CSIR STRATEGIC PLAN
ABRIDGED VERSION

GOAL:
Promoting accelerated socio-economic development through research and innovation, technology transfer and training in partnership with the private and public sectors.

(JULY 2022)

2023 - 2027

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EXECUTIVE SUMMARY

The mandate of the CSIR involves generating and applying innovative technologies, and efficiently and effectively exploiting S&T for socio-economic development in critical areas of agriculture, industry, environment, some aspects of public health and social sciences, and improving the scientific culture of civil society in Ghana; with the ultimate goal of promoting accelerated national development. Its vision is to use the transforming power of Science & Technology for wealth creation. The CSIR is therefore on a mission to become the force for accelerated social and economic development of Ghana. The development of a 5-Year Strategic Plan was initiated as part of efforts to stimulate synergies amongst the CSIR Institutes, speed up the achievement of its goal in real time with the resultant effect of increasing the contribution that the CSIR makes to national development. A situational analysis of the Council was undertaken which led to the identification of four (4) strategic thrusts, with well-defined objectives, targets and a robust monitoring and evaluation framework which, when diligently pursued, would enable the Council make significant impact. A summary of these are as outlined below:

Private Sector Driven R&D and Technological Innovation

Objective: To develop and transfer at least three industry-driven technologies (of relevance to the local economy) per Institute per year, leading to the publication of at least three scientific papers per Institute per year in reputable journals.

Targets:

At least,

- 195 industry-relevant technologies developed, validated and adopted by industry
- 195 scientific papers published
- 35 staff trained in specialised areas to drive technology development

CSIR Re-Branding and Visibility Improvement

Objective: To ensure that the CSIR is positively visible through weekly appearances in the print and electronic media; and enjoys significant goodwill from its identified stakeholders through a one contact-hour bimonthly interaction.

Targets:

At least,

- 130 PPP arrangements operationalised
- 52 stakeholder interests addressed annually
- 140 different types of promotional materials distributed to at least 375 stakeholders
- 140 appearances in Radio/TV talk show programmes
- 280 feature articles published
- 15 public events organised
- CSIR Webometrics Ranking improved from 6368 to 500

Financial Resource Mobilisation

Objective: To generate at least 30% of annual recurrent expenditure by 2027 through: Attraction of funding for at least one project per team of five (5) Research Scientists per year; Bidding for at least one consultancy service per year per Institute; &Attraction of at least one private sector

funding per Institute for technologies that address specific private sector needs.

Targets:

At least,

- $ 306.37 m attracted from submission of winning proposals
- GHC 413.60 m attracted into IGF with a breakdown as follows:
    - GHC 150.110 m attracted through provision of consultancy services.
    - GHC 165.00 m attracted through technology development and transfer for industrial solutions.
    - GHC 97.50 m generated from sale of research by-products
- $20 m attracted into CSIR Endowment Fund
- GHC250 m added to STI fund.
- 130 CSIR Technologies patented & commercialised
- 2675 CSIR staff trained in relevant entrepreneurial skills.

Staff and Systems Performance Improvement

Objective: To get 80% of the workforce to be passionate, results-oriented, positive- and ethically-minded enough to pursue the CSIR vision.

Targets:

- M&E System enhanced, with adequate staff and resources.
- 15 performance assessment reports: 5 each on CSIR systems, staff and activities.
- At least 1780 CSIR staff benefit from more attractive incentive, loan and award schemes
- At least 2850 staff opinions taken into consideration in decision making
- At least 2,850 staff promoted at due time
- At least 2,850 staff benefit from professional development support.

A stakeholder analysis unearthed the need to develop a robust stakeholder management plan for the CSIR as part of its strategic plan. The objective is to improve CSIR visibility by ensuring that all identified stakeholders have at least one specific interest addressed; and the targets are, at least:

- 25 Promoters involved in decision making bodies of CSIR
- 50 impact activities creditable to promoters' lobbying or funding support activities or promoting access to opportunity.
- 20 Latents become effective promoters.
- 60 Defenders become effective goodwill ambassadors/supporters of CSIR Goal and Vision
- 20 Apathetics become effective Defenders of CSIR Goal and Vision.

