



HUMAN SCIENCES RESEARCH COUNCIL ANNUAL PERFORMANCE PLAN

2023–2024



science & innovation
Department:
Science and Innovation
REPUBLIC OF SOUTH AFRICA



HSRC
Human Sciences
Research Council

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STATEMENT OF THE EXECUTIVE AUTHORITY

The Human Sciences Research Council's Annual Performance Plan (APP) for 2023–2024 is guided by the National Development Plan, government's Medium-Term Strategic Framework outcomes 2019–2024 and Agenda 2063. It also considers other relevant policies such as the 2019 White Paper on Science and Technology and its decadal plans, the White Paper for Post-School Education and Training and the United Nations Sustainable Development Goals. The APP is fully aligned with the entity's Strategic Plan for 2020–2025, the organisation's mandate and government priorities.

The APP will be implemented under the auspices of the Human Sciences Research Council's Accounting Authority, the Board, and implementation will be monitored through the quarterly and annual reporting structures.



Dr BE Nzimande, MP

Minister of Higher Education, Science and Innovation
Executive Authority of the Human Sciences Research Council

STATEMENT OF THE ACCOUNTING AUTHORITY

The Human Sciences Research Council (HSRC) will continue its focus on poverty and inequality over the current five-year strategic plan period, which commenced in April 2020. Through its vision of being a national, regional and global leader in the production and dissemination of transformative social science and humanities research in the interests of a just and equal society, the HSRC will contribute to addressing the major developmental challenges in South Africa and on the continent. It will use its unique knowledge-production abilities to support national developmental priorities by:

- Contributing to poverty alleviation;
- Offering solutions to reduce the inequality gap;
- Facilitating innovation around employment creation.

The approach to this is through a focused and consolidated programme of work organisationally structured to respond to national priorities.

As the HSRC's Accounting Authority, the Board has approved and adopted this Annual Performance Plan as being a proper representation of what the Council wishes to achieve during the financial year. In its oversight role, the Board will monitor, track and report on the implementation thereof.



Dr Cassius Lubisi

Chairperson

HSRC Board for the Accounting Authority of the Human Sciences Research Council

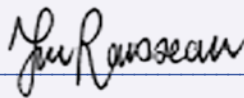
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Board and management of the Human Sciences Research Council (HSRC) under the guidance of the Minister of Higher Education, Science and Innovation;
- Takes into account all the relevant policies, legislation and other mandates for which the HSRC is responsible;
- Accurately reflects the Impact, Outcomes and Outputs which the HSRC will endeavour to achieve over the period 2023 to 2024.

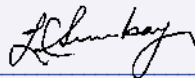
Ms Jacomien Rousseau

Chief Financial Officer



Prof. Leickness Simbayi

Chief Executive Officer (acting)



Dr Cassius Lubisi

Accounting Authority



Approved: Dr BE Nzimande

Executive Authority



ABBREVIATIONS

4IR	Fourth Industrial Revolution
AISA	Africa Institute of South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
ASSAf	Academy of Science of South Africa
CEO	Chief Executive Officer
CeSTII	Centre for Science, Technology and Innovation Indicators
CFO	Chief Financial Officer
CoP	Community of Practice
DHET	Department of Higher Education and Training (now Ministry of Higher Education, Science and Technology)
DPME	Department of Planning, Monitoring and Evaluation
ED	Executive Director
EE	Employment Equity
ENE	Estimates of National Expenditure
eRKC	eResearch Knowledge Centre
ExCo	Executive Committee
HDI	Historically Disadvantaged Institution
HEI	Higher Education Institution
HESTIIL	Higher Education, Science, Technology and Innovation Institutional Landscape
HR	Human Resources
HSRC	Human Sciences Research Council
IT	Information Technology
IPTT	Intellectual Property and Technological Transfer
ISBN	International Serial Book Number
MoU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan

NSI	National System of Innovation
PFMA	Public Finance Management Act
POPIA	The Protection of Personal Information Act (POPI), (Act No. 4 of 2013)
PSET	Post-School Education and Training
RD	Research Director
RMC	Risk Management Committee
RMS	Research Management System
SDG	Sustainable Development Goal
SRM	Senior Research Manager
SRS	Senior Research Specialist
STI	Science, Technology and Innovation
TIDS	Technical Indicator Descriptions



PART A

OUR MANDATE

UPDATES TO LEGISLATIVE AND POLICY MANDATES

There were no legislative changes in the preceding period.

The HSRC mandate is informed by and executed with due cognisance of the major legislation as outlined below:

-  i The Constitution of the Republic of South Africa (1996);
-  ii The HSRC Act, 2008 (Act No. 17 of 2008);
-  iii The Science and Technology Laws Amendment Act (Act No. 7 of 2014);
-  iv The Science and Technology Laws Amendment Act (Act No. 9 of 2020);
-  v The Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended);
-  vi The National Health Act 2003 (Act No. 61 of 2003);
-  vii The Protection of Personal Information Act (POPI) (Act No. 4 of 2013).

Major policy developments that were considered in earlier versions of the Annual Performance Plan and remain pertinent include the updated Science, Technology and Innovation Decadal Plan 2020, the Economic Reconstruction and Recovery Plan and the 2020 Review of South Africa's Higher Education, Science, Technology and Innovation Institutional Landscape (HESTIIL) Report entitled *New Pathway 2030: Catalysing South Africa's NSI for Urgent Scaled Social and Economic Impact*.

1. CONSTITUTIONAL MANDATE

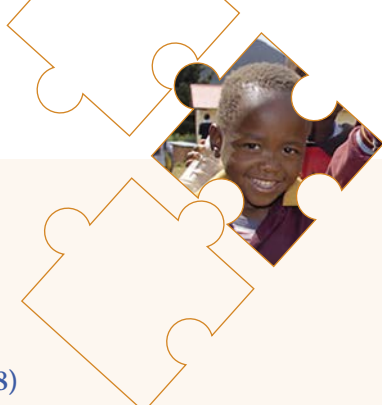
As supreme law of the country, the Constitution of the Republic of South Africa (1996) applies to all laws, and binds all organs of state, including the Human Sciences Research Council (HSRC). In particular, the values enshrined in Chapter 1 of the Constitution and the Bill of Rights outlined in Chapter 2 affirm the democratic values of human dignity, equality and freedom that underpin and permeate the research agenda of the HSRC. More specifically, in outlining the principles of cooperative government and intergovernmental relations, Section 41 of the Constitution requires the provision of effective, transparent, accountable and coherent government for the republic as a whole, by all spheres of government and all organs of state. The HSRC has a particular role and mandate to fulfil in this, by informing the effective formulation and monitoring of policy, and evaluating the implementation of policy.

