand online service provision Enhance sensitization on online services
Strategic Objective 6: Improve human resource capacity				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
High staff performance	% performance against set targets	80%	100% performance against set targets annually	<ul style="list-style-type: none"> Develop and implement a Training Plan Strengthen implementation of Performance Management
Optimal staff	% staffing levels against establishment	88%	100% staffing levels against establishment annually	<ul style="list-style-type: none"> Review and operationalize the organization structure
Positive work culture	% staff adhering to core values	85%	100% staff adhering to core values annually	<ul style="list-style-type: none"> Develop and implement a programme to inculcate core values
Strategic Objective 7: Improve Institutional Infrastructure and Equipment				
Intended Results	Measures	Baseline (2021)	Targets	Strategies/ Initiatives
Adequate transport and equipment	% staff provided with operational equipment by 2026	17%	80% staff provided with operational equipment and transport by 2026	<ul style="list-style-type: none"> Develop and implement annual Procurement Plans
Conducive work environment	% of staff satisfied with work environment	80%	90% staff satisfied with work environment annually	<ul style="list-style-type: none"> Develop and implement an infrastructure development and maintenance plan
	No. of offices refurbished	0	20 offices refurbished by 2026	

See Appendix I for the Balanced Scorecard.



4.0 ENABLING FACTORS

The successful implementation of this Strategic Plan is dependent, largely, on availability of pre-conditions and assumptions. Pre-conditions are the critical success factors within the control of the Council that will be necessary to ensure successful implementation of the 2022 to 2026 Strategic Plan. On the other hand, Assumptions are critical success factors outside the control of NSTC that are important for the successful implementation of the Strategic Plan. The Pre-conditions and Assumptions are highlighted below.

4.1 Preconditions

4.1.1 Adequate, qualified and committed human resource: A fully operational organisational structure with staff dedicated to duty that have relevant qualifications, skills and competencies.

4.1.2 Positive work culture among staff: Staff with the right mind-set and attitude towards achieving institutional goals are critical to executing the Council's mandate. The Staff will cooperate with others and focus on meeting the needs of clients and interests of stakeholders.

4.1.3 Substantive Board and Management: The Council and Management will provide strategic direction to NSTC and will be supportive and committed to realising the strategic vision of the Council.

4.1.4 Adequate office equipment and transport: NSTC will have sufficient office equipment and motor vehicles to facilitate its operations.

4.1.5 Ownership of the Strategic Plan by staff and all stakeholders: All staff at NSTC as well as external stakeholders will understand the contents of the strategic plan and align the planning, budgeting individual work planning and programme execution to the Plan.

4.1.6 Risk management: The Council will put in place a robust Risk Management Framework. To facilitate timely mitigation of undesirable events, the Council to effectively scan the environmental and climatic conditions, technological, social or political changes and pandemics that can affect fulfilment of the mandate.

4.1.7 Own Office Accommodation
The Council will have its own permanent office space appropriate for its operations.

4.2 Assumptions

4.2.1 Adequate and timely funding: Adequate funds to the Council that will be timely disbursed to enable the Council fully execute its mandate.

4.2.2 Adequate policy and legal frameworks: The Council anticipates that all relevant policies and legal frameworks on Science and technology will be reviewed to ensure effective execution of the NSTC mandate.

- 4.2.3 Stakeholder buy-in and support:** Stakeholders will support implementation of the Strategy.
- 4.2.4 Technological advancements:** The availability of advanced technology will support implementation of the Strategy.
- 4.2.5 Stable socio-economic environment:** Stable inflation and exchange rates.



5.0 IMPLEMENTATION PLAN

This Strategic Plan will be operationalised through a five year Implementation Plan (**Refer to Appendix II – Implementation Plan**). The Implementation Plan consists of costed annual activities that will be implemented by respective departments and individual staff. The Manager Administration and Finance will be responsible for coordinating the implementation of programmes and activities and ensure submission of progress reports to the Board quarterly and annually.