CHAPTER 1

INTRODUCTORY BACKGROUND INFORMATION

1.1. The CSIR and its Institutes

The Council for Scientific and Industrial Research (CSIR), is the foremost public Science and Technology (S&T) Research Institution in Ghana. The CSIR generates and applies innovative technologies, and efficiently and effectively exploits S&T for socio-economic development in critical areas of agriculture, industry, environment, some aspects of public health and social sciences, and improves the scientific culture of civil society in Ghana. The activities of the CSIR and its Institutes are also guided by the United Nation's Sustainable Development Goals (SDGs) and the African Union's long term Agenda 2063.

Vision:
The leading Science, Technology and Innovation (STI) institution for accelerated socio-economic development

Mission:
Using the transforming power of STI for wealth creation through research and the creation of innovative technologies for industrial development.

Mandate
The CSIR generates and applies innovative technologies, and efficiently and effectively exploits S&T for socio-economic development in critical areas of agriculture, industry, environment, some aspects of public health and social sciences, and improves the scientific culture of civil society in Ghana.

Establishment, Structure and Organization
The CSIR was established through an act of parliament, CSIR Act 521 of 1996. The Governing Council is made up of 21 members appointed by Government representing both the public and private sectors, and relevant government Ministries/Agencies/Departments (MDAs).

The Management of the CSIR comprises: The Director General, who is the Chief Executive, The Deputy Director-General, The Director of Administration, Director of Finance, Director of Commercialisation, Director of Audit and the Legal Officer.

The CSIR is made up of thirteen (13) Research Institutes stationed nationwide with the Head Office in Accra. CSIR currently has staff strength of 3,564. The Institutes, including their locations are listed below:

- Animal Research Institute - Accra
- Building and Road Research Institute - Kumasi
- Crops Research Institute - Kumasi
- Food Research Institute - Accra
- Forestry Research Institute of Ghana - Kumasi
- Oil Palm Research Institute - Kusi-Kade
- Plant Genetic Resources Research Institute - Bunso
- Savanna Agricultural Research Institute - Tamale
- Science and Technology Policy Research Institute - Accra
- Soil Research Institute - Kumasi
- Institute of Scientific and Technological Information - Accra
- Institute of Industrial Research - Accra
- Water Research Institute - Accra

1.2 Current Approach to Operationalising Mandate

In an effort to effectively and efficiently fulfil its mandate the CSIR adopted a five-fold approach where the products/technologies/innovations/services generated from the research activities are transferred to private sector entities or marketed to the general public through commercialization (CSIR-Plus). Research Scientists assist in training, conducting research and supervising post-graduate students in the CSIR College of Science and Technology (CCST). Finally, the revenue generated from both the CSIR-Plus and the Graduate School is used to support research in emerging and national priority areas. This five-fold approach is illustrated below (Figure 1).

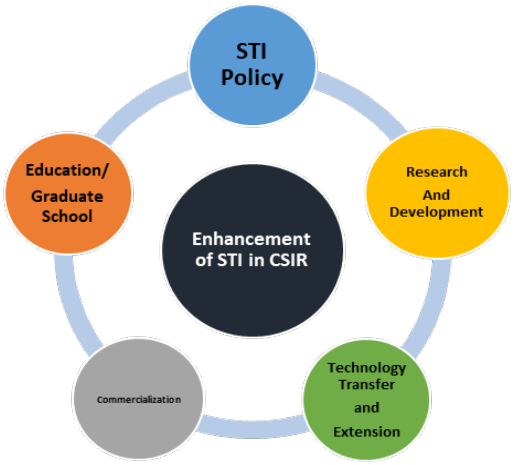


Figure 1: 5-Fold Approach to Mandate Operationalisation

1.2 Research and Development Programmes

The Research and Development (R & D) programmes are grouped under seven thematic areas:

- Food Security and Poverty Reduction
- Climate Change, Environmental Management and Green Technology
- Materials Science and Manufacturing
- Energy and Petroleum
- Bio-medical and Public Health
- Electronics and ICT
- Science and People

1.3 Commercialization

In order to achieve the target of financing 30% of our recurrent (operational budget) through IGF, an annual amount of at least $20 million would have to be earned through commercialization.
A conscious effort will be made by management to strengthen corporate commercialisation to promote strong links between CSIR and industry.
Four (4) main commercialisation activities have been identified

- Production not related directly to research.
- Sale of by-product of Institutes researches.
- Sale of end-product of Institutes researches.
- Services (Consultancy, Contract research, Hiring of facilities)

1.4 CSIR College of Science and Technology (CCST)

The CSIR College of Science and Technology (CCST) is a registered, non-profit institution accredited by the National Accreditation Board (NAB). The college has two campuses in Accra and Kumasi. It has at its disposal state-of-the-art facilities, equipment and field research stations countrywide. Seven (7) academic programmes are currently offered with plans to roll out others in future. These programmes are:

- MSc Climate Change and Integrated Natural Resources Management
- MPhil Climate Change and Integrated Natural Resources Management
- MPhil Soil Health and Environmental Resources Management
- MPhil Fisheries and Aquaculture
- MPhil Agro-Processing Technology and Food Bio-Sciences
- MPhil Plant Breeding and Biotechnology
- MPhil Industrial Animal Nutrition and Feed Production

1.6 CSIR Plus Limited

CSIR *Plus* Limited is a special purpose company set up by the Council for Scientific and Industrial Research (CSIR) to undertake profit-oriented projects. It was incorporated under the Companies Code, 1963 (Act 179) on December 31, 2009 as a private limited liability company and was issued with a Certificate to Commence business on January 4, 2010. CSIR *Plus* Limited is wholly

owned by the CSIR with the primary objective (mission) of marketing and selling CSIR products, produce, services and commercialization of their research results by utilizing private sector driven efficiency and profit generating principles to deliver enhanced shareholder value. The current mandate of CSIR *Plus* as a Company is to consolidate and develop commercial interactions with external communities of interest such as industry, government and investment community. The Company's main areas of responsibility include:

- Developing and maintaining relationships between CSIR and industry.
- Identifying and protecting CSIR intellectual property.
- Negotiating and managing contract research collaboration which involves technology transfer or intellectual property transactions.
- Forming and managing start-up companies to commercialize technologies developed by CSIR.

1.7 CSIR-Technology Development And Transfer Centre (CSIR-TDTC)

The CSIR-Technology Development Transfer Centre is a key pillar in the structure for commercialization and technology transfer of technologies and innovations from the CSIR Research Institutes to end-users in the private sector. The CSIR-TDTC was formally incorporated under the Companies Act, 1963 (Act 179) with liability limited by guarantee on the 17th of September, 2019. The vision is to become a centre of excellence that uses the transforming power of Science, Technology and Innovation (STI) for wealth creation through effective linkages between Research and Industry; the mission being to: (a) engage the private sector in partnerships for technology development, appropriation and transfer from the CSIR to industry, (b) encourage CSIR Research Scientists to respond effectively to the technology demands from the private sector, (c) create a system or platform for intensive research-industry interaction including but not limited to organization of technology fairs, business meetings and online discussions via a dedicated website, and, (d) facilitate commercialisation of all technologies developed by the CSIR.