Specific sections in the Bill of Rights confer particular rights and responsibilities to a research institution such as the HSRC. Section 16 addresses freedom of expression, including the right to academic freedom and freedom of scientific research. Section 12(2)(c) highlights the right not to be subjected to medical or scientific experiments without informed consent, which reminds the HSRC of its responsibility to ensure that all its research that involves or relates to human participants is undertaken ethically and with integrity.



2. LEGISLATIVE AND POLICY MANDATES

The HSRC is a statutory research council, mandated to perform in terms of the Human Sciences Research Council Act, 2008 (Act No. 17 of 2008) (HSRC Act). This Act highlights the public purpose of the HSRC and, in terms of Section 3, requires the organisation to:

- 
- A** Initiate, undertake and foster strategic basic and applied research in human sciences, and to address developmental challenges in the Republic, elsewhere in Africa and in the rest of the world by gathering, analysing and publishing data relevant to such challenges, especially by means of projects linked to public sector oriented collaborative programmes.
 - The Science and Technology Laws Amendment Act (Act 9 of 2020) expanded on this objective by providing for the Council to perform its functions in any territory outside of the Republic.
 - B** Inform the effective formulation and monitoring of policy, as well as evaluate the implementation thereof.
 - C** Stimulate public debate through the effective dissemination of fact-based research results.
 - D** Help build research capacity and infrastructure for the human sciences.
 - E** Foster research collaboration, networks and institutional linkages.
 - F** Respond to the needs of vulnerable and marginalised groups in society through research and analysis of developmental issues, thus contributing to the improvement of the quality of their lives.
 - G** Develop and make available data sets underpinning research, policy development and public discussion of developmental issues.
 - H** Develop new and improved methodologies for use in the development of such data sets.

While most of the clauses under Section 3 explain how the HSRC should do its work, Section 3(f) provides a strategic lens to help focus the research agenda of the organisation. The emphasis is on engaged research to address needs and development issues relevant to (unequal and poor) vulnerable and marginalised groups in such a way that it contributes to improving the quality of their lives.

In terms of Section 4 of the HSRC Act, the organisation is also allowed to undertake or commission research on any subject in the field of the human sciences and to charge fees for research conducted or services rendered at the request of others.

Section 2(2) of the HSRC Act confirms that the Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended) (PFMA) applies to the organisation. The HSRC is listed as a national public entity in Schedule 3A of the PFMA, and complies with the PFMA requirements set for institutional governance, as well as for financial and performance management and reporting.

The way in which the HSRC undertakes research is also informed by clauses in the National Health Act 2003 (Act No. 61 of 2003). The definition for 'health research' is broad, and explicitly includes 'any research which contributes to knowledge of the biological, clinical, psychological or social processes in human beings'. The HSRC thus adheres to the requirements for ethical conduct of research outlined in Chapter 9 of the National Health Act and associated regulations and guidelines.

The Protection of Personal Information Act (POPI) (Act No. 4 of 2013) (POPIA) is intended to promote the right to privacy as stipulated in the Constitution, while at the same time protecting the flow of information and advancing the right of access to and protection of information. In its operations, the HSRC processes various categories of personal information, such as Research, Human Resources, Finance, Supply Chain Management, Information Technology, Legal, Communications and Building & Maintenance Services. In processing any information in these categories, the HSRC will adhere to the conditions for lawful processing of personal information as set out in the Act. Policies and procedures are in place to ensure that all publicly available data sets are de-identified. In addition, the HSRC Research Ethics Committee (REC) has received ongoing presentations and information sessions relating to POPIA and its implications for research. All research ethics applications received by the HSRC REC are being reviewed for POPIA compliance. It is worth noting that POPIA provides certain exceptions to the lawful conditions for processing personal information for research purposes, for example, the provision regarding collection directly from the data subject can be waived for research. Furthermore, the processing of personal information for research purposes is permissible where there are organisational safeguards in place to protect the confidentiality of the information and prevent any potential harm to the data subject(s), and where the information will not be published in an identifiable form.

The Academy of Science of South Africa (ASSAf) is currently finalising a revised Code of Conduct for Research under POPIA. POPIA provides that a sufficiently representative body can develop a code of conduct to provide clear guidance on the interpretation and implementation of the provisions of POPIA for a distinct sector. Once the ASSAf POPIA Code of Conduct for Research is finalised, it will be submitted for approval by the Information Regulator, followed by publication in the Government Gazette for public input, and then the Code will be binding law on all institutions and individuals conducting research in South Africa. The HSRC, like all institutions belonging to the NSI, will adhere to the new Code.

The policy framework in which the HSRC operates and to which it aligns itself, includes key national and international policies and strategies, notably:

-  The National Development Plan;
-  The Medium-Term Strategic Framework 2019–2024;
-  The 2019 White Paper on Science and Technology and its decadal implementation plans;
-  The White Paper for Post-School Education and Training (2013);
-  The United Nations Sustainable Development Goals;
-  The African Union Agenda 2063.

The HSRC Strategic Plan is strongly aligned with national strategies, notably the National Development Plan (NDP), Vision 2030 (2012), the White Paper on Science, Technology and Innovation (2019) and associated five-year and decadal implementation plans, and government's Medium-Term Strategic Framework (MTSF) for the 2019–2024 electoral period.

The overarching emphasis of the **National Development Plan** and its five-year implementation plans is to eliminate income poverty and reduce inequality by building on three pillars, namely Achieving a More Capable State, Driving a Strong and Inclusive Economy and Building and Strengthening the Capabilities of South Africa. The research agenda of the HSRC is strategically aligned around these pillars and purposes.

The **Medium-Term Strategic Framework 2019–2024** echoes the NDP implementation pillars and identifies seven apex priorities through which to achieve the NDP aims. The HSRC supports the apex priority commitments of the Department of Science and Innovation (DSI) as illustrated in the figure below:

FIGURE 1: HSRC ALIGNMENT TO DSI APEX PRIORITIES

NDP Pillar	01 Achieving a more capable state		02 Driving a strong and inclusive economy	03 Building and strengthening the capabilities of South Africans			
Apex Priority	01 Building a capable, ethical and developmental state	07 A better Africa and world	02 Economic transformation and job creation	04 Consolidating the social wage through reliable and quality basic services	03 Education, skills and health	05 Spatial integration, human settlements and local government	06 Social cohesion and safe communities
DSI Commitment			<ul style="list-style-type: none"> Improve competitiveness through ICT adoption GERD of 1.1% as a percentage of GDP by 2024 		Expanded access to PSET opportunities		
HSRC Support and/or Output Indicators			CeSTII R&D Surveys to measure and track		<ul style="list-style-type: none"> HSRC trainee programme Percentage of researchers (excluding trainees) with PhDs Number of PhD trainees 		
DSI Commitment					Improved success and efficiency of the PSET system		
HSRC Support and/or Output Indicators					<ul style="list-style-type: none"> HSRC trainee programme Percentage of researchers (excluding trainees) with PhDs Number of PhD trainees 		
DSI Commitment					A responsive PSET system		
HSRC Support and/or Output Indicators					<ul style="list-style-type: none"> Number of graduates and students placed in DSI funded work opportunities Number of people reached through outreach, awareness and training programmes in priority sciences 		