6.0 RISK MANAGEMENT

To ensure successful implementation of the 2022 to 2026 Strategic Plan, the Council will develop and implement a Risk Management Framework to identify, assess, manage and control possible events or situations to provide assurance regarding the achievement of objectives. The Council will implement a rigorous Plan to monitor its operations and environment to swiftly address risks.

The Council will ensure that Framework is in line with the Risk Management Guidelines for the Public Sector developed by the Ministry of Finance and National Planning.

7.0 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) will be vital for the effective implementation of the Strategic Plan and ascertaining its impact. The implementation of the M&E framework shall be enhanced to effectively track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as institute corrective measures timely. The monitoring and evaluation shall be conducted at individual, departmental and institutional levels quarterly to effectively implement the Strategic Plan.

Further, a midterm review will be undertaken in 2024 to ascertain the progress made towards attainment of the strategic results. Finally, a terminal review will be undertaken at the end of the Strategic Plan period to determine the full extent of implementation and the overall impact.

APPENDIX I: NATIONAL SCIENCE AND TECHNOLOGY COUNCIL 2022 - 2026 BALANCED SCORECARD

Vision		A dynamic National Science and Technology Council Fostering Knowledge and Innovation		Operational Excellence	
Mission		To promote and coordinate the advancement of Science, Technology and Innovation in order to contribute to national development		High quality services	
Core Values		Integrity; Accountability; Innovativeness; Objectivity; Teamwork.			
Strategic Themes		Science and Technology Excellence		Strategic partnership	
Strategic Results		Improved knowledge generation and innovation		Improved stakeholder support and by-in	
Perspective	Strategic Objectives and Strategy Map	Measures	Targets	Strategies	
Customer		<ul style="list-style-type: none"> No. of technologies and innovations developed No. of indigenous STI utilised for technology and innovation development No. of research outputs taken up by industry No. of scientific publications produced % of R&D institutions complying with S&T regulatory framework No. of stakeholder platform established Operational Budget Budget increase in Research and innovation grants No. of Audited Financial Reports % compliance to service delivery charter % client satisfaction of service delivery % programme implementation against work-plans and budgets No. of media and publicity events No. of online services introduced % performance against set targets % staffing levels against establishment % of staff adhering to core values % staff provided with operational equipment by 2026 % of staff satisfied with work environment No. of offices refurbished 	<ul style="list-style-type: none"> 10 technologies and innovations developed by 2026 At least 2 indigenous STI technologies and innovations commercialised by 2026 5 approved research outputs taken up by industry by 2026 At least 20 scientific publications in high impact journals from NSTC funded research by 2026 100% of R&D institution complying with S&T Regulatory Framework annually 2 stakeholder platforms established by 2026 Increased Operational Budget to K25,000,000 by 2026 K65,000,000 increase in research and innovation grants by 2026 Unqualified Audited Financial Report annually 100% compliance to Service Delivery Charter annually 100% programme implementation against work-plans and budgets annually 5 media and publicity events annually 4 online services introduced by 2024 100% performance against set targets annually 100% staffing levels against establishment annually 100% staff adhering to core values annually 80% staff provided with operational equipment and transport by 2026 90% staff satisfied with work environment annually 20 offices refurbished by 2026 	<ul style="list-style-type: none"> Enhance investment in applied research and experimental development Establish a science park/ideaation center Strengthen promotion of indigenous STI Develop and implement a mechanism for tracking utilisation of indigenous STI Develop and implement a mechanism for tracking research output taken up by industry Develop and implement an institutional Intellectual Property Policy Develop a mechanism to track production of publication. Review and implement a national research agenda Create a platform for provision of STI information Strengthen regulation of R&D institutions Develop and implement a framework for regulating research ethics Develop and implement a mechanism for rating researchers Develop and implement a Stakeholder Engagement Plan Develop and implement a Financial Resource Mobilization Strategy Enhance compliance to internal financial controls Enhance implementation of internal financial controls Develop and implement a service delivery charter Develop and integrate user friendly digital management system Strengthen the Monitoring and Evaluation Framework Develop and implement a Communication Strategy Build capacity for social media management and content creation. Expand online service provision Enhance sensitization on online services Develop and implement a Training Plan Strengthen implementation of Performance Management Review and operationalize the organization structure Develop and implement a programme to inculcate core values Develop and implement annual Procurement Plans Develop and implement an infrastructure development and maintenance plan 	