CHAPTER 2

SITUATIONAL ANALYSIS

1.1 Stakeholder Analysis of the CSIR

Stakeholder Mapping of the CSIR – based on their interest and influence

	Low Interest	*High Interest*
High Power	LATENTS Local and International Media General Public	PROMOTERS Donor Organisations and Agencies Government of Ghana (MMDAs) Institute Management Boards CSIR Council Industry and the Private Sector
Low Power	**APATHETICS** Banks and Financial Institutions Importers and Suppliers of Scientific equipment and supplies.	DEFENDERS International Organisations (non-donors) Educational Institutions NGOs Scientific Community Farmers CSIR staff

2.2 PESTEL Analysis

Major factors identified to have potential for significantly impacting the performance of the CSIR are as listed below.

Political Factors

- Historically inadequate commitment of governments to S&T driven socio-economic development
- Lack of technology-friendly policies
- Lack of awareness, understanding and interest about the role and benefits of STI and research by government
- Lack of belief in STI as a developmental lever
- Government seeks alternative STI solutions from external sources

- Weak inter-sectoral linkages
- Current policies within national strategy marginalizes STI
- Government has not accepted fully responsibility for funding research.
- Unclear national research agenda.

Economic Factors

- Poor performance of the national economy
- Inability to carry out import substitution under WTO rules
- The advent of PSIs providing some hope for industrial development and therefore technological uptake.
- Donor fatigue as far as funding research is concerned

Social Factors

- Fear of science at all societal levels
- The general unattractive image of science; the notion that science has no economic value
- No incentives for science careers
- Relative to others, Ghana is far behind in developing STI for growth
- Emphasis of science education at the primary level is very poor
- No national framework guiding science acculturation in our educational institutions
- The absence of the application of science in our daily lives
- Very materialistic society with little regard for the value of science.

Technological Factors

- No clear ministerial oversight of technology.
- The vast majority of technology driving the national economy is imported.
- Lack of mechanism for technology fore-sighting.
- High rate of change in technology.
- New directions in R&D (e.g. biotechnology).

Environmental Factors

- International commitment to UNCED (UN Conference on Environment & Development).
- Increasing concerns for environmental research.
- Continuous increase in illegal mining activities with attendant pollution of water bodies leading to increasing demands for water research.
- Changes in the climatic conditions (e.g., rainfall and temperature) creating higher demand for crop adaptation research.

Legal Factors

- No law controlling the movement of biological material within and outside the country.
- Limitations on ability to compete for some projects due to corporate nature and subvented

status.

- The need to renegotiate the positioning of the ministerial responsibility for STI because of its cross-sectional nature.
- The Act gives CSIR a broad scope with limited responsibility.

2.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of CSIR

A SWOT Analysis was used to identify the strengths, weaknesses, opportunities and threats related to business competition and planning of the CSIR. It was used to evaluate the strategic position of the CSIR and to specify the objectives and identify the internal and external factors favourable and unfavourable to the attainment of the objectives. These helped to establish the competitive advantage of the organisation.by identifying:

(a) **Prioritisation of Opportunities that give Highest Competitive Advantage**

- The existence of Public Private Partnership (PPP) framework
- High demand for technological and innovative products and services
- Government's recognition of STI as the engine for economic growth
- Vibrant scientific community and industrial environment that provides good networking opportunities
- Growing Manufacturing sector of the Economy (One District One Factory initiative)
- Availability of numerous Capacity Building Institutions
- The good will and support of donor agencies for national development programmes including R&D

(b) **Prioritisation of Strengths that give Highest Competitive Advantage**

- Highly qualified human resource and technological skills
- Scientific and Industrial Research in all the important sectors of the Ghanaian economy (food, agriculture, livestock, health, medicine, environment, housing, transport/roads, industry energy and other service sectors
- Institutionalization of incentive and award schemes for technology transfer and commercialization activities
- CSIR Intellectual Property Right office and policy in place
- Availability of marketable technologies and success stories with the private sector, for example in the food industry

(c) **Prioritisation of Weaknesses which when resolved create significant Competitive Advantage**

- Weak monitoring and evaluation systems of R&D
- Poor visibility of some CSIR Institutes
- Poor staff attitude to work and towards commercialisation

- Very Weak Financial Base
- Limited institutional capacity to commercialise research outputs on a commercial scale
- Inadequate entrepreneurial skills or business mindsets among CSIR employees

CHAPTER 3

STRATEGIC THRUSTS AND OPERATIONAL STRATEGY

From the SWOT analysis undertaken the following strategic thrusts and objectives were derived as the critical areas needing attention in order to leverage the CSIR to a level that positions it to impact significantly on the socio-economic development in the next five years.