NDP Pillar	01 Achieving a more capable state		02 Driving a strong and inclusive economy		03 Building and strengthening the capabilities of South Africans		
Apex Priority	01 Building a capable, ethical and developmental state	07 A better Africa and world	02 Economic transformation and job creation	04 Consolidating the social wage through reliable and quality basic services	03 Education, skills and health	05 Spatial integration, human settlements and local government	06 Social cohesion and safe communities
HSRC Support and/or Output Indicators					DSI-HSRC Internship Programme	<ul style="list-style-type: none"> • Number of conferences or training academies for emerging scholars • Number of structured research engagements with government, policy makers and implementers • Number of research-related engagements with communities and civil society forums • Number of solution-orientated communities of practice created or supported with active involvement of HSRC researchers • Number of community innovations supported or enabled by HSRC research 	

The cross-cutting focus areas of **women, youth and people with disabilities** point to a commitment to address the needs of all, including vulnerable and marginalised members of society. This commitment resonates well with the public-purpose mandate of the HSRC.

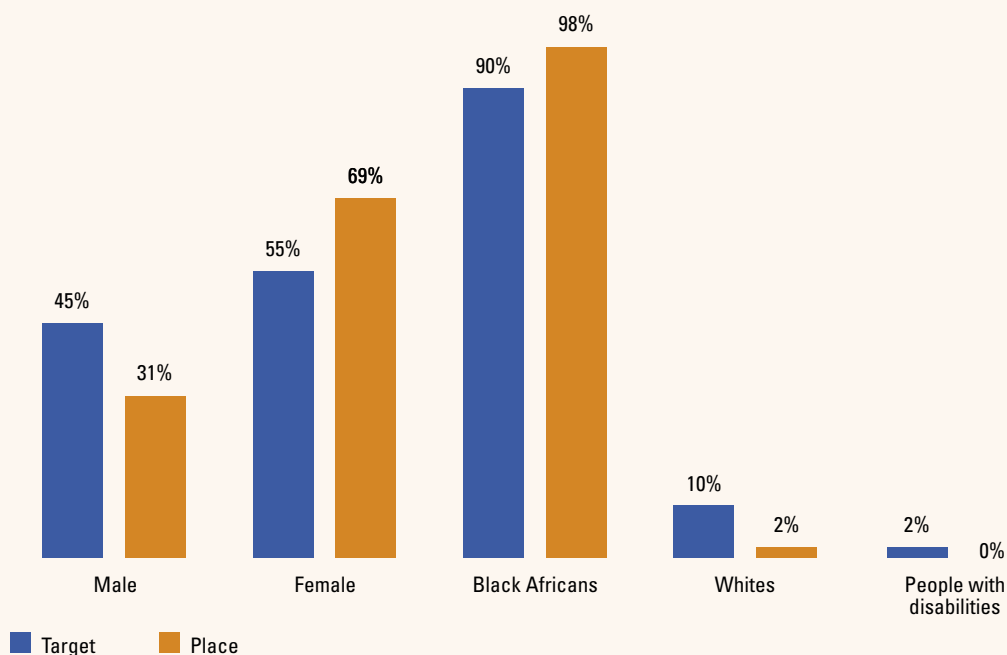
At an institutional level, the HSRC reports to the Department of Employment and Labour on its approved Employment Equity Plan, which outlines the organisational targets according to the following categories: demographic group, gender and people with disabilities. Furthermore, an output indicator target is included in the Annual Performance Plan to measure the progress towards a five-year target of 42% of senior researchers (SRS/SRM+) who are female.

Several activities focusing on women, youth and people with disabilities are also tracked and reported on, on a programme and project level. These include:

- **The DSI-HSRC Internship Programme**

One of the implementation principles of the young graduates programme is to build inclusivity by widening access to opportunities for previously marginalised communities, including women and people with disabilities.

FIGURE 2: INTERN TARGET AND PLACEMENT AS AT SEPTEMBER 2022



Source: DSI-HSRC Internship Programme 2nd Quarterly Progress Report (2022)

Since inception the Programme has been unable to achieve its 2% target of placing interns with disabilities with host institutions. To address this problem, a targeted strategy of engagements with stakeholders in the sector was initiated in 2022. This resulted in the formation of a community of practice (CoP) focusing on Disability and Employability. Lessons from the CoP provided guidelines for the recruitment process and assisted with identifying host institutions that were potentially willing to host interns with disabilities.

Arising from the above, it was further recommended that a workshop be held with stakeholders from the disability sector as well as with potential host institutions to facilitate the placement of interns with disabilities in the Programme.

The target for disability recruitment was subsequently also increased from 2% to 4%.

- **The annual African Young Graduates Scholars Conference for emerging African researchers and scholars.**

Participation of young people in accessing dignified and decent work is one of the central research questions that the Equitable Education and Economies research division seeks to address. Ongoing projects and activities with a focus on youth include:

- **Global South Youth Studies Scholars Community of Practice**

Following the publication in 2021 of *The Oxford Handbook of Global South Youth Studies*, HSRC researchers convened a community of practice (CoP) aimed at addressing the decolonisation of knowledge and promoting southern theory, methods and scholarship. The Global South Youth Studies CoP provides:

- A networking platform for youth studies scholars from the global south to convene and discuss how to overcome the imbalance around knowledge production focused on young people;
 - A tangible opportunity for publication in prestigious volumes of work with high visibility that showcases the work of southern scholars and begins to remake Youth Studies by offering southern perspectives with global resonance;
 - A series of seminars, with sufficient depth to present and discuss topics in detail, including issues concerning youth precarity, racism, intersectionality and the navigational capacities young people require in order to thrive in contexts of inequality and hardship;
 - An opportunity to strengthen southern theorising about young people's practices, what the convenors term 'epistepaxis' – a realignment of theory, practice and politics; and
 - A Southern Charter for Global Youth Studies that aims to outline the responsibilities of both northern and southern scholars in redressing the imbalances of Youth Studies scholarship.
- Commissioned by the Mastercard Foundation, *The Imprint of Education* investigates the impact of university education on first-generation graduates – both their career trajectories and their contributions to family, community and society. The study includes a longitudinal tracer study on graduate outcomes alongside reflections on what kinds of leaders, institutions and organisations are needed to ensure an African continent fit for the future.
 - *Youth Livelihood Policy Dialogues* brings together current work on education, youth skills, pathways and futures. It aims to bring together work done by the UNDP on Youth Employability (2022 HDI Report).
 - Focused interventions to advance an understanding of the experiences of people with disabilities:
 - » *The impact of COVID-19 and subsequent interventions on people with disabilities in South Africa*;
 - » *Socio-Economic Wellbeing and Human Rights-Related Experiences of People with Disabilities in COVID-19 Times in South Africa* (Published January 2022);
 - » *Disability and Employment Community of Practice*
 - » To foster increased knowledge and understanding of the barriers and enabling factors regarding access to the labour market, a Community of Practice on Disability and Employment was launched in March 2022 with representatives from eight institutions across government, higher education, and the private sector and non-profit sectors.