Finance/ Stewardship		<ul style="list-style-type: none"> % compliance to service delivery charter % client satisfaction of service delivery % programme implementation against work-plans and budgets No. of media and publicity events No. of online services introduced % performance against set targets % staffing levels against establishment % of staff adhering to core values % staff provided with operational equipment by 2026 % of staff satisfied with work environment No. of offices refurbished 	<ul style="list-style-type: none"> 100% compliance to Service Delivery Charter annually 100% programme implementation against work-plans and budgets annually 5 media and publicity events annually 4 online services introduced by 2024 100% performance against set targets annually 100% staffing levels against establishment annually 100% staff adhering to core values annually 80% staff provided with operational equipment and transport by 2026 90% staff satisfied with work environment annually 20 offices refurbished by 2026 	<ul style="list-style-type: none"> Enhance compliance to internal financial controls Enhance implementation of internal financial controls Develop and implement a service delivery charter Develop and integrate user friendly digital management system Strengthen the Monitoring and Evaluation Framework Develop and implement a Communication Strategy Build capacity for social media management and content creation. Expand online service provision Enhance sensitization on online services Develop and implement a Training Plan Strengthen implementation of Performance Management Review and operationalize the organization structure Develop and implement a programme to inculcate core values Develop and implement annual Procurement Plans Develop and implement an infrastructure development and maintenance plan 	
Internal Processes		<ul style="list-style-type: none"> % compliance to service delivery charter % client satisfaction of service delivery % programme implementation against work-plans and budgets No. of media and publicity events No. of online services introduced % performance against set targets % staffing levels against establishment % of staff adhering to core values % staff provided with operational equipment by 2026 % of staff satisfied with work environment No. of offices refurbished 	<ul style="list-style-type: none"> 100% compliance to Service Delivery Charter annually 100% programme implementation against work-plans and budgets annually 5 media and publicity events annually 4 online services introduced by 2024 100% performance against set targets annually 100% staffing levels against establishment annually 100% staff adhering to core values annually 80% staff provided with operational equipment and transport by 2026 90% staff satisfied with work environment annually 20 offices refurbished by 2026 	<ul style="list-style-type: none"> Enhance compliance to internal financial controls Enhance implementation of internal financial controls Develop and implement a service delivery charter Develop and integrate user friendly digital management system Strengthen the Monitoring and Evaluation Framework Develop and implement a Communication Strategy Build capacity for social media management and content creation. Expand online service provision Enhance sensitization on online services Develop and implement a Training Plan Strengthen implementation of Performance Management Review and operationalize the organization structure Develop and implement a programme to inculcate core values Develop and implement annual Procurement Plans Develop and implement an infrastructure development and maintenance plan 	
Organisational Capacity		<ul style="list-style-type: none"> % compliance to service delivery charter % client satisfaction of service delivery % programme implementation against work-plans and budgets No. of media and publicity events No. of online services introduced % performance against set targets % staffing levels against establishment % of staff adhering to core values % staff provided with operational equipment by 2026 % of staff satisfied with work environment No. of offices refurbished 	<ul style="list-style-type: none"> 100% compliance to Service Delivery Charter annually 100% programme implementation against work-plans and budgets annually 5 media and publicity events annually 4 online services introduced by 2024 100% performance against set targets annually 100% staffing levels against establishment annually 100% staff adhering to core values annually 80% staff provided with operational equipment and transport by 2026 90% staff satisfied with work environment annually 20 offices refurbished by 2026 	<ul style="list-style-type: none"> Enhance compliance to internal financial controls Enhance implementation of internal financial controls Develop and implement a service delivery charter Develop and integrate user friendly digital management system Strengthen the Monitoring and Evaluation Framework Develop and implement a Communication Strategy Build capacity for social media management and content creation. Expand online service provision Enhance sensitization on online services Develop and implement a Training Plan Strengthen implementation of Performance Management Review and operationalize the organization structure Develop and implement a programme to inculcate core values Develop and implement annual Procurement Plans Develop and implement an infrastructure development and maintenance plan 	