Summary of Strategic Thrusts and Objectives

Strategic Thrust	*Strategic Objective*
Private Sector Driven R&D and Technological Innovation	• To develop and transfer at least three industry-driven technologies (of relevance to the local economy) per Institute per year, leading to the publication of at least three scientific papers per Institute per year in a recognised journal.
CSIR Re-Branding and Visibility Improvement	• To ensure that the CSIR is positively visible through weekly appearances in the print and electronic media; and enjoys significant goodwill from its identified stakeholders through one contact-hour bimonthly interaction.
Financial Resource Mobilisation	• To generate at least 30% of annual recurrent expenditure by 2027 through: IPR operationalisation; entrepreneurial capacity development; attraction of donor funds for research projects; and private sector funds for consultancy services and public private partnerships.
Staff and Systems Performance Improvement	• To enhance corporate performance through staff sensitisation and motivation as well as ensuring a robust and effective monitoring and evaluation system.

Stakeholder Management Plan

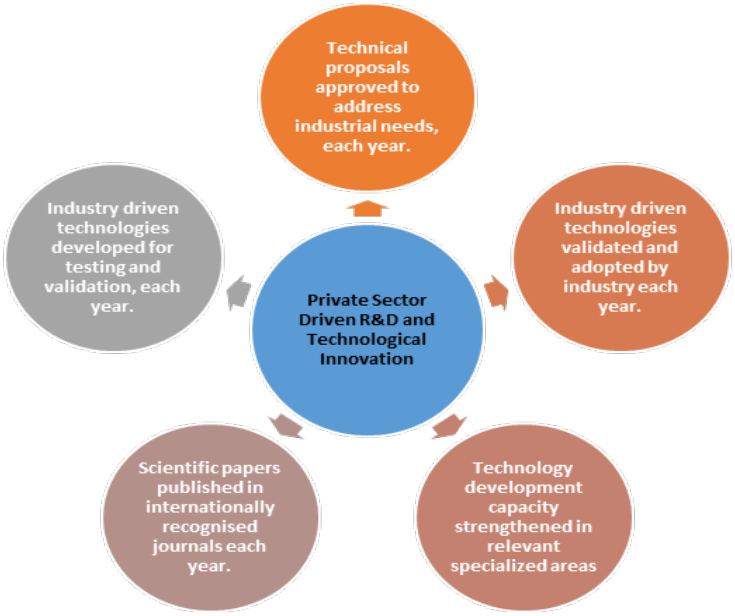
Effective management of stakeholders is one of the most important ways to increase corporate visibility. It must be noted that it is the stakeholders who would market the CSIR and the way they are managed would determine how well they market the Council. The stakeholder analysis has categorised the stakeholders into four major groups – Promoters, Latents, Defenders and

Apathetics - with very specific interests and power levels that are adequately defined. Promoters would be closely engaged, consulted and influenced actively. They would be involved in governance and decision-making bodies of the Council; their interest areas would be monitored closely and addressed on a timely basis, in order to effectively leverage the strategic objectives, goal and vision of CSIR. The interests of the Latents would be critically examined and reasonably satisfied, to make them passionate enough about the CSIR Goal and Vision to promote it. They would be informed, engaged and consulted on interest areas as specified in the stakeholder analysis, whilst being consciously influenced to become promoters. Defenders would also be informed adequately and consulted effectively on interest areas. They would be involved in low-risk areas, inspired to consciously and actively participate in, and support CSIR activities in the quest to making them effective goodwill ambassadors and supporters of the CSIR Goal and Vision. Apathetics would be monitored regularly to identify other interest areas that can more effectively align them to the CSIR vision. They would be mostly informed via general communication, newsletter, website and mail shots; and consciously influenced to become effective defenders of the CSIR Goal and Vision.

