

CSIR Strategic Partnerships 3rd Forum

CSIR Strategic Partnerships
Key Account Management update

18 June 2014



Presentation Contents

1. ADL Findings, Recommendations
 - Actions underway
2. CSIR Strategic Partnerships
 - Key Account Management update

ADL Exercise

- ADL findings, recommendations, actions underway -

Approach

Benchmark study peer group



Customer interviews



Internal consultations



25 consultations with CSIR central function and operating units

Business Development Strategy

- Main findings -

- CSIR is addressing the right issues in developing its centralised and decentralised BD activities.
- Efforts made by the central BD function have been strongly praised by the CSIR's customers in terms of strengthening relationships at the strategic level.
- Ambitions appear to be in line with overall good practice, and address customer requirements.

5 Clusters of Findings / Key Issues

1. Strategy

- Prioritisation of strategic partners required
- Better business cases needed
- No real incentives to contribute to cross-CSIR BD initiatives

2. Organisation of business development

- Clear need for a centralised BD function – however, there needs to be agreement on the role and remit of a centralised BD function and how it relates to operating units

3. Approach to business development

- Risk of losing goodwill if initial steps in customer engagement process not better structured

4. Managing research programmes

- Mechanisms for delivering interdisciplinary programmes of work for customers across the CSIR in an integrated manner not clearly defined
- Customers identified this as a source of dissatisfaction in customer interviews

5. Managing customer relationships

- At the strategic level, customer relationships are well handled within the CSIR
- Role of a key account manager to be institutionalised in order to support and foster interactions
- Locating the ownership of technical relationship within the SET base is in line with good practice but there needs to be greater consistency in customer interactions

Issue 1: Strategy – Categorisation of customers

- The ambition of the existing BD strategy to jointly develop capability with strategic partners is valid, but categorisation of customers is required



1. Stakeholder

Organisations which form part of the broader ecosystem which the CSIR operates in.

Does not commission work from the CSIR but may act as a source of influence over its direction.

- HEIs, other RTOs, NGOs, eg CSIR Board, Parliament, etc.

2. Customer

Everyone who contracts CSIR is a customer.

Most customers will fund **projects** without needing to have these managed as a programme or requiring co-investment. All customers will have a **project manager**.

- Contract R&D customers, eg Woolworths

3. Key Customer

Key customers which have asked CSIR to deliver a set of projects organised into a structured programme with clear end goal or targeted to overcoming a specific issue/challenge as part of an **arms length relationship**.

These will have both a **Key Account Manager** and/or a **programme delivery manager**.

- SASSA; SASOL

4. Strategic Partner

Partners with programme delivery requirements who share a long term vision with CSIR and for which CSIR also contributes a significant investment.

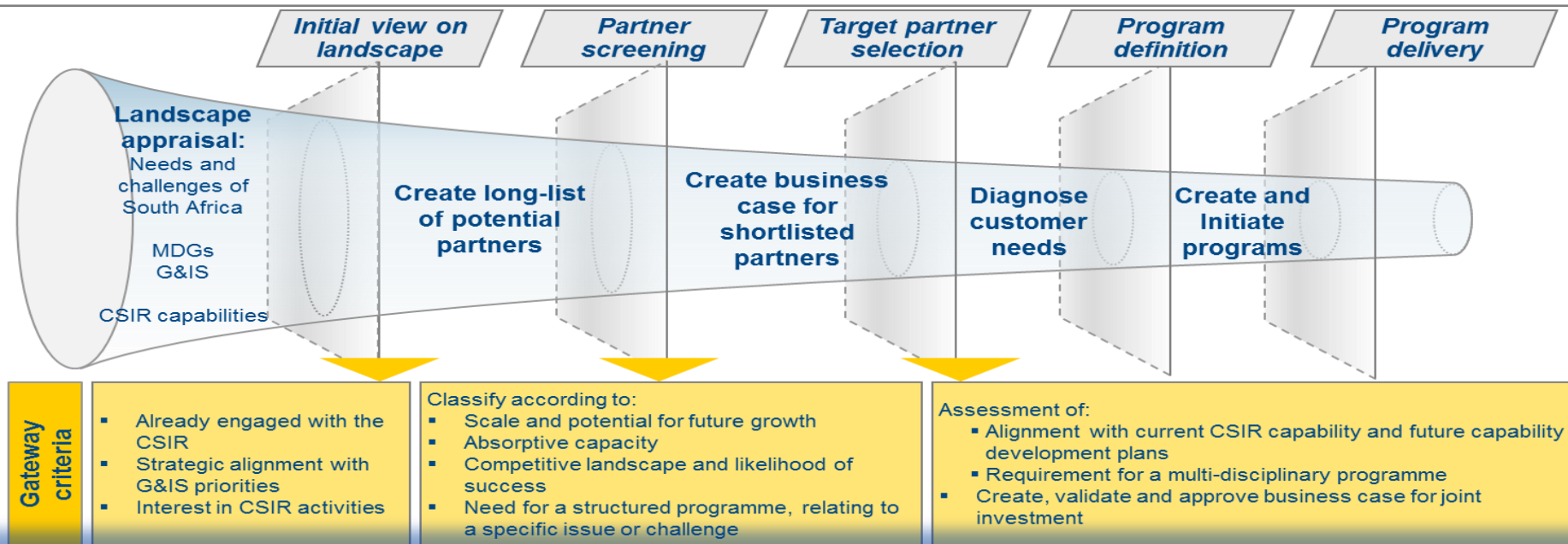
Needs a **programme delivery structure** (with a **programme delivery manager**) and a **KAM** located either in the programme delivery structure or in an operating unit.

- DEA, DWA, the dti
- Transnet, Eskom, NHIS

Proposed action: Customers to be categorised by 30 September 2014

Issue 1: Strategy - Development of Business Cases

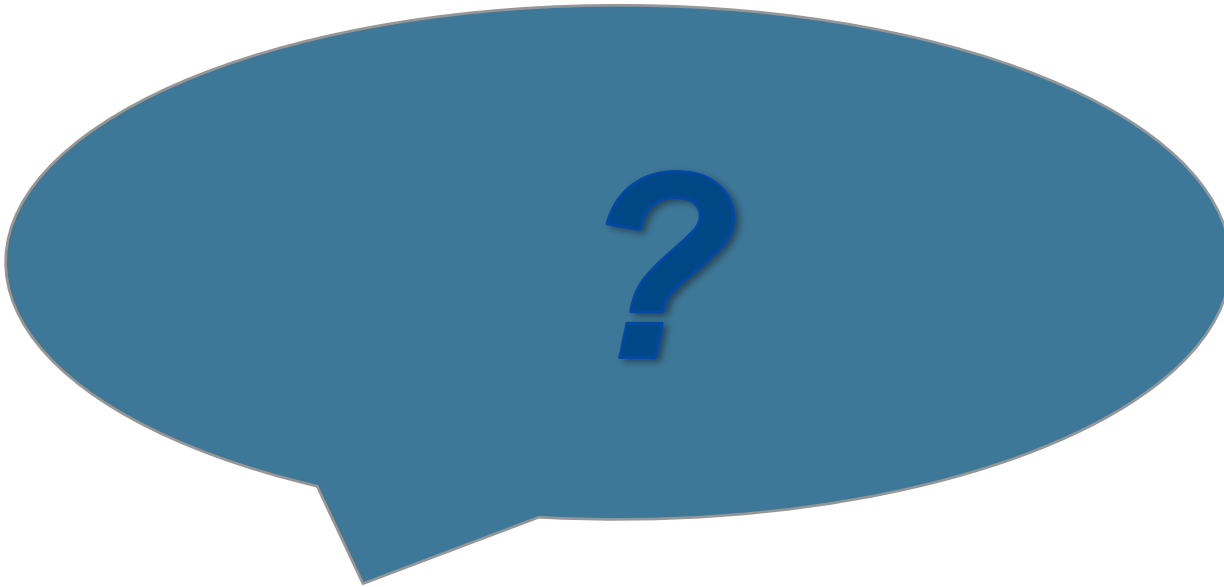
- The R&D component of the CSIR strategy which sets out the rationale for how why and which strategically important customers should be pursued across the RTO has not yet been defined.
- Fully developed business cases aligned with the R&D strategy are needed before the development of strategic partnerships. Guidance by the CSIR Institutional Planning office is required. At present there is no institutional resource conducting cross-RTO business analysis and foresighting of customer need. The CSIR's central BD function currently lacks the capability and capacity in developing these business cases – though there are capabilities elsewhere in the CSIR's operating units.