APPENDIX II: IMPLEMENTATION PLAN

Strategic Objective 1: Promote technologies development and innovation											
Intended Result	Strategy	Activity	Activity Output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Enhanced support to technology and innovation development	Enhance Investment in applied research and experimental development	Review funding guidelines for technology and innovation projects	Funding guidelines for technology and innovation projects reviewed and implemented	PDI	Target			1			1
					Cost K	-	-	383,200	-	-	383,200
	Establish a science park/ ideation centre	Facilitate the establishment of a science park/ ideation centre	Science park/ ideation centre established	PDI	Target			1	1		2
					Cost K	-	-	917,750	371,141,400	-	372,059,150
Increased utilization of indigenous science technology and innovation	Strengthen promotion of indigenous STI	Undertake public sensitisation on the utilization of indigenous technology and innovation	Public sensitisation undertaken on utilization of Indigenous technologies and innovations	PDI	Target				1		1
					Cost K	-	-	-	672,000	-	672,000
	Develop and implement a mechanism for tracking of indigenous STI	Develop a tracking tool for indigenous STI utilisation	Tracking tool for indigenous STI utilisation developed	PDI	Target			1			1
					Cost K	-	-	108,000	-	-	108,000
	Utilise the tool developed to monitor utilisation of indigenous STI	Tracking tool implemented to monitor utilisation of indigenous STI	Tracking tool implemented to monitor utilisation of indigenous STI	PDI	Target			1	1	1	3
					Cost K	-	-	108,000	108,000	108,000	324,000
Sub-Total					Costs K						373,546,350

Strategic Objective 2: Promote Research and Development											
Intended Result	Strategy	Activity	Activity Output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Increased uptake of research outputs by industry	Develop and implement a mechanism for tracking research output taken up by industry	Facilitate stakeholder consultations on development of a mechanism for tracking research output taken up by industry	Tracking mechanism developed	PDI	Target	-	-	1	-	-	1
					Cost K	-	-	108,000	-	-	-
		Mainstream utilisation a mechanism for tracking research output taken up by industry	New Tracking mechanism on research output taken up by industry implemented		Target			1	1	1	3
					Cost K	-	-	180,000	180,000	180,000	-
	Develop and implement an institutional Intellectual Property Policy	Facilitate consultative meetings on development of an institutional Intellectual Property Policy	Institutional intellectual property policy developed		Target	1	1				2
					Cost K	117,300	187,800	-	-	-	-
		Conduct stakeholder sensitisation on implementation of the institutional Intellectual Property Policy	An institutional Intellectual property policy implemented		Target		1				1
					Cost K	-	87,000	-	-	-	-

Enhanced compliance to S&T regulatory framework	Strengthen regulation of R&D institutions	Undertake enforcement inspections of R&S institutions adherence to S&T regulations	All R&D institutions complying to S&T regulating framework	PDI	Target	1	1.	1	1	1	1	5	
					Cost K	157,500	357,500	157,500	157,500	157,500	987,500		
Compliance to national research ethics and integrity	Develop and implement a framework for regulating research ethics	Facilitate stakeholder consultations on development of a framework for regulating research ethics	Public sensitisation held on S&T regulatory framework	PDI	Target	1	1	1	1	1	1	4	
					Cost K	-	-	-	-	-	7,500	7,500	
		Facilitate stakeholder sensitisation and Dissemination of framework for regulating research ethics	Mechanism for rating researchers implemented	PDI	Target	1	1	1	1	1	1	1	1
					Cost K	-	-	-	-	40,000	-	40,000	
Develop and implement a mechanism for rating researchers	Undertake consultative meetings on development of a mechanism for rating researchers	Undertake consultative meetings on development of a mechanism for rating researchers	Mechanism for rating researchers developed	PDI	Target	1	1	1	1	1	2		
					Cost K	-	100,000	306,500	-	-	406,500		
		Monitor implementation of a mechanism for rating researchers	Mechanism for rating researchers implemented	PDI	Target	1	1	1	1	1	1	1	
					Cost K	-	-	30,000.00	-	-	30,000		
Sub-Total					Cost K							3,158,750	