Priority 1 introduces the President's **District Development Model** (DDM). The HSRC, in its renewed focus on the use and impact of its research, has an important contribution to make in monitoring and evaluating the implementation of the model, and assessing the social implications

and potential impact thereof in the affected communities. A Synthesis Evaluation Study of the District Development Model was finalised in three piloted municipalities in Limpopo, the Eastern Cape and Kwa-Zulu Natal provinces. The study's aims were to:

- Conduct a desktop and empirical study on the practical workings of the DDM to determine how it responds to service delivery and development in a concerted and coherent manner within the three piloted municipalities;
- Draw on regional and international experiences as case studies to inform the successful implementation of the DDM, for example, review the Ethiopian Agricultural Development-Led Industrialization strategy from which South Africa developed the DDM; and
- Propose policy options or recommendations to inform the implementation of the DDM in response to the developmental local government mandate.

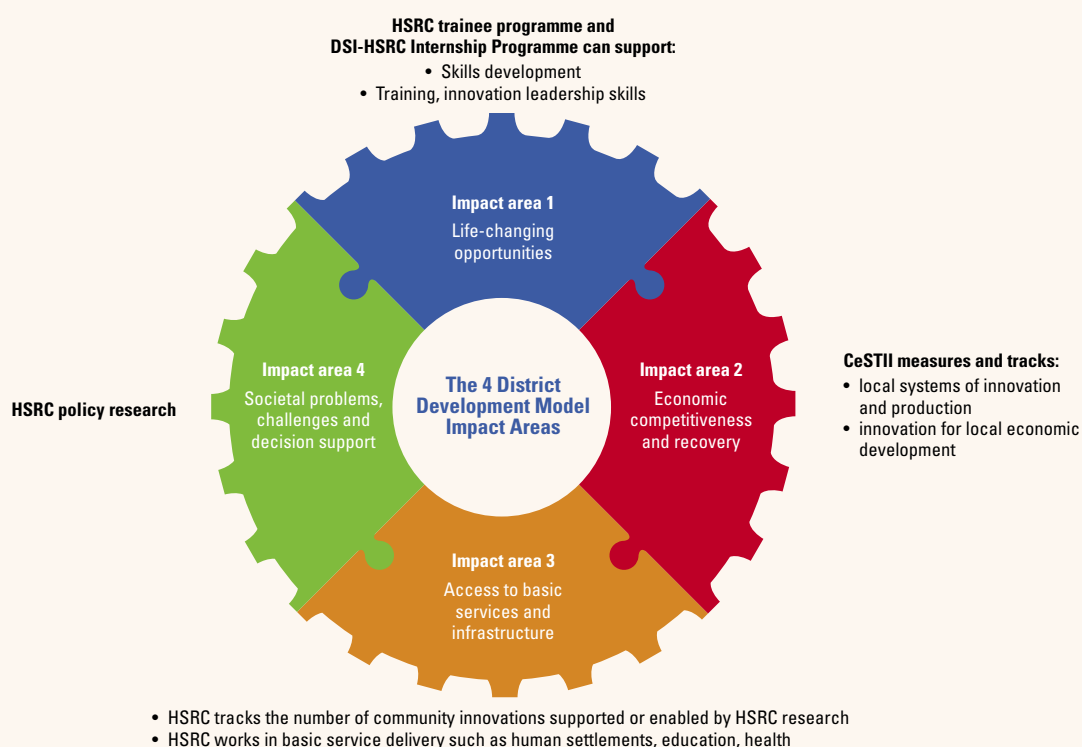
Key highlights from the study are summarised below:¹

- Stakeholders highlighted the positive impact made by the model in bringing together stakeholders, including business and labour. Under this initiative, there has been a stronger appetite for private sector involvement in assisting emerging entrepreneurs in the three pilot districts: the eThekweni Metropolitan Municipality in KwaZulu-Natal, the Waterberg District Municipality in Limpopo and the OR Tambo District Municipality in the Eastern Cape.
- Because of the district development model, there seems to be far more effective and cohesive stakeholder engagement, primarily driven by the model. Although most of the stakeholders acknowledge that the model is not new, it has brought a renewed sense of urgency in ensuring that districts can work with local municipalities to improve service delivery.
- The model has also been hailed for creating a platform for skills transfer among municipalities in the province. This includes voluntary mentoring offered by senior officials from the district municipality and an increase in the uptake of young municipal staff accessing training and skills development towards improving capacity development in local government.
- However, it is worth noting that participants indicated that IGR is not seamless yet. The three spheres of government are still working in silos.
- For LGSETA, the model has enabled the authority to invest in and uplift emerging businesses in the three pilot districts through a discretionary grant which has been awarded to several businesses. This grant intends to uplift emerging SMMEs and assist in providing cash flow for start-up companies.
- As a district municipality, the Waterberg council has played a facilitatory role in bringing together stakeholders from the local municipalities and providing valuable insights into the aims and objectives of the DDM.
- There is a possibility that the DDM will remain an idea for the current administration and not move beyond the pilot phase unless it is legislated.
- DDM implementation is led by officials without a conceptual understanding of the model.
- There is limited community involvement in the planning and implementation process.

Based on these findings, the review emerged with thirty recommendations to inform the implementation of the DDM.

The DSI has identified four DDM impact areas. The key priorities in these areas can be supported by the HSRC as illustrated below:²

FIGURE 3: DISTRICT DEVELOPMENT MODEL (DDM)



Source: Based on DSI-identified priorities

The **2019 White Paper on Science, Technology and Innovation (STI)** (the White Paper on STI) identified the following as priorities:

- Raising the profile of STI in South Africa by instilling an innovation culture and integrating STI into cross-cutting government planning at the highest levels;
- Strengthening partnerships between business, government, academia and civil society, and creating a more enabling environment for STI;
- Focusing on innovation for social benefit and fundamental economic transformation;
- Expanding and transforming the human resource base of the National System of Innovation (NSI);
- Increasing investment, both public and private, in STI.

The HSRC's outcomes and outcome indicators are aligned with these priorities, and its research agenda is strongly focused on research for social benefit, as well as economic and societal transformation.

The **Science, Technology and Innovation Decadal Plan** serves as an implementation plan for the White Paper on STI, aimed at increasing the NSI's contribution in achieving South Africa's national objectives through the implementation of the policy intents of the White Paper on STI, in a changing world.³

The National Advisory Council on Innovation (NACI) conducted a review of the 2002 National Research and Development Strategy (NRDS) and the Ten-Year Innovation Plan (2008–2018) (TYIP) to establish the successes and weaknesses in the implementation of these policy documents in 2018. The Foresight Study identified nine high-level thematic focus areas, which, together with the review of the NRDS and the TYIP, enable the formation of the Decadal Plan (DP) interventions.⁴

The Foresight Study thematic areas are framed at the level of three societal grand challenges in the Decadal Plan:⁵

- Climate change and environmental sustainability;
- Future-proof education and skills;
- The future of society.