Proposed action: 1. Guidance by the CSIR Institutional Planning office required
2. Programme office capability functional by 31 March 2015

Issue 1: Strategy – Incentives for cross - CSIR BD activities

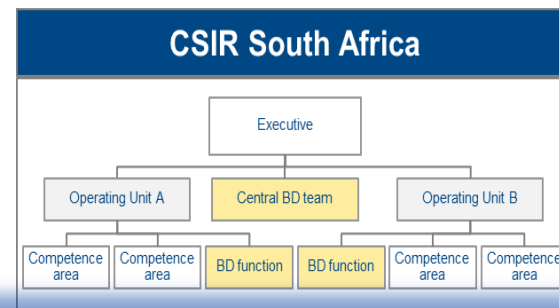
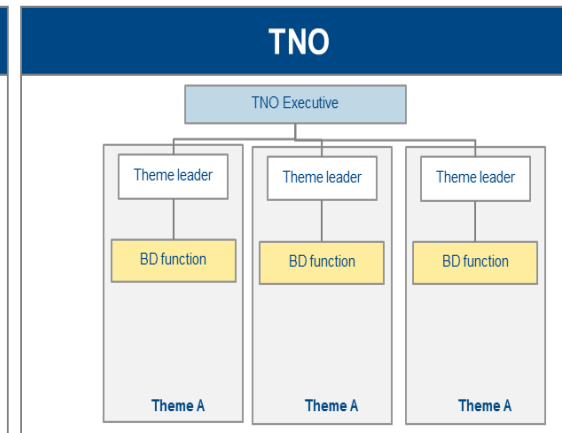
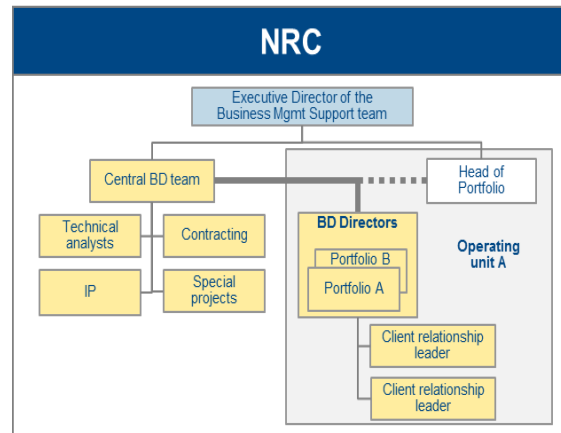
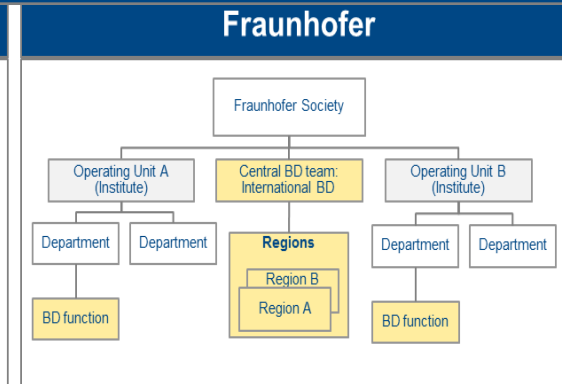
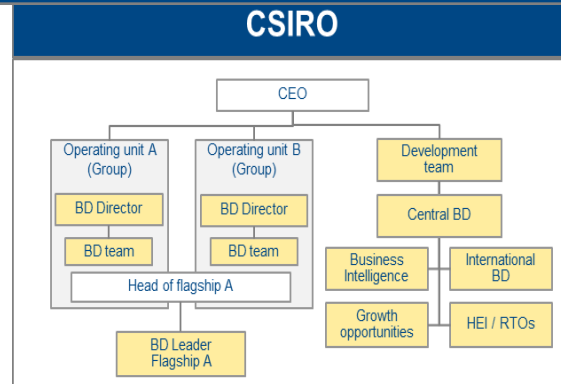
- Unit BD staff and KAMs are currently tasked with selling the capabilities of their own operating units and currently have no real incentive to contribute to cross-CSIR BD initiatives



**Proposed action: 1. KPIs and Incentives to be Implemented 1 April 2015
2. KPI guidance by the CSIR Institutional Planning office required**

Issue 2: Organisation of Business Development - Centralised & Decentralised

- Clear need for centralised BD function – performs a valuable role
- Agreement required on role and remit of centralised BD function and relation to operating units
- Opportunities for new growth could come top-down and bottom-up, ie operating unit level upwards.
- Role of centralised BD function is facilitative, enabling, identifying priorities/requirements for operating units share in to the overall direction



Proposed action: Formalise role and remit of a centralised BD function in relation to BD in the operating units by 31 March 2015

Issue 3: Approach to Business Development

- Customers have different preferences for the process through which their needs are diagnosed – this needs to be addressed in the development of cross-CSIR relationships
- There is a risk of losing goodwill if initial steps in engagement with potential customers are not better structured when introducing customers to the cross-RTO capabilities of the CSIR. Meetings are often set up without clear customer requirements. This could result in attempts to “pitch” technical ideas, with a large number of technical staff being invited to these meetings, and the engagement coming across unstructured and unproductive
- Selection of strategic partners and key clients should be aligned with the objectives of the R&D strategy

Diagnosis of customer needs

Internal diagnosis

- Customer diagnoses its own problems. Assesses if the problem should be resolved internally or by an external provider
- Either sole sourced or tendered



Co-working

- Customer and RTO teams work together collaboratively to define detailed research activities
- Approved by a joint steering committee