CHAPTER 4

STRATEGIC THRUSTS AND OUTPUTS

Strategic Thrust 1 and Outputs:



Strategic Thrust 2 and Outputs:

Strategic Thrust 3 and Outputs:

Strategic Thrust 4 and Outputs:

Stakeholder Management Plan and Outputs:

CHAPTER 5

MONITORING AND EVALUATION FRAMEWORK

Performance Indicators and Targets

Strategic Thrust 1 Indicators

Strategic Thrust 1: Private Sector Driven R&D and Technological Innovation		
INDICATOR	**TARGETS**	
	5-Years	**Yearly**
Indicator 1.1a: Number of identified industrial needs.	195	39
Indicator 1.1b: Number of technical proposals approved by industry.	195	39
Indicator 1.2: Number of industry driven technologies developed	195	39
Indicator 1.3: Number of industry driven technologies validated and adopted by industry.	195	39
Indicator 1.4: Number of scientific papers published in internationally recognised journals.	195	39
Indicator 1.5a: Number of staff trained in relevant specialised areas (4 Scientists & 3 Technicians = 7)	35	35
Indicator 1.5b: Number of specified specialised areas covered	5	5

Strategic Thrust 2 Indicators

Strategic Thrust 2: CSIR Re-Branding and Visibility Improvement		
INDICATOR	**TARGET**	
	5-Year	**1-Year**
Indicator 2.1: Document detailing Guidelines for a PPP agenda.	1	1
Indicator 2.2: Number of private sector actors with whom PPP arrangements have been established.	130	26
Indicator 2.3a: Number of identified stakeholders whose interests have been addressed. (1 per category per year)	75	15
Indicator 2.3b: Number of stakeholder interests addressed	52	52
Indicator 2.4a: Number of informative promotional materials distributed to stakeholders.	130	26
Indicator 2.4b: Number of stakeholders receiving promotional materials. (at least 5 per each stakeholder category)	375	75

Indicator 2.5a:	Number of TV/radio talk show programmes participated in.	130	26
Indicator 2.5b:	Number of feature articles published.	260	52
Indicator 2.6:	Number of public events organised annually.	15	3
Indicator 2.7:	CSIR ranking on webometrics improved from 6368 to at least 500 in five years.	500	4800

Strategic Thrust 3 Indicators

Strategic Thrust 3: Financial Resource Mobilisation			
INDICATOR		**TARGETS**	
		5-Year	**Yearly**
Indicator 3.1:	Amount attracted through funding of winning proposals by donor community	$306.37m	See Appendix 3a
Indicator 3.2:	Amount attracted through the provision of consultancy services.	GHC150.10m	See Appendix 3b
Indicator 3.3:	Amount attracted through development of technologies for solving industry problems	GHC165.00 m	See Appendix 3b
Indicator 3.4:	Amount generated through the sale of Research By-Products.	GHC97.50 m	See Appendix 3b
Indicator 3.5:	Amount attracted into CSIR Endowment fund	$20m	$4m
Indicator 3.6:	Amount added to the S&T fund	GHC250 m	GHC50 m
Indicator 3.7:	Document re-defining staffing, responsibilities, powers and allocated resources for IPR, PR and marketing functions	1	1
Indicator 3.8:	Number of CSIR technologies patented/ copyrighted each year – (two per Institute)	130	26
Indicator 3.9:	Number of private sector actors partnering CSIR to commercialise copyrighted/ patented technologies	130	26
Indicator 3.10:	Number and category of staff trained in relevant entrepreneurial activities		
	Top and middle level management	95	19
	Senior Members	375	75
	Senior Staff	900	180
	Junior Staff	1305	261