The HESTIIL Review report identifies similar thematic areas. The HSRC's Strategic Plan for 2020–2025 aligns very well with all five societal grand challenges, with the exception of climate change, as there is minimal research focus on the area at present. The HSRC, however, acknowledges the increasing impact of climate change and global warming as an external threat and will assess appropriate opportunities, within its social sciences parameters, to contribute to this research agenda.

The Decadal Plan identifies several outcomes and indicators for meeting the societal grand challenges, one being 'an NSI enabling a just energy transition'. The HSRC is steadily building a programme of work around the human dimensions of a just energy transition, which will be consolidated and strengthened over the short and medium term to support this outcome. A proposed programme of work is illustrated in the table on the next page:



Current	Medium term
2023 Conference on Green Hydrogen and Just Energy Transition	Human Dimensions of Climate Change – development and testing of community-based mitigation and adaption initiatives and finalisation of just. energy transition pathways/models
Examining Prospects of Just Transition and the District Development Model in the Waterberg District: The Case of Eskom's Green Hydrogen Production	Governance Index and Constitutional Dialogues: Climate change governance – Impact of the just energy transition on realising basic socio-economic rights (SERs) to water and clean air.

The **White Paper for Post-School Education and Training** (PSET), 2013, sets out strategies to improve the capacity of the post-school education and training system to meet South Africa's needs. It outlines policy directions to guide the Department of Higher Education and Training (DHET) (now known as the Ministry of Higher Education, Science and Technology), and the institutions for which it is responsible, in order to contribute to building a developmental state with a vibrant democracy and a flourishing economy. Its main policy objectives are:

- A post-school system that can assist in building a fair, equitable, non-racial, non-sexist and democratic South Africa;
- A single, coordinated post-school education and training system;
- Expanded access, improved quality and increased diversity of provision;
- A stronger and more cooperative relationship between education and training institutions and the workplace;
- A post-school education and training system that is responsive to the needs of individual citizens, employers in both public and private sectors, as well as broader societal and developmental objectives.

The HSRC is not primarily tasked with post-school education and training. However, it is cognisant of the provisions and objectives of the PSET White Paper where these concern objectives that the HSRC can support through its work. One such area is in linking education and the workplace. The HSRC continues to provide training opportunities to postgraduate students through its Master's, PhD and Post-Doctoral Fellow Trainee Programme. Further, the White Paper identifies skills planning as a weakness, being a result of, inter alia, inadequate research. This is an area where the HSRC can offer direct assistance and has done so in the recent past through the Labour Market Intelligence Partnership. The HSRC will continue to support the objectives as envisaged in the PSET White Paper through a programme of work clustered together as *Responsive Education, Dignified Work and Meaningful Livelihoods*.

The HSRC's Strategic Plan and associated research agenda are also strongly aligned with the United Nations **Sustainable Development Goals** (SDGs) and the African Union Agenda 2063.

The SDGs seek to:

- End poverty and hunger in the world;
- Combat inequalities within and among countries;

- Build peaceful, just and inclusive societies;
- Protect human rights and promote gender equality;
- Ensure the lasting protection of the planet and its natural resources.

The achievement of these goals depends on conditions that enable sustainable and inclusive economic growth, shared prosperity and decent work for all. Several of the SDG goals and targets are addressed, directly or indirectly, through the strategically realigned research agenda of the HSRC.

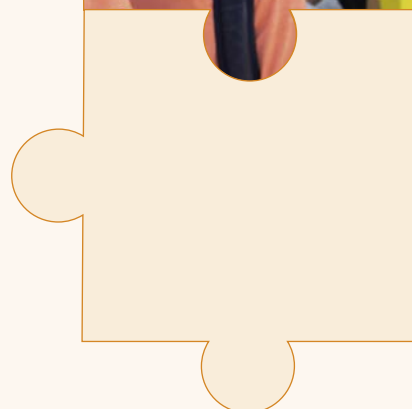
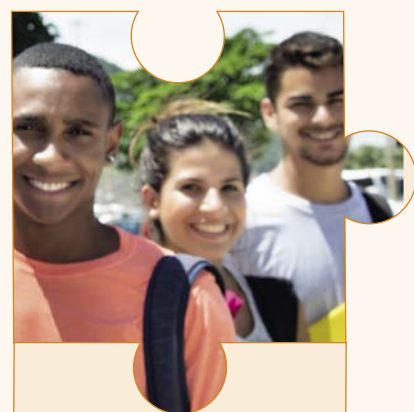
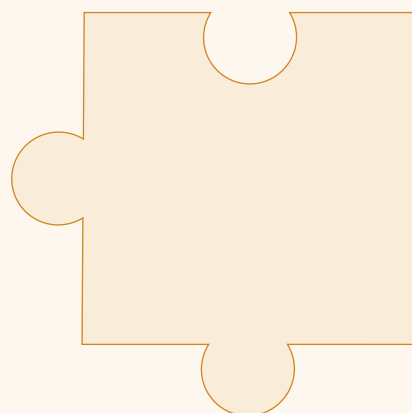
Agenda 2063 is described as ‘both a vision and an action plan’ for the socio-economic transformation of Africa over the next fifty years. It builds on, and seeks to accelerate, the implementation of past and existing continental initiatives for growth and sustainable development, and presents seven clear aspirations for ‘the Africa we want’, namely:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance;
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa;
- An Africa with a strong cultural identity, common heritage and shared values and ethics;
- An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children;
- Africa as a strong, united and influential global player and partner.

With its mandated focus on developmental issues that are of national, continental and global importance, the work of the HSRC, also in the context of this new strategic planning period, is integrally related to the aspirations of Agenda 2063.

The Africa Institute of South Africa (AISA) of the HSRC will lead, provide strategic direction and coordinate the HSRC’s existing Pan-African programme of work, and stimulate new streams of research which are informed by the vision of transforming African societies into dynamic, prosperous and safe and secure spaces. Ongoing and planned projects led by AISA include:

- The Trans-, Inter- and Multidisciplinary (TIM) approach to delivering the African Continental Free Trade Area (AfCFTA) programme;



- An analysis of the strengths, challenges and gaps in the implementation of the 10-year Action Plan of Agenda 2063;
- Review of the Implementation Plan of Silencing the Guns by 2020 and recommendations for inputs into a new plan; and
- Tracking, analysing and providing policy advice on South Africa's implementation of its Africa Agenda, including its economic and science diplomacy.