Systematic diagnosis by CSIR

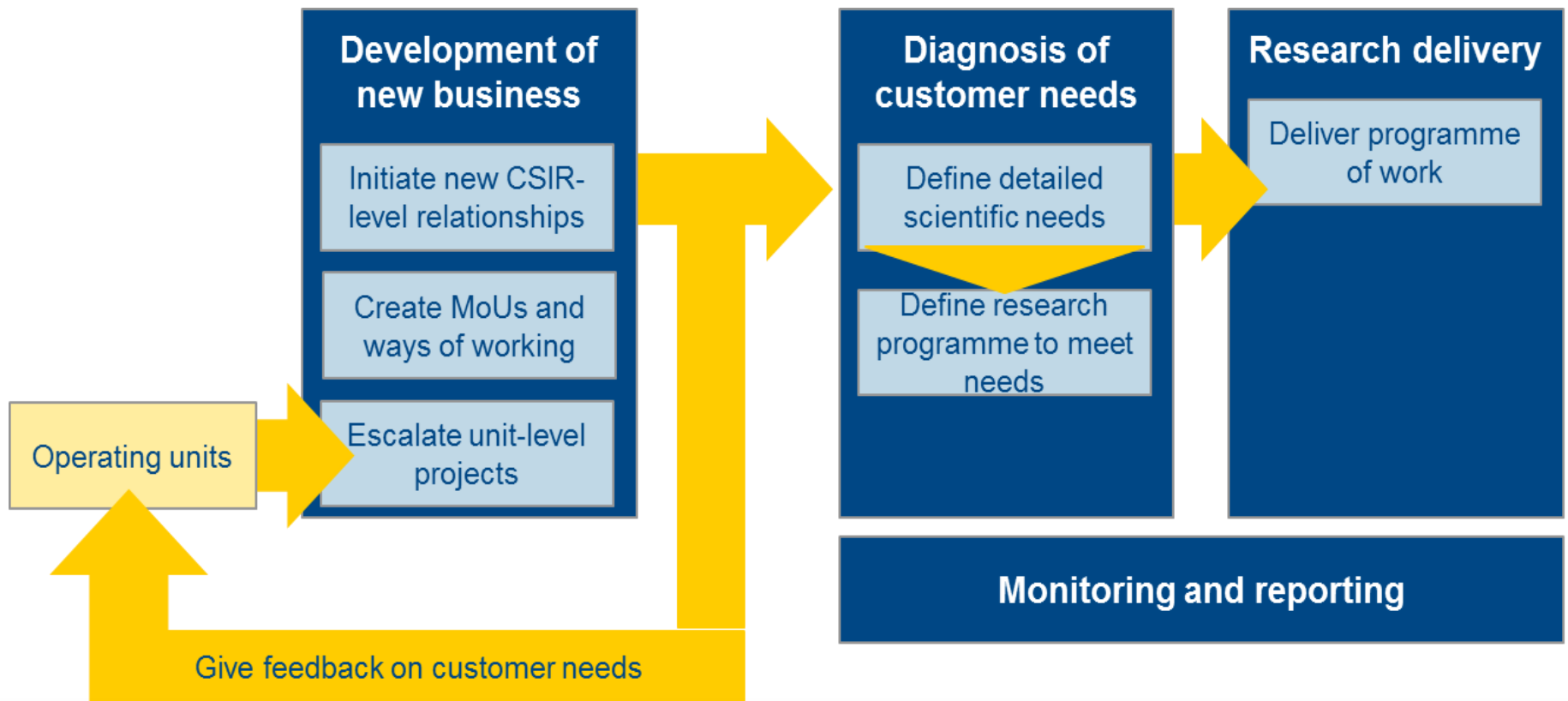
- RTO diagnoses problems which it can solve in the organisation
- Escalated to, and approved by, a joint steering committee



Proposed action: 1. Programme office capability and process by which customer needs are diagnosed by 31 March 2015
2. KAM Strategic Partnerships Strategy in place by 31 March 2015

Issue 3: OU Approach to Business Development

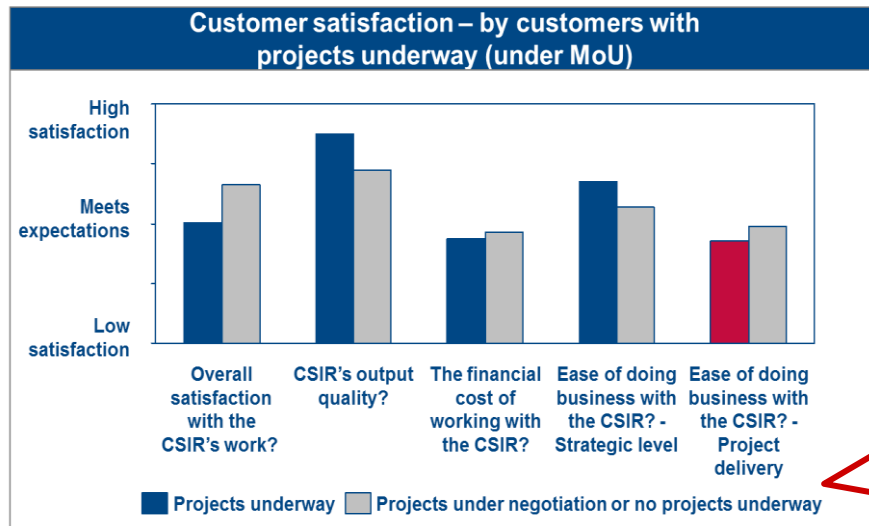
- Identifying cross-RTO partners often involves further developing and building out relationships which are already successful at operating unit
- Some operating units have developed several successful models for working with their key customers, which best suit the customer, topic and capabilities, e.g. DPSS and DoD



Proposed action: Formalize process for capturing good practice and incorporate them into the BD process by 31 March 2015

Issue 4: Managing Research Programmes

- The mechanisms for delivering interdisciplinary programmes of work for customers across the CSIR in an integrated manner are not clearly defined
- The mechanisms for delivering programmes for customers across the CSIR in an integrated manner are not clearly defined and some customers expressed dissatisfaction
- Customers identified weak programme management & project delivery as a source of dissatisfaction in our customer interviews. This is a reputational issue (but it is not a direct BD responsibility)
- The benchmarking results suggest that there is no one single organisational construct for ensuring good programme management for strategic partnerships



Research delivery				
Co-location of research facilities	Technology scanning sessions	Staff secondment	Standalone research	Facilitate multiparty research
<ul style="list-style-type: none"> Establishment of research facilities at the RTO's site 	<ul style="list-style-type: none"> Regular briefing sessions to communicate developments in science and technology 	<ul style="list-style-type: none"> Expert RTO teams working at customer facilities 	<ul style="list-style-type: none"> RTO delivers project as part of a standalone project 	<ul style="list-style-type: none"> RTO have a facilitating role, bringing together organisations from multiple industries to define and deliver pre-competitive research

Transnet Engineering (TE) – reported that its biggest concern about working with the CSIR was around programme management. TE observed that the CSIR appeared not to be able to track projects and provide information about current status and time of completion. In addition, the CSIR seemed to struggle to get resources mobilized and the projects underway and progressing. In other words, *“there’s no one whose job it is to push this”*.