Strategic Thrust 4 Indicators

Strategic Thrust 4: Staff and Systems Performance Improvement			
INDICATORS		TARGETS	
		5-Year	1-Year
Indicator 4.1a:	Number of causes of poor attitudes and lack of motivation identified.	10	10
Indicator 4.1b:	Number of causes of poor attitudes and lack of motivation addressed and reviewed annually.	10	10
Indicator 4.2:	Number of Staff benefitting from more attractive Incentive, loan and award schemes.	1780	356
Indicator 4.3:	Number of staff opinions taken into consideration in decision making processes.	2850	570
Indicator 4.4:	Number of staff promoted at the due time.	2850	570
Indicator 4.5:	Number of staff benefit from one professional development support for each promotion cycle.	2850	570
Indicator 4.6:	Copy of document re-defining staffing, responsibilities, powers and allocated resources, for the established M&E Function.	1	1
Indicator 4.7:	Copy of comprehensive, robust and effective M&E system developed for CSIR.	1	1
Indicator 4.8:	Annual performance assessment reports on CSIR systems, staff and activities (one for each area)	15	3

Stakeholder Management Indicators

INDICATOR		TARGET	
		5-Year	1-Year
Indicator SM.1a :	Number of Promoters involved in decision making bodies of CSIR (5 per category)	125	25
Indicator SM.1b :	Number of impact activities creditable to Promoters' lobbying or funding support activities or promoting access to opportunity. (2 per category)	50	10
Indicator SM.2:	Number of Latents becoming effective Promoters of the CSIR Goal and Vision (2 per category)	20	4
Indicator SM.3:	Number of Defenders become effective goodwill ambassadors and supporters of the CSIR Goal and Vision. (2 per category)	60	12
Indicator SM.4:	Number of the Apathetics becoming effective Defenders of the CSIR Goal and Vision. (2 per category)	20	4

CHAPTER 6

INDICATIVE BUDGET

OVERALL ANNUAL INDICATIVE BUDGET SUMMARY PER INSTITUTE

OBJECTIVE	TOTAL COST FOR SPECIFIED OUTPUT (GHS)					TOTAL COST (GHS)FOR SPECIFIED OBJECTIVE
	OUTPUT 1	OUTPUT 2	OUTPUT 3	OUTPUT 4	OUTPUT 5	
Objective 1	14,822.64	335,011.68	68,084.64	54,505.44	11,561.76	**483,986.16**
Objective 2	61,538.40	121,731.84	64,276.32	103,380.48	-	**350,927.04**
Objective 3	214,024.32	65,698.56	122,037.12	44,288.64	-	**446,048.64**
Objective 4	111,873.60	95,545.44	-	-	-	**207,419.04**
Stakeholder Management	81,161.28	48,898.08	43,241.28	48,898.08	-	**222,198.72**
GRAND TOTAL BUDGET						**1,710,579.60**

OVERALL ANNUAL INDICATIVE BUDGET SUMMARY – OVERALL

OBJECTIVE	TOTAL COST FOR SPECIFIED OUTPUT (GHS)					TOTAL COST (GHS) FOR SPECIFIED OBJECTIVE
	OUTPUT 1	OUTPUT 2	OUTPUT 3	OUTPUT 4	OUTPUT 5	
Objective 1	192,694.32	4,355,151.84	885,100.32	708,570.72	150,302.88	**6,291,820.08**
Objective 2	799,999.20	1,582,513.92	835,592.16	1,343,946.24	-	**4,562,051.52**
Objective 3	2,782,316.16	854,081.28	1,586,482.56	575,752.32	-	**5,798,632.32**
Objective 4	1,454,356.80	1,242,090.72	-	-	-	**2,696,447.52**
Stakeholder Management	1,055,096.64	635,675.04	562,136.64	635,675.04	-	**2,888,583.36**
GRAND TOTAL BUDGET						**22,237,534.80**