The **Economic Reconstruction and Recovery Plan** is aimed at stimulating equitable and inclusive growth. The Plan proposes three phases: *Engage and Preserve*, which includes a comprehensive health response to save lives and curb the spread of the pandemic; *Recovery and Reform*, which includes interventions to restore the economy while controlling the health risks; and *Reconstruct and Transform*, which entails building a sustainable, resilient and inclusive economy.⁶

The Plan acknowledges the particular role of Science, Technology and Innovation in supporting economic reconstruction and recovery, as well as to improve service delivery. While it points out the significance of Research, Development and Innovation to drive economic recovery, it is in addressing the social distress caused by the COVID-19 pandemic and the lockdowns implemented to slow the spread of the disease that the HSRC was uniquely placed to contribute, and has contributed significantly through various surveys since March 2020. While this work continues and feeds back to the government via the DSI, the HSRC continues playing a vital role in supporting the DSI with:

- Analysing existing data to understand and explain reasons around unemployment and soft skills as part of job readiness and economic recovery; and
- Identifying short-, medium- and long-term impacts.



3. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

The HSRC has already implemented a suite of policies in support of its core mandate and does not envisage the development of new policies. Instead, it will continue revising and strengthening existing policies to guide its strategic research focus, within the broader legal and policy framework outlined above. These policies include, but are not limited to, the following:

- HSRC Research Policy;
- HSRC Code of Research Ethics;
- HSRC Data Management Policy;
- HSRC Research Integrity Policy;
- HSRC Authorship Policy;
- HSRC Performance Information Management Policy;
- Language Policy.

The following strategies are instrumental in implementing the HSRC's Strategy and will be developed or strengthened in support thereof:



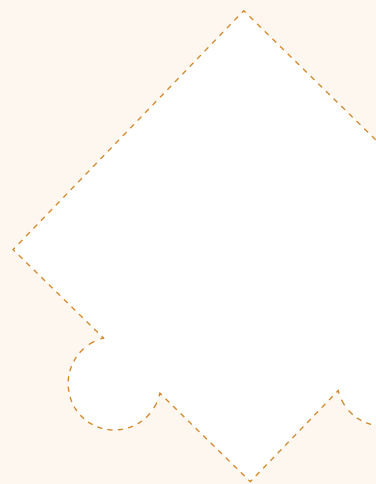
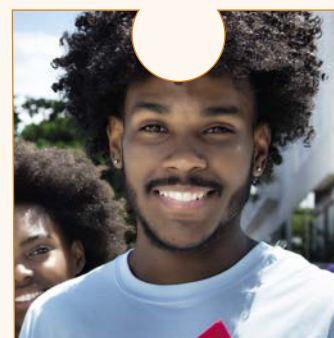
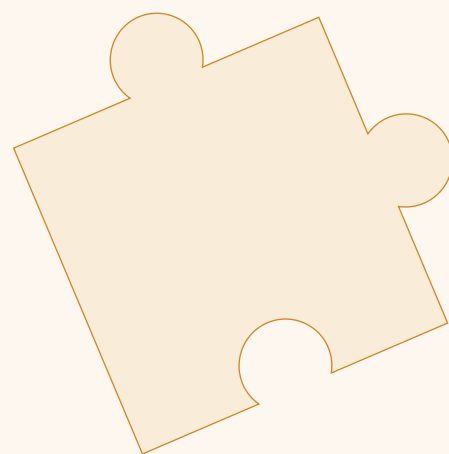
Human Resources Strategies

A set of Human Resources (HR) strategies must support the organisation in transforming research capabilities, by building research capacity and transforming human capital. These strategies will focus on recruitment of suitably skilled human resources, retention, transformation and capacity development.



Information Technology Strategies

The Information Technology (IT) Strategy will provide such support, processes and structures as are necessary to enable the organisation to implement its core strategy. The IT Strategy will provide solutions for global knowledge generation and dissemination; create an enabling research and technical environment; and foster new skills and capabilities by conducting research, and analysing and publishing data using Fourth Industrial Revolution (4IR) technologies.



In addition to IT, a range of knowledge management activities will be established to oversee and manage data services, collections and resources. These will range from infrastructure that provides data access, and longitudinal studies, to platforms that enable data analytics.



Research Use Strategies

These strategies will focus on increasing research *use* through appropriate knowledge-brokering of outputs generated in the research portfolio. The strategies will enable and coordinate support and mechanisms for collaborating, convening and communicating.

In support of and to give effect to the Language Policy, the Research Use Strategies will include strategies to address language inclusivity.



Business Development Strategy

A robust Business Development Strategy is required to forge funding partnerships and unlock new funding sources in order to enhance the organisation's sustainability.



PART B: OUR MANDATE

4. UPDATED SITUATIONAL ANALYSIS

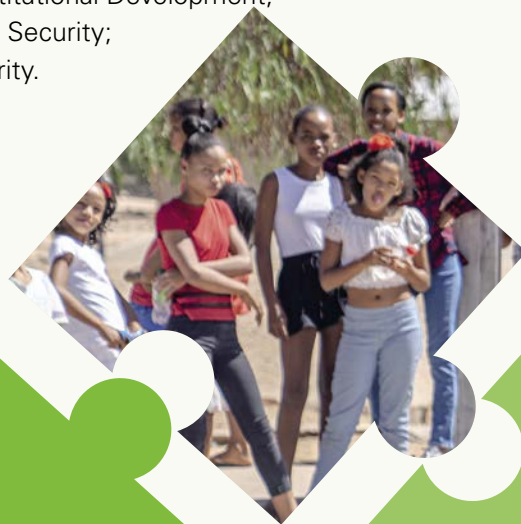
The following situational analysis assesses the HSRC's position in relation to the government, the NSI and the external and internal forces impacting on its mandate. It is based on the situational analysis described in the HSRC's Strategic Plan 2020–2025.

4.1 The HSRC and the Government

The HSRC's Executive Authority is the Minister of Higher Education, Science and Innovation. The HSRC regularly engages with the Portfolio Committee on Higher Education, Science and Innovation on regulatory matters such as the Annual Performance Plan and Annual Report.