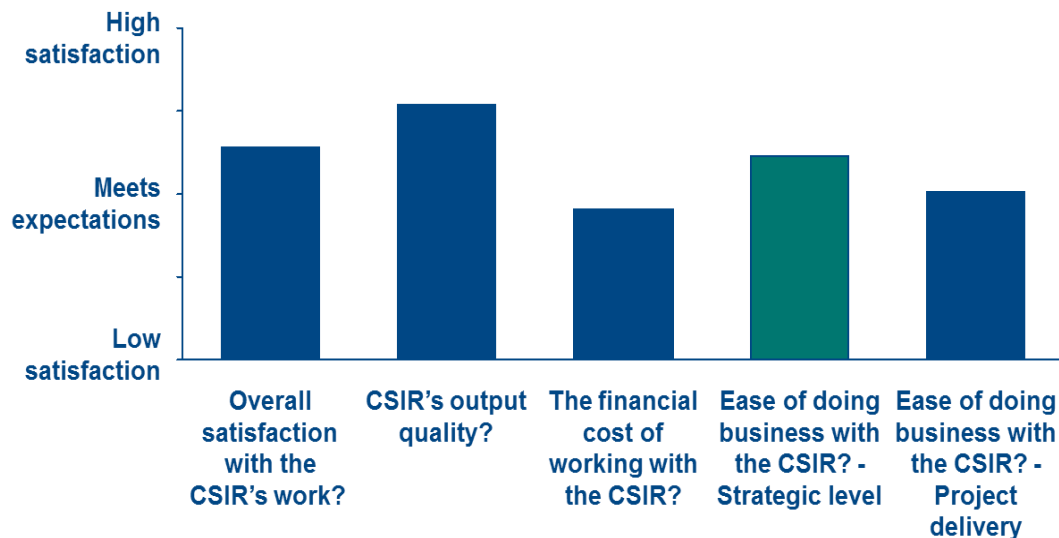
Proposed action: 1. Programme office capability and process by which customer needs are diagnosed in place by 31 March 2015
2. KAM Strategic Partnerships Strategy in place by 31 March 2015

Issue 5: Managing Customer Relationships

– Strategic Relationship Management

- The CSIR's central BD function received significant acclaim from the perspective of its customers, in managing whole organisation, strategic-level relationships
- Customers are satisfied with the approach in which they transition from commissioning individual projects and towards larger, integrative initiatives

Customer satisfaction – overview of average scores



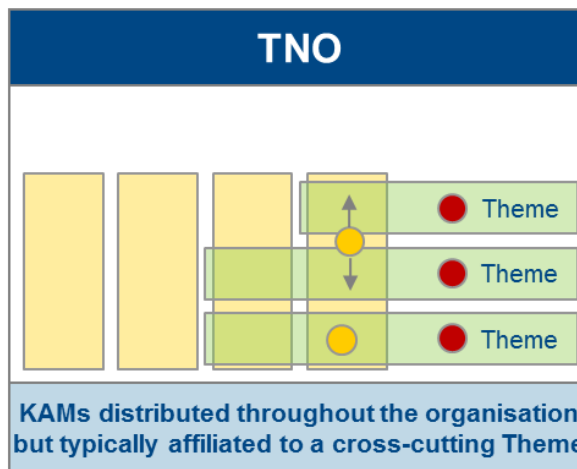
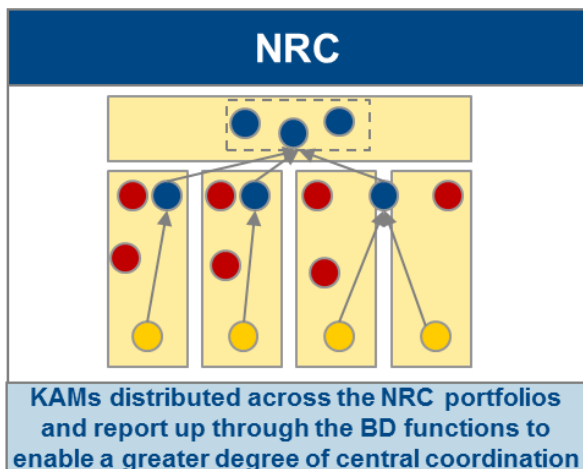
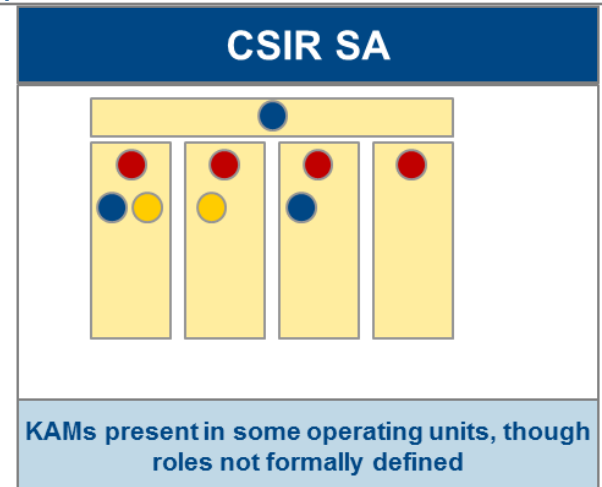
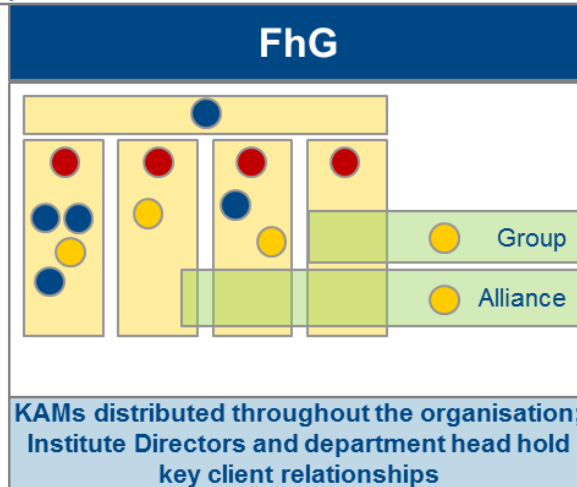
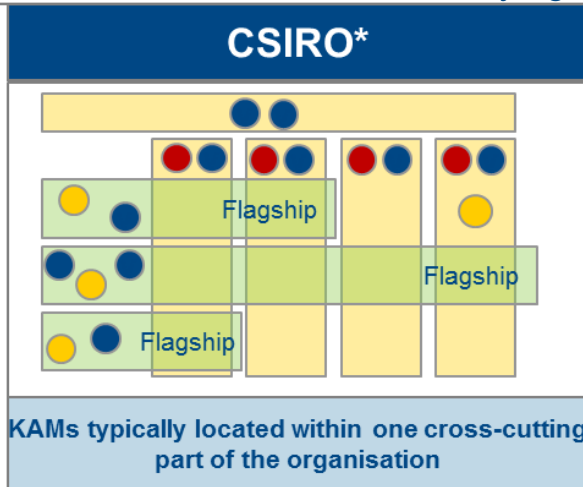
Many of the customers mention that the CSIR has a strong approach to relationship management – specifically, the professionalism of the CSIR in coordinating, following up and administrating the relationships on a strategic level were highlighted by public customers.

Proposed action: 1. Strategic Partnerships Model communicated by 30 September 2014
2. Contract Routing Sheet to be revised accordingly by 31 March 2015

Issue 5: Managing Customer Relationships

– Ownership of technical relationships

- Locating the ownership of technical relationship within the SET base is in line with good practice but there needs to be greater consistency in customer interactions
- Relationships with customers for most RTOs are, and will continue to be, held mainly at the operating unit level, which is where the bulk of the technical interaction takes place. The implication for CSIR is that for the majority of customers, BD staff should play a more generalist role, signposting customers to the relevant technical staff, rather than trying to position themselves as “*technical experts*”



Issue 5: Managing Customer Relationships

– Managing customer relationships - KAM

- The role of a key account manager institutionalized in order to support and foster interactions.
- In the past, issues due to an uncoordinated approach to particular clients has arisen. In some instances, this has involved different parts of CSIR “*crossing in the lobby*” when approaching a customer.