Strategic Objective 3: Improve stakeholder coordination and collaboration											
Intended Result	Strategy	Activity	Activity Output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Enhanced Stakeholder linkages	Develop and implement a stakeholder engagement plan	Facilitate meetings on development of a stakeholder engagement plan	Stakeholder engagement plan developed	PDI	Target	1	1				2
		Undertake stakeholder engagement programmes	Stakeholder Engagement programmes implemented		Cost K	400,000	2,500	-	-	-	402,500
Sub-Total					Target		1	1	1	1	4
					Cost K	-	200,000	200,000	200,000	200,000	800,000

Strategic Objective 4: Enhance financial management											
Intended Result	Strategy	Activity	Activity Output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Adequate financial resources	Develop and implement a financial resource mobilization strategy	Facilitate consultative meetings on development of a Financial Resource Mobilisation Strategy	Financial Resource Mobilisation Strategy developed	A&F	Target	-	1	-	-	-	1
		Engage cooperating partners and other stakeholders on implementation of the Financial Resource Mobilisation Strategy	Financial Resource Mobilisation Strategy implemented		Cost K	-	151,600	277,800	-	-	151,600
Improved Financial Accountability	Enhance implementation of internal financial controls	Review the financial management manual	A revised financial management manual		Target	-	1	-	-	-	1
		Review the risk management framework	A revised risk management framework		Cost K	-	115,000	-	-	-	115,000
Sub-Total					Cost K	-	-	115,000	-	-	115,000
					Cost K						659,400.00

Strategic Objective 5: Enhance management systems											
Intended Result	Strategy	Activity	Activity Output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Efficient and effective service delivery	Develop and implement a service delivery charter	Engage consultants on development of a Service Delivery Charter	Service Delivery Charter developed	A&F	Target	-	1	-	-	-	1
		Sensitise staff on implementation of a service delivery charter	Service Delivery Charter implemented	A&F	Target	-	206,100	-	-	-	206,100
		Review implementation of the Service Charter	Report on implementation of the Service Charter	A&F	Target	-	27,600	57,800	57,800	57,800	201,000
		Engage consultants in the review and development of implementation of a management integrated system	Integrated management system developed and implemented	PDI	Target	1	1	1	1	1	1
					Cost K	264,400	264,400	264,400	2,500	2,500	798,200

Improved programme implementation	Strengthen monitoring and evaluation framework work	Develop a monitoring and evaluation framework	Monitoring and evaluation framework developed	A&F	Target	1	1	-	1	4
		Facilitate capacity building on implementation of the internal monitoring and evaluation framework	Internal monitoring and evaluation reports		Cost K	400,800	94,800	-	-	495,600
		Implement external monitoring and evaluation framework	Research and development survey reports	PDI	Target	1	1	1	1	4
			Innovation survey reports	PDI	Cost K	2,317,528	-	2,317,528	2,317,528	9,270,112
					Target	-	1	1	1	2
					Cost K	-	2,317,528	2,317,528	2,317,528	4,635,056