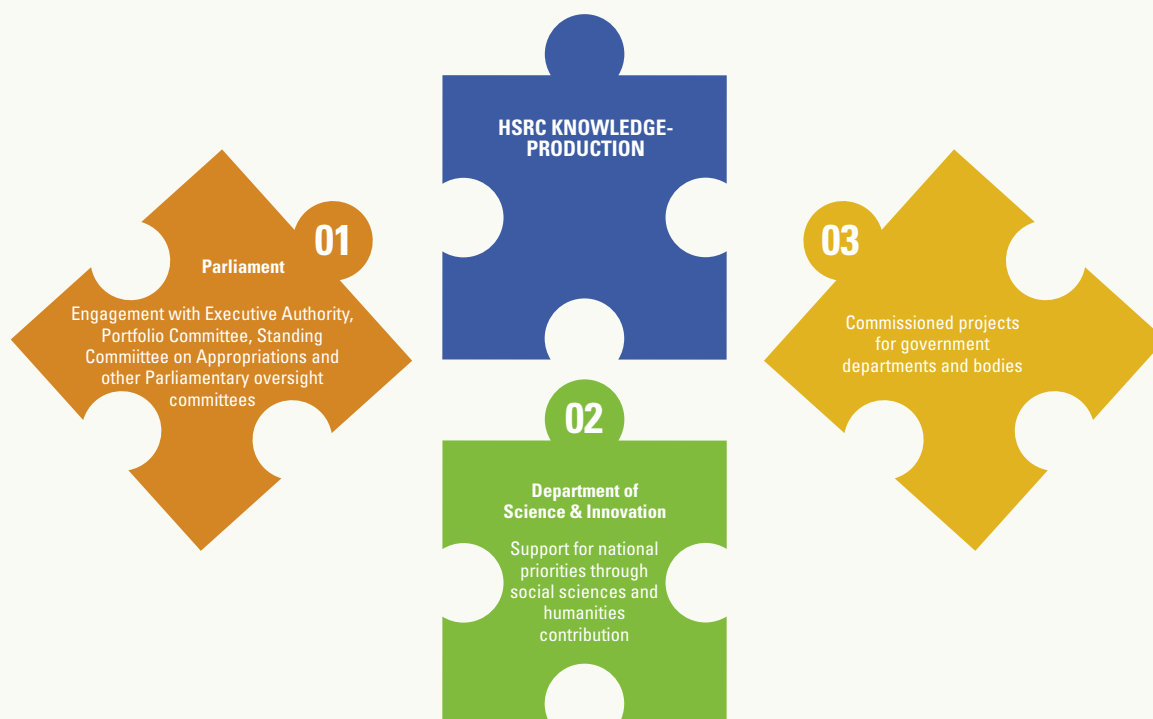
The HSRC's work responds mainly to the following gGovernment clusters:

- Social Protection, Community and Human Development;
- Economic Sectors, Investment, Employment and Infrastructure Development;
- Governance, State Capacity and Institutional Development;
- International Cooperation, Trade and Security;
- Justice, Crime Prevention and Security.



In its 2020–2025 Strategic Plan, the HSRC defines one of its five-year Strategic Outcomes as “A consolidated relationship of trust and influence with government to help guide and inform policy”. This will be achieved through a three-pronged approach:

FIGURE 4: HSRC RELATIONSHIP WITH GOVERNMENT



4.2 The HSRC in the National System of Innovation

The institutions that make up the NSI are similar in many ways. They have similar challenges and opportunities. In the current economic environment, all the SET institutions have had to adjust to reduced levels of financial support from government. All institutions face challenges in developing and retaining skilled members of staff. ‘Mandate creep’ also sees institutions developing overlapping research agendas. In this environment of similarity, what sets the HSRC apart from its sister institutions in the NSI?

Science councils

The HSRC’s distinctiveness lies in its mandate, which focuses on human behaviour and its implications for social development. Other entities also have an interest in human behaviour, although it is not their primary focus. The HSRC, in relation to its sister SET institutions, has to lead the way for the country in the development of cutting-edge social science and humanities research and the methodologies for producing this research. In this regard, the HSRC has done better in the broad area of the social sciences than in the humanities. It has a track record in conducting large-scale longitudinal surveys to provide the country with new understandings of the key problems it faces. Examples include the scientific capacity and practical experience the HSRC has made available in several key national surveys: illuminating the scope of the HIV/AIDS pandemic;

developing improved approaches to dealing with early childhood development; and clarifying the extent of the challenge of learning achievement in literacy and numeracy.

Scientific capacity

The HSRC has specialist resources for understanding what the socially determined problems of the country are, why they exist and how they may be solved.

Research

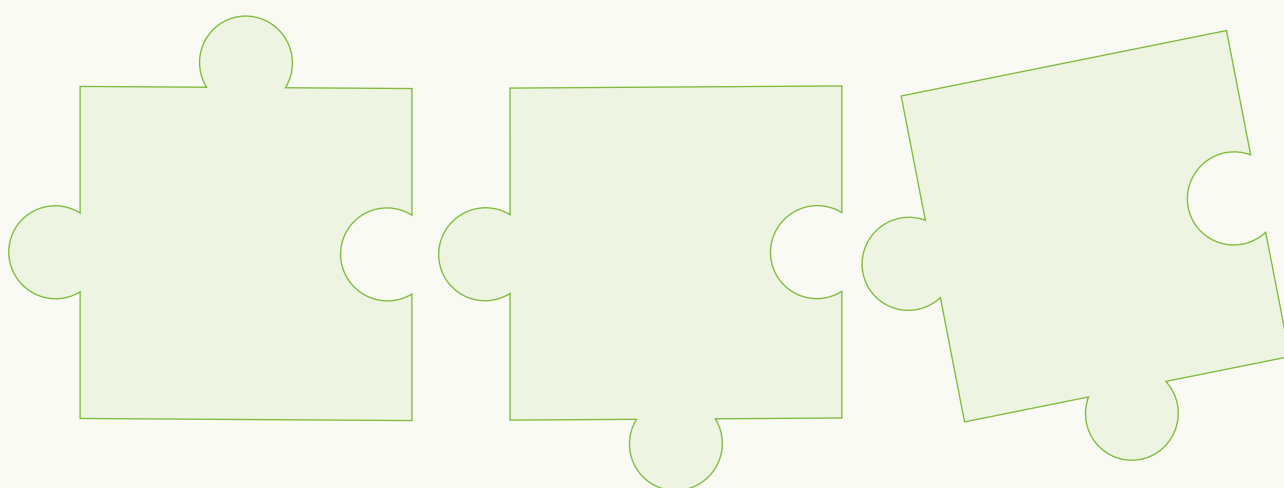
The HSRC has an extensive complement of capabilities in project management, implementation of fieldwork projects, data analysis and data curation. It is also firmly establishing dissemination and research use capacity.

University sector

This sector consists of 26 publicly funded institutions with multiple faculties and research units. The HSRC is a relatively small role player. Where universities primarily focus on the development of human capabilities, the HSRC's mandate and obligation concentrate on solution-oriented research.