Proposed action:

- 1. Formalise the selection criteria for the appointment of KAMs by 31 March 2015**
- 2. Formalise the roles, responsibilities and KPIs of KAMs by 31 March 2015**
- 3. Formalise the reward and recognition systems for KAMs by 31 March 2015**

CSIR Key Account Managers

PUBLIC SECTOR

Department of Environmental Affairs (DEA)	- Xolisa Ngwadla
Department of Water Affairs (DWA)	- Harrison Pienaar
Sports and Recreation South Africa (SRSA)	- Tony Kirkbride
Department of Public Works (DPW)	- Sihle Dlungwana
the department of trade and industry (the dti)	- Berenice Lue
South African Police Services (SAPS)	- Braam Greeff
National Health Insurance (NHI)	- Roger Young
Department of Health (DoH)	- Matthew Chetty
Department of Rural Development and Land Reform (DRDLR)	- Rensie Van Rensburg
South African National Space Agency (SANSA)	- Marie Botha
Department of Communication (DoC)	- Kobus Roux
Department of Basic Education (DBE)	- Meryl Ford
Department of Home Affairs (DoHA)	- Roger Young
Department of Performance Monitoring and Evaluation (DPME)	- Hennie Bezuidenhout
Economic Development Department (EDD)	- Berenice Lue
Strategic Infrastructure Projects (SIPs)	- Rachel Chikwamba
King Abdulaziz City of Science and Technology (KACST)	- Erlank Pienaar

PROVINCES

Joburg Water	- Themba Belle
Tshwane Local Government (City of Tshwane)	- Themba Belle
Municipal Infrastructure Support Agent (MISA)	- Themba Belle
Gauteng Department of Infrastructure Development (GDID)	- Themba Belle
The Innovation Hub (TIH)	- Sean Moolman

STATE OWNED COMPANIES

Denel	- John Wesley/Laurent Dala
Transnet Engineering	- Charl Harding
Transnet National Ports Authority (TNPA)	- Petrus Matji
Eskom	- Berenice Lue
State Information Technology Agency (SITA)	- Berenice Lue
South Africa Social Security Agency (SASSA)	- Fabrizio Dionisio

PRIVATE SECTOR

DuPont	- Sipho Mtsweni
Sasol	- Berenice Lue
Nestle	- Daniel Visser

FUNDING AGENCIES

Development Bank of South Africa (DBSA)	- Berenice Lue
Technology Innovation Agency (TIA)	- Berenice Lue
Industrial Development Corporation (IDC)	- Berenice Lue

Roles - CSIR Key Account Managers



1. Approach

- Understand the Strategic Partner/CSIR MoA
- Take a strategic perspective
- Take an institutional perspective

2. Operational

- Establish communication link with counterpart
- Develop shared understanding of the intent of the cooperation area
- Develop concepts for joint initiatives
- Respond to enquiries from colleagues
- Advise, guide and filter

3. Test project concepts

- Firstly with institutional representative
- Own institutional entity
- Steering Committee

4. Develop and submit project proposals

- Meet own institutional process requirements
- Align with guidelines and criteria provided

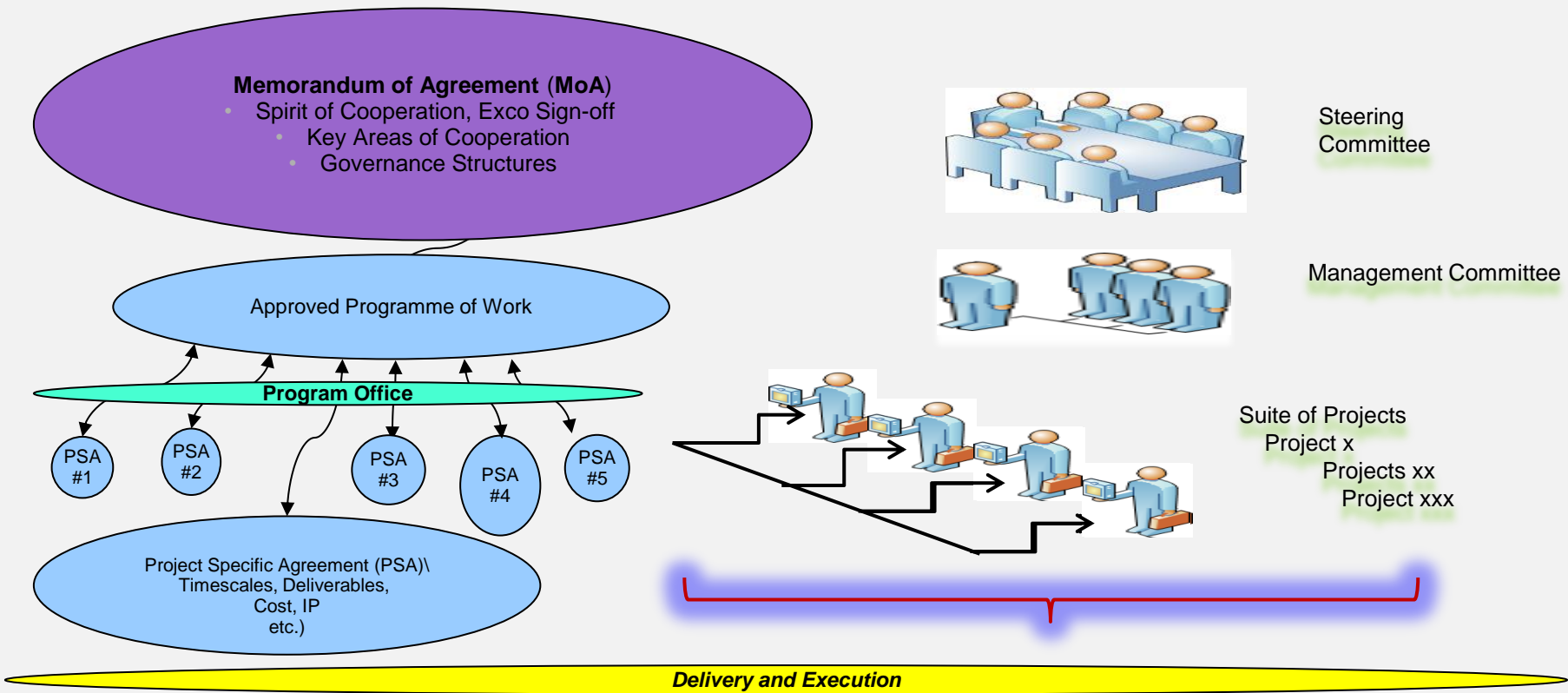
– what we've done so far

Strategic Objectives



- Develop strategic partnership model
- Capitalise on CSIR multidisciplinary nature and value proposition
- Develop CSIR-wide strategy to ensure targeted and consistent messaging to stakeholders & instil Team CSIR culture
- Elevate the CSIR's visibility and enhance business through a well managed approach to business development

Partnership Model and Governance Framework



- Harnessing full CSIR value proposition
- Formal translation of MoA
- Key account management
- Governance framework
- Shared RAG dashboard for combined management

- Examples -

SAPS/CSIR Strategic Relationship

Braam Greeff / Major General Pillay

1. MOA signed 18 February 2014
2. Collaboration activities 2013/14
 - Regular technical meetings and work-sessions conducted to collaborate in areas of ICT, communications- and command and control domains. Visit in planning by SAPS for 2014
 - Technical consultation services provided to SAPS (Technology Management Systems), request to assist with two ICT related tender support matters. Third request is in process
3. Issues for attention
 - Establishment of joint CSIR-SAPS governance structure, as required by the MOA in process.
 - The ISG Program Office (Roger Young) currently liaising with SAPS procurement and legal departments to establish structure