CHAPTER 7

IMPLEMENTATION PLAN

Management and Leadership

- A 7-Member Strategic Plan Implementation and Coordination Committee (SPICC) shall be established under Corporate CSIR to manage and drive the implementation of all aspects of the Strategic Plan across all the Institutes of the CSIR including the Head Office.
- The SPICC shall be chaired by the Deputy Director General (DDG).
- The Committee shall be directly responsible to the DG.
- A 7-member Institute Strategic Plan Implementation Committees (ISPIC) shall also be established at all the 13 Institutes and the Head Office, to drive the internal implementation of Institute Strategic Plans.
- The ISPIC shall be chaired by the Deputy Directors of the various Institutes (or for the Head Office, the 2nd in command to the Director of Administration).
- The ISPIC shall be directly responsible to the Directors of the Various Institutes, through whom they shall report to the SPICC.
- A 5-member Strategic Plan Auditing Team (SPAT) shall be established to monitor the levels of compliance by SPICC and ISPICs.
- The SPAT shall be chaired by The Director of Audit.
- Both the SPICC and the ISPIC shall meet Quarterly to review progress on the implementation of the strategic plan and report appropriately. The SPICC meetings should be held one clear month before DMC Meetings to facilitate early reporting to DG and discussion of implementation progress at DMC.

Implementation Process

- There shall be an official launch of the Strategic Plan and an official inauguration of the SPICC, ISPICSs and SPAT at a common function within December 2022.
- The first year of the strategic plan implementation would follow the generic workplan outlined in the Plan. Two months before the start of implementation, the SPICC and ISPICs shall tease these out and develop it into an annual workplan which shall include a monitoring plan for the first strategic year; and serve as the working document for the year.
- A Strategic Plan Inception Meeting shall be held two weeks within the first strategic year, for key stakeholders of the strategic plan – both at the Corporate and Institute levels - where the first year's annual workplan shall be presented.
- The SPICC shall send reminders to the Directors of Institutes and copy Chairmen of ISPICs two weeks before the start of various activities, as well as two weeks before the

due date for reporting on the activity.

- The ISPIC shall send reminders to Officers responsible for various activities two weeks before the start of the Activity; as well as two weeks before the due reporting date for the Activity.
- SPICC and all ISPICs must put the Chairman of SPAT in copy of all scheduled presentations, reminders, meeting notices, signed minutes of all meetings and correspondences in relation to report submissions to facilitate its auditing role.
- Based on the reports from ISPIC, and feedback from SPICC, Institute Directors shall:
    - Make a presentation to IMCs and Management Boards quarterly on the progress of implementation of the Strategic Plan
    - Provide Feedback to ISPIC on comments, suggestions and recommendations from IMC, Management Boards, and SPICC.
- Based on the reports from SPICC, the DG shall:
    - Make a presentation to DMC and Council quarterly on the progress of implementation of the Strategic Plan
    - Provide Feedback to SPICC on comments, suggestions and recommendations from DMC and Council, for onward transmission to Institutes.

Auditing of Strategic Plan Implementation System

- The SPAT shall be responsible for auditing the operations of the SPICC and ISPIC with particular reference to their level of compliance in:
    - Developing appropriate reporting forms that capture the critical information for monitoring performance
    - Organising their quarterly meetings
    - Sending reminders for Activity initiations and due dates for reporting
    - Organising Inception meetings and Yearly Presentations on Progress and Annual Workplans.
    - Timely submission of reports.
- The SPAT shall carry out its audit and report its findings to the DG within the first quarter of each strategic year.
- The report of the SPAT should cover very concisely, the targets for each of the above indicators, the level of compliance, the variance, overall percentage performance (ranking Institute ISPICs and SPICC), and recommendations for improvement.