Increased visibility	Develop and implement a Communication Strategy	Undertake consultations on development of a Communication Strategy	NSTC Communication Strategy developed	PDI	Target	1					1	
					Cost K	-	104,800	-	-	-	104,800	
	Facilitate implementation of activities in the Communication Strategy	Training in social media management and content creation	Communication Strategy implemented	PDI	Target	1	1	1	1	1	4	
					Cost K	1,820,000	2,308,000	2,611,200	2,611,200	2,611,200	11,961,600	
	Build capacity for social media management and content creation.	Four members of staff trained and equipped in social media management and content creation	Four members of staff trained and equipped in social media management and content creation	PDI	Target	1					1	
					Cost K	-	76,000	-	-	-	76,000	
Increased service coverage	Expand online service provision	Develop and Implement the Frequently Asked Question (FAQ) page	FAQ designed and developed	PDI	Target		1				1	
					Cost K	-	-	33,000	-	-	33,000	
	Enhance online sensitization on services	Develop a chat-box	Chat-box developed	PDI	Target	1					1	
					Cost K	-	40,000	-	-	-	40,000	
	Enhance sensitization on online services	Enhance omni channel support system	Omni channel support system enhanced	PDI	Target	1					1	
					Cost K	-	10,000	-	-	-	10,000	
	Stakeholders Sensitisation plan implemented	Develop and Implement a sensitisation plan for external and internal members	Stakeholders Sensitisation plan implemented	PDI	Target		1				1	
					Cost K	-	-	100,500	-	-	100,500	
Sub-Total					Cost K						28,621,968	

Strategic Objective 7: Improve human resource capacity											
Intended Result	Strategy	Activity	Activity Output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
High Staff Performance	Develop and implement a training plan	Facilitate consultations on development of a Training Plan	Training Plan developed	A&F	Target		1	-	-	-	1
		Develop a performance management policy	Performance management policy developed	A&F	Target		65,200				65,200
	Strengthen implementation of performance management	Conduct performance management training	Annual performance management training conducted	A&F	Target	1	1	1	1	1	5
		Engage consultants on the review of the organization structure	Organization structure reviewed	A&F	Target	86,450	86,450	148,950	86,450	86,450	494,750
Optimal staff	Operationalise the organization structure	Operationalise the organization structure	Report on operationalisation of the revised organisational structure	A&F	Target		-	2	4	4	10
		Undertake consultative meetings on development of a programme to inculcate core values	A programme to inculcate core values Developed	A&F	Target		-	-	446,000	892,000	892,000
	Develop and implement a programme to inculcate core values	Implement a programme to inculcate core values	A programme to inculcate core values implemented	A&F	Target	1	1	1	1	1	5
		Develop and implement a programme to inculcate core values	A programme to inculcate core values implemented	A&F	Cost K	65,000	76,000	70,000	70,000	70,000	351,000
Sub-Total				Cost K							3,478,200

Strategic Objective 8: Improve institutional infrastructure and equipment											
Intended Result	Strategy	Activity	Activity Output	Implementing Department/Section	Year	2022	2023	2024	2025	2026	Total
Adequate transport and equipment	Develop and implement a procurement plan	Develop a procurement plan	A five year procurement plan developed	A&F	Target		1	-	-	-	1
					Cost K		41,550	-	-	-	41,550
	Implement a procurement plan	Implement a procurement plan	Number of reports on procurement of vehicles	A&F	Target	1	-	1	1	1	4
					Cost K	1,029,710		1,029,710	1,029,710	1,029,710	4,118,840
Conducive working environment	Develop and implement an infrastructure development and maintenance plan	Develop an infrastructure development and maintenance plan	Short, medium and long-time Infrastructure development and maintenance plan developed	A&F	Target		1	1			1
					Cost K	242,000	664,000	458,000	290,000	290,000	1,944,000
	Implement an infrastructure development and maintenance plan	Implement an infrastructure development and maintenance plan	Number of reports on ICT equipment procured	A&F	Target	1	1	117,700			117,700
					Cost K						
Sub-Total				A&F	Target			706,000			706,000
					Cost K						
					Target			7,000	205,000		212,000
					Cost K						
					Cost K						7,140,090
					Cost K						410,667,168

NATIONAL SCIENCE AND TECHNOLOGY COUNCIL (NSTC)

2022 - 2026 STRATEGIC PLAN