DEA/CSIR STRATEGIC PARTNERSHIP

Mapula Tshangela/Xolisa Ngwadla

1. MoU signed 21 September 2012
2. Main areas of cooperation:
 - Environmental solutions for a green economy
 - Adapting and mitigating climate change
 - Sustainable environmental management
 - Protecting biodiversity
 - Ecosystem Service delivery
3. Collaborative activities 2013/14
 - Development of guidelines, tools, indicators for assessing green economy initiatives
 - Developing open platform to support green gas mitigation for decision making
 - Involved with SIP 8 over two year programme
 - Supporting national processes to form intergovernmental platform on biodiversity and ecosystem services as a regional hub
 - Supporting strategic environmental assessments for SIPS – Eco systems, shale gas regulation and marine mining
4. Issues for attention
 - Pursue EU funding for sustainable consumption and production activities
 - Need critical look at bottlenecks
 - Id game changers in energy, industrial development, mining, agriculture, building sector

CSIR /DOH Strategic Partnership

Matthew Chetty/ Milani Wolmarans

1. MoA signed 2009
 - New MoA currently under review by DoH – makes provision for broader CSIR-NDoH collaboration

2. Collaboration activities 2013/14
 - Built Environment IUSS – recommends norms and standards for health facilities
 - Normative Standards Framework for eHealth – gazetted in April 2014
 - Health Population Register – to support planning for NHI
 - Primary Healthcare Patient Information Systems Assessment

3. Issues for attention
 - Revised MoA makes provision for new representation on the Steering Committee
 - Delays in access to Home Affairs data continues to hamper progress on the Health Population Register project

Eskom/CSIR Strategic Partnership

Barry MacColl/Berenice Lue



1. MoU signed 22 October 2014
2. Collaboration activities 2013/14
 - Test beds for reliable smart city machine-to-machine communication
 - Home energy management optimisation
 - Wave energy site selection study (Phase II)
 - Thermal desalination
 - Regional air quality modelling over the Waterberg priority area
 - Laser-based refurbishment of turbine blades
 - Cell phone electricity theft
 - Energy storage (batteries and super capacitors)
3. Issues for attention
 - discuss key strategic initiatives to address the country's energy needs

CSIR /DRDLR Strategic Partnership

Rensie van Rensburg /Daphney Mayindi



1. MoU signed 1 June 2012

2. Collaboration activities 2013/14

- 11 Agreements active in 2013 /14 with value of R65,3m (Total SLA value of R117m – some overflow into 2014 /15)
 - 4 with REID with (primarily) ECD (1 with Biosciences)
 - 5 with RID with (primarily) Meraka (1 Biosciences & 1 Built Environment)
 - 2 with SPLUM (1 Meraka & 1 Built Environment)

3. Issues for attention

- Joint RDI Roadmap and planning
- More support required in implementation of MoU

CSIR Strategic Partnership/KACST

Erlank Pienaar/Dr Turki ibn Saud ibn Mohammed Al-Saud

1. MoU signed November 2013
2. Collaboration activities 2013/14
 - CSIR has programmes with KACST in Radar and Electronic Defence, Electro-Optics, Aeronautics
 - Several joint research and development programs completed and in process
 - Monetary value of contracts completed and in process in excess of R400 million
 - Proposals in process of contracting exceeds R400m
3. Issues for attention
 - Delays in contracting process
 - Radar conference November 2014
 - IEEE Electronics, Communications and Photonics conference planned for April 2015
 - New areas of collaboration

the dti/CSIR Strategic Partnership

Nonkululeko Shinga/Berenice Lue

1. Strategic relationship to be revived
2. Collaboration activities 2013/14
 - Continuation of programmes - AISI, NFTN, NCPC
 - AISI team to assist in developing the dti aerospace action plan
 - Design of sector specific support programmes
 - Industrialisation/localisation initiatives and technologies
 - Assistance with the “Switch Africa Green” project in collaboration with DEA and UNIDO
3. Issues for attention
 - Follow up meetings with DDG Garth Strachan to confirm activities
 - Reposition the CSIR & dti collaboration through the opportunities under discussion

Discussion

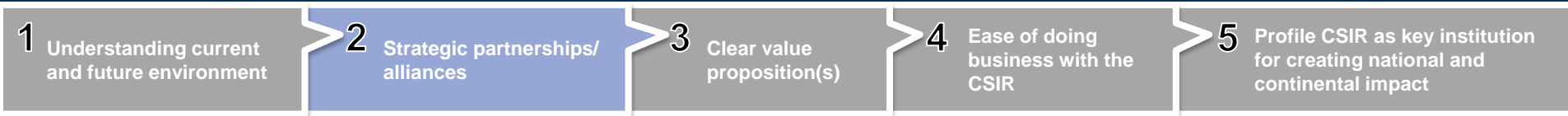
Update on CSIR Strategic Partnerships



State Owned Enterprises

SITA/CSIR Strategic Partnership

Gerald O'Sullivan/Berenice Lue



1. MoU signed 27 June 2011

2. Collaboration activities 2013/14

- ICT: healthcare, water management services, Space technologies, Spatial technologies
- Network Monitoring, Simulation and Modelling, DPSS led
- Smart ID Cards, MDS led
- Dr Math, Meraka led
- Department-specific RDI road maps, Meraka/DPSS led

3. Issues for attention

- Funding modalities to be discussed for: school connectivity, SANREN and FETS, Smart ID Cards, Human language technologies

CSIR /SASSA Strategic Partnership

Fabrizio Dionisio/Frank Earl

1. MoU signed 28 March 2014
2. Collaboration activities for 2013/14
 - Proposal 1(SLA 1): Feasibility study on interim solution options for SASSA grant distribution and payment processes. Draft Proposal 1 approved by client and routing is currently within the CSIR
 - Total R 9 165 500 (11 months), units involved MDS, DPSS, Meraka
 - Proposal 2(SLA 1): Biometric enrolment and identification system specification. Draft Concept of Proposal 2 approved by client, detailed proposal to be drafted and routed
 - Proposal 3(SLA 1): Biometrics standards for payments. Draft Concept of Proposal 3 to be approved by client, detailed proposal to be drafted and routed
3. Issues for attention
 - Work on Proposal 1 to start
 - Date for next SASSA bid Committee 10 April 2014

CSIR /Denel Strategic Partnership

John Wesley/Jan Wessels

1. MoU signed 20 August 2013
2. Collaboration activities 2013/14

Contract Type	DPSS CA	Partner Institute	Field
MOU	Optronics	DENEL (PTY) LTD	Exchange information with the PURPOSE to jointly develop an imaging simulation system (OSSIM) simulator for application in their own respective areas of work
NDA	Aeronautics	Denel Dynamics	Integration of the A-Darter missile on the Hawk aircraft
MOU	Optronics	Denel Dynamics	Joint OSSIM Marketing
NDA	Aeronautics	Denel Dynamics	Providing any support related to release clearance and aero elasticity aspects of Umbani on a Denel Dynamics client's aircraft
NDA	Radar & EW	Denel Dynamics	Technical or business information of a proprietary or confidential nature (transfer of the SHP algorithm)
MOU	Radar & EW	Denel Dynamics	Technical or business information of a proprietary or confidential nature (transfer of the SHP algorithm)
NDA	Landwards	Rheinmetall Denel Munition	Military vehicle protection against various threats
MOA	LPT (NLC)	Denel Dynamics	Development of micro-lasers for a missile mounted proximity imaging fuse
C R&D	LMP (NLC)	Denel Dynamics	Laser welding and cladding of bomb casing of Umbani system
MOA	LMP (NLC)	Rheinmetall Denel Munitions	Laser welding of maraging steel rocket motor casing and wiring lugs of the A-Darter missile
Small Contract	LMP (NLC)	Denel (Rost Precision Engineering)	Precision laser welding of Rooivalk helicopter components
Goodwill feasibility study	MSM Sensor Science & Technology	Denel Dynamics	Solid state actuator for radar antenna
Contract	Aeronautics	Denel Aerostructures	Denel Aerostructures main contractor for AISI project to validate fuel sloshing codes and experimental testing of liquid fuel tanks
Overarching MOU	CSIR	Denel Land systems	Cooperation on NIP opportunities in Malaysia as a result of AV8 programme
	CSIR	Denel Aerostructures	Joint proposals for SAX fleet renewal offset obligations
Overarching MOU	CSIR DPSS	Denel Integrated Systems	Investigation into possible cooperation on Command and Control system (C2) projects
Overarching MOU	Aeronautics	Denel Aerostructures and Denel Aviation	Feasibility study to establish a Joint Low Speed Aerodynamics Research Laboratory









3. Issues for attention: Cooperation in certain fields deemed as “sovereign” or “strategic independence”

CSIR /TRANSNET Strategic Partnership

Charl Harding/Sugen Govender

Item	Project Name	PO Value	Project Manager	CSIR BU	Transnet Project Manager	Transnet Resp & BU
1	Advance Refurbishment Support	R11.12m	Hardus Greyling	NLC	Ryno Kotze	Collin Moopanar R&D Mech
2	Technology Assistance Programme	R9.20m	Ashley Bugwandin	SIIU	Ntombi Twala	Ntombi Twala Bus Dev
3	Production Modelling and Simulation	R5.10m	Charl Petzer	ISG/DP SS	Micheal Daiber	Pottie Potgieter COO
4	Welding Management	R6.16m	Alex Lucnow	MDS	Naeema Kharsany	Collin Moopanar R&D Mech
5	Axle Corrosion and Fatigue Testing	R2.28m	Dr Sagren Govender	MSM	Ryno Kotze	Collin Moopanar R&D Mech
6	R&D Organisational Development	R0.782m	Tebogo	ISG/DP SS	Christiaan Fouche	Andries Wilken R&D Elec
7	R&D Capability (Systems Engineering) Development	R0.541m	Tebogo	ISG/DP SS	Christiaan Fouche	Andries Wilken R&D Elec
8	Elands Bays Freight Rail	R0.866m	Laurie Barwell	NRE	Johan v Aardt	Johan v Aardt TFR

CSIR /TRANSNET Strategic Partnership Cont.

Item	Project Name	Description	Status	Issues
1	Advance Refurbishment Support	Refurbishment of specific identified Transnet Engineering components		On track. Next phase started.
2	Technology Assistance Programme	Technology Assistance Programme for Supplier Development directed at TE specific identified suppliers		Delay in meeting year end target deliverables.
3	Production Modelling and Simulation	Modelling and Simulation of the Wagons Line at Transnet Production facility in Bloemfontein to allow Decision Support		Delay in milestones due to resources and data from Transnet
4	Welding Management	Welding management to improve Welder and Weld Quality on the TE production line		Awaiting P/Order (Phase 1 & 2)
5	Axle Corrosion and Fatigue Testing	Characterise the corrosion on axles and its impact on fatigue life of wagon axles		Proposal being routed and submitted for P/Order.
6	R&D Organisational Development	Transnet Electrical R&D Organisational Development and Design to allow R&D work to be undertaken at Transnet Engineering		Planned to meet MS in April
7	R&D Capability (Systems Engineering) Development	Transnet Electrical R&D Organisational Software Engineering Development and Design and Systems Engineering R&D work to be undertaken at Transnet Engineering		Planned to meet MS in April
8	Elands Bays Freight Rail	Investigate the repair Freight Rail Emergency Reconstruction and subsequent relocation		Being updated due to new requirements.

Update on CSIR Strategic Partnerships

- 1 Understanding current and future environment
- 2 Strategic partnerships/alliances
- 3 Clear value proposition(s)
- 4 Ease of doing business with the CSIR
- 5 Profile CSIR as key institution for creating national and continental impact

Public Sector

DWA/CSIR Strategic Partnership

Ramogale Sekwele/Harrison Pienaar

1. MoU signed 7 December 2012

2. Collaboration activities 2013/14

- Development and refinement of key regulatory tools
- Centre for integrated and sophisticated water planning modelling systems
- Strategic advocacy support in operations, maintenance, health and safety aspects of water infrastructure
- Provision of adequate systems to deal with both quality and quantity aspects of water management
- Joint cooperation and management on water aspects to promote regional and international water cooperation
- Provision of adequate and skilled capacity in water management

3. Issues for attention

- Increase HCD activities in performance area
- Champions from both institutions to look at resourcing the cooperation areas

CSIR /SRSA/DST Strategic Partnership

Imraan Patel/Bernardus vd Spuy/Tony Kirkbride

1. MoU in Progress

2. Collaboration activities 2013/14

- Development of a Research, Development and Implementation Programme which supports the government's National Sport and Recreation Plan
- Five competency areas identified:
 - Talent Identification
 - Facilities
 - Club Development
 - R&D Support
- Science and Technology Support for Soccer” project with an associated investment of R3m

3. Issues for attention

- Convening a high level meeting to obtain an in-principal agreement to proceed to signing the MoU

DPW/CSIR Strategic Partnership

Sihle Dlungwana/Thembanani Mackaukau



1. MoU in progress

2. Collaboration activities 2013/14

- Expanded Public Works Programme's (EPWP) Vuk'uphile Learnership Programme. One key Component of the R4m contract being delivered on 31 July 2014
- Innovative Building Technologies (IBTs) for *tertiary education* buildings, schools, clinics & other social infrastructure
- Energy and water efficiency in buildings
- Design and construction of low-volume roads
- Enhancement of and compliance with the Government Immovable Asset Management Act
- Emerging contractor development models

3. Issues for attention

- Finalisation of the MoU (long-outstanding)
- CSIR be appointed to assist with strategic projects

CSIR / DPMME Partnership

Hennie Bezuidenhout / to be identified

1. MoU signed 7 February 2014
2. Collaboration activities for 2013/14
 - Management Performance Assessment Tool (MPAT): Discussions in advanced stage with proposal (ToR) for PSA the probable next step (Daan Velthautz)
 - Human Language Technologies (HLT) to assist and improve Citizen-based Monitoring (CBM) programme: Discussions progressing well – DPME readiness for technology still a challenge (Karen Calteux)
 - Mobile Service Delivery Platform (Mobi4D): Discussions in advanced stage with proposal (ToR) for PSA to be completed in the next week (Dhiren Seetharam)
 - Monitoring & Evaluation (M&E): DPME appointed own consultant - early stage discussions only (Mario Marais)
3. Issues for attention
 - Not all CSIR criteria is met yet for this to be a CSIR strategic partnership – some dedicated work required

CSIR Strategic Partnership/DoD

Laurens Cloete/

To be determined

Update on CSIR Strategic Partnerships

- 1 Understanding current and future environment
- 2 Strategic partnerships/alliances
- 3 Clear value proposition(s)
- 4 Ease of doing business with the CSIR
- 5 Profile CSIR as key institution for creating national and continental impact

Provinces

CSIR /Dept of Infrastructure (Gauteng)

Themba Belle/Tshepo Theledi

1. MoU signed 3 April 2014

2. Collaboration activities 2013/14
 - Greening DID's head office, Smart street lighting (Meraka)
 - Proposal on infrastructure barometer (Built environment)
 - Strategic planning workshop to discuss greening Public Infrastructure as well as Integrated planning
 - Potential opportunity –Assist the province with the establishment of a pilot smart generic clinic for Gauteng to be known as the Green Clinic

3. Issues for attention
 - Appointment of new MEC in the Department
 - Setting up the first Steercom meeting

The Innovation Hub/CSIR Strategic Partnership

Fredell Jacobs/Sean Moolman

1. MoU signed 4 November 2012

2. Collaboration activities 2013/14

- The CSIR has an entrepreneurial pool for CSIR spin off companies
- TIH has indicated its willingness to act as a referral
- TIH has offered to incubate CSIR start-up companies
- In the Biopark, the TIH are looking at Food processing and Health technologies,
- Other start up support includes
- Entrepreneurship Education – Bootcamp programme in partnership with UP in the pipeline
- Incubation for CSIR companies through the Maximum programme
- Startup SA in partnership with IDC (Innovation Unit)
- CSIR support to TIH companies – technology support and contract R&D for Maxum, mLab, CIC and the Biopark.

3. Issues for attention

- Internal restructuring taking place in TIH after elections which may impact on some of the areas already proposed.
- It is possible that we are not only looking at a revised MoU but a new one that may be proposed between the two institutions.
- Closing the loop on the CSIR/TIH/City of Tshwane Smart City Initiative..."

CSIR Aerospace Strategic Partnership

Nomfuneko Majaja/Marié Botha

1. MoU signed December 2013
2. Collaboration activities 2013/14
 - Hosting and management of the Aerospace Industry Support Initiative (AISI) which involves 5 CSIR units
 - IPAP 2014/2015 input with specific emphasis on Titanium machining
 - Management of the DST/CSIR Civil Commercial Unmanned Aerial System (CCUAS) project
 - Management of DST Joint Aerospace Steering Committee (JASC) flagship project
 - SANSА programmes to be implemented by the CSIR, namely the Sensor CoC, Space Industry-, and Workforce Development
 - DLR (German Aerospace Centre) Introduction and collaboration opportunity identification;
 - Boeing collaboration opportunity identification
 - Promoting linkages and value proposition through the CSIR/Denel partnership as well as CSIR/SANSА partnership, both locally and internationally
 - Quarterly Airbus teleconferences
3. Issues for attention
 - SAA Aircraft Acquisition
 - SAA Bio-Fuels strategy 2020
 - Additional opportunities to be investigated with SKA South Africa, beyond current collaborations
 - Clear value proposition of CSIR capabilities to be mapped to European Technology Tree, with Technology Readiness Levels defined, and documented
 - CSIR's involvement in SANSА's Satellite Programme
 - South African Joint Aerospace Steering Committee (JASC) launched and hosted at the AISI within SIIU

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Private Sector

CSIR/DuPont Strategic Partnership

Sipho Mtsweni/Mmapule Tshabalala

1. MoU signed November 2011
2. Collaboration activities 2013/14
 - RC – visits Geneva in Jan 2014 with further interest in rail & energy research, skills development as well as exploration of innovation centre
 - DuPont launches its Pioneer {Insectary} Africa Technology Hub in Delmas - Feb 2014
 - Testing & evaluation of bitumen/asphalt modified with DuPont additives with CSIR BE at an *ad hoc* basis - Feb 2014
 - Feb 2014, MSM suspends discussions with DuPont on water purification using magnetic separation technology *citing* focusing on other processes
 - Rail meeting (to include Transnet in future discussions) - Feb 2014
 - Promising water treatment discussions, Oct 2013, engagement collapsed in Jan 2014 due to lack of commitment within the CSIR water flagship.
 - The utilisation of microfluidic emulsion technology platform, discussions initiated in Nov 2013, it is of greater interest between parties
3. Issues for attention
 - Workshop of value add to DuPont's areas of interest, 6 June 2013, followed by submission of a response document together with several tele-com from Oct 2013
 - Initially the CSIR was viewed as a strategic R&D partner {in Africa} to DuPont. This accession needs to be tested, currently the strategic intent seems farther from reality
 - Battling to gain significant traction on activities, is this a companionship? or are we starting afresh in the stages of relationship, i.e hanging out?
 - Clarity on 'where to' wrt CSIR water flagship, we might have lost a window of opportunity due to lack of commitment on our part
 - The MoU has expired, before addendum & inclusion of additional areas, it is proposed that the above issues should be addressed hopefully on/before the proposed visit by senior delegation to EU partners (which will include DuPont)

Sasol/CSIR Strategic Partnership

Harko Mulder/Berenice Lue



1. MoU signed 7 July 2013
 - Areas of Cooperation identified
 - Environment
 - Energy
2. Issues for attention
 - Relationship not leading to tangible initiatives
 - Obtain a shared understanding of the CSIR's role in supporting Sasol

CSIR Strategic Partnership/NESTLE

Fanie Marais/

To be determined

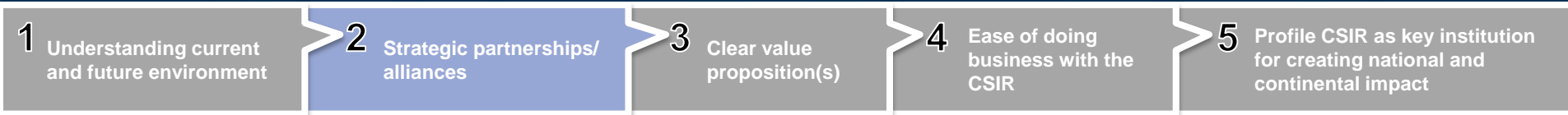
Update on CSIR Strategic Partnerships

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Funding Agencies

TIA/CSIR Strategic Partnership

Patrick Krappie/Berenice Lue



1. MoU in progress
2. Collaboration activities 2013/14
 - TIA/CSIR Draft Framework of Engagement under development
3. Issues for attention
 - Concern that there has not been finalisation of the MOU, communication guidelines, and conflict resolution

IDC/CSIR Strategic Partnership

Kugan Thaver/Berenice Lue



1. MoU signed 21 August 2011

2. Collaborative activities 2013/14

- Four projects identified: Shunt Transformation, Transformer Development Centre, Magma Simulation Centre, SWH National Rollout
- Setting up of G.E Global operations training and research facility
- ICT- A market and technical study under development
- Developed a score card on integrated sustainability reporting and development
- Business Plan on renewable energy prepared

3. Issues for attention

- Engagement with IDC Unit on Africa
- CSIR to present CSIR Value Proposition to IDC EXCO

Business Support: Funding

Eunice Ndeke



1. Activities 2013/14

- Workshop on Scival Funding and launch of Strategic Alliances blog
- CSIR - wide registrations local/international:
 - African Development Bank and Development Bank of Southern Africa
 - USA Registrations: National Institutes of Health, SAM.gov and Grants.gov
 - Horizon 2020 Expert (EU)
 - Registrations (1 MSM) and (1 Biosciences) on USA National Institutes of Health
- Competitive Funding Calls published:
 - (NRF, European Union, United States, Thrip, Scival Funding, Horizon 2020)
 - Conferences and Science Awards

2. Issues for attention

- CSIR Strategic Partnerships Blog to be improved/Registrations page to be updated
- updating Blog with funding opportunities, business forum meetings and Horizon 2020 updates.