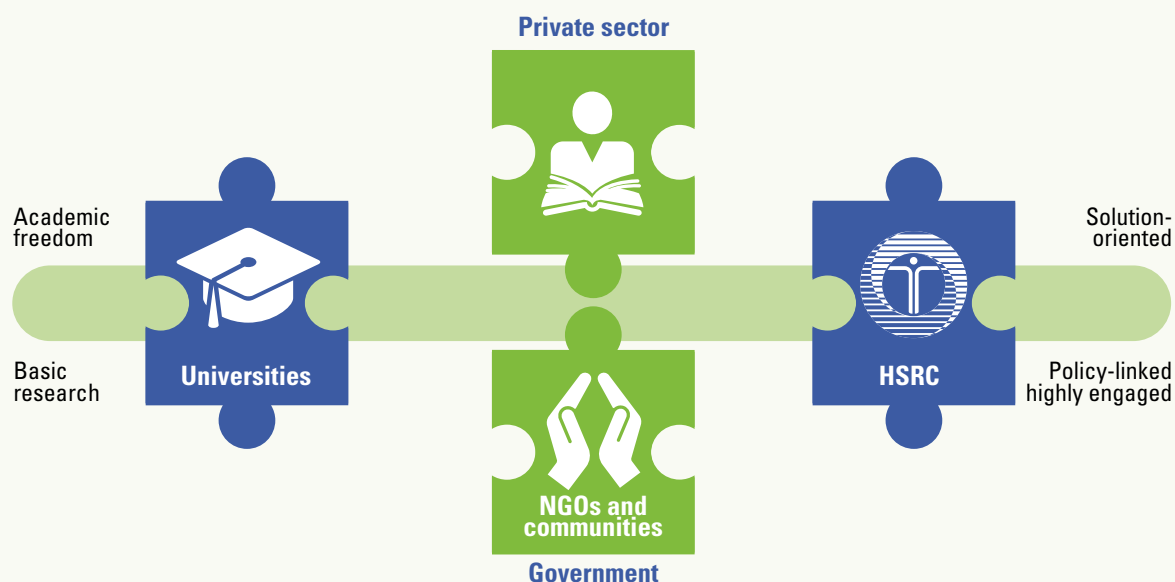
Historically, the considerations below were useful in distinguishing between the HSRC and universities:

- The focus of the HSRC is predominantly on research related to the human and social sciences to address developmental issues, to inform policy and to inform solutions to improve the quality of life of people;
- While university-based research is often (although not exclusively) concerned with basic research, grounded in a particular academic discipline, the HSRC is primarily concerned with applied research in accordance with its mandate as spelled out in the HSRC Act;
- The HSRC, more so than universities may be able to, works with multi- and transdisciplinary research teams in designated research domains, to focus on specific questions affecting socio-economic and human development, such as poverty, service delivery, governance, education and the social aspects of health provision;
- While universities are vested with the right to academic freedom, the HSRC's autonomy is balanced by a more direct line of accountability, its research agenda being informed by the mandate to undertake research in the broad areas of human and social sciences and for the benefit of the public.



However, these differences are diminishing as universities are being pressurised to move towards more engaged forms of research. This has produced a spectrum on which research institutions can be placed in relation to universities. The figure below shows the research mandate of the HSRC in relation to universities.

FIGURE 5: Research mandate of the HSRC in relation to universities



The figure also depicts potential users and/or funders of HSRC research. Active collaborations in the scientific community, in both the public and private sectors, will allow the HSRC to share in available resources – thereby also diversifying its external income sources – and provide complementary research to other research disciplines.

When considering the HSRC’s value proposition (as opposed to that of universities) to attract government funding for solution-oriented research, an opportunity presented itself for the HSRC to show its distinctiveness through ‘engagement’ or engaged research. Since 2020 it has placed emphasis on the *use* of research as opposed to only its *generation* in this value chain. It furthermore has an important role in establishing appropriate impact metrics across the NSI.

The NSI includes other agencies besides universities and science councils, such as think tanks, private sector research facilities and commercial consultancies. While the HSRC will occasionally cooperate with these organisations, it is often in direct competition with them, including competition for government funding. The difference between the HSRC and these organisations is its obligation to concentrate on questions relating to public good.

The location of the departments of Higher Education and Training, and Science and Innovation under the single Ministry for Higher Education, Science and Innovation, is an opportunity for much closer collaboration and complementary work with universities, as well as with the National Institute of Humanities and Social Sciences (NIHSS). One such opportunity to work closely with the NIHSS and the South African Population Research Infrastructure Network (SAPRIN) was in response to the Minister of Higher Education, Science and Innovation’s call for mobilisation of the human and social

sciences for COVID-19 management and the Economic Reconstruction and Recovery Plan. Similarly, the HSRC collaborated with anchor institutions and role players of the National Policy Data Observatory (NPDO) to achieve its objectives of tracking socio-economic and health impacts from COVID-19, tracking policy responses, and supporting decision-making that can lead to long-term, sustainable recovery in a post-COVID-19 world economic recovery.

The HSRC's intention to collaborate with universities, science councils and other role players in the social sciences and humanities is also given credence in the five-year Strategic Plan through the strategic outcome of 'Recognition as a trusted and engaged research partner within scientific communities and civil society'.

The HSRC will continue working with its Executive Authority to explore and unlock opportunities, such as the above, in the wider NSI to enable collaboration as opposed to competition. The challenges in realising this are addressed as part of the external environment analysis that follows.

4.3 External environment analysis

The HSRC's international and national context for the next five years is characterised by a number of key political, economic, social and technological features. While it is true that the external environment also presents several opportunities, the biggest constraint for the HSRC is that despite its broad mandate, it is allocated limited core funding. The following considerations describe the environment and its impact on the HSRC's ability to fulfil its mandate.

4.3.1 The political landscape/Government



An important point of departure in characterising the contemporary situation in South Africa is that it is still in a transition. It is consolidating the gains of becoming a democracy in 1994. In this process lie the challenges of building legitimate public institutions and governance arrangements which citizens trust.⁷ The HSRC's South African Social Attitudes Survey (SASAS) shows that public trust in core political institutions has declined significantly since the mid-2000s. Trust in national government declined from 67% in 2004 to 28% in 2017. Trust in Parliament decreased from 63% to 25% over the same period. The SASAS series further shows that public recognition of corruption as a societal concern rose to a high of around 30% in 2015–2017, from 9% in 2003. In this context, the HSRC is challenged to consolidate its position as a trusted public institution amid general public mistrust and the disruptiveness of corruption and maladministration in state-owned entities (SOEs), as well as to inform government policy while simultaneously providing it with critical advice and analysis as a non-partisan state entity.



International dynamics, including support to the HSRC received from foreign governments, have a bearing on the financial support available to it. The deterioration of multilateralism has an associated decline in support for international development agendas. Major players such as the USA, UK and European Union are becoming more internally focused, with global developmental agendas at risk of not receiving the attention and support

pledged in the past. Although the Organisation for Economic Co-operation and Development's (OECD) preliminary figures for 2021 reported a 4.4% increase in official development assistance (ODA) from 2020, the increase was largely inflated by COVID-19 vaccine donations.⁸

With the growing demand for international funding in the wake of overlapping crises brought on by debt distress as lower-income countries struggle to recover from the COVID-19 pandemic, climate change (and the concomitant risk of famine) and the Ukrainian war (increase of defence budgets and foreign alliances), it is not possible to predict the extent to which international donors will remain committed to funding research and development activities.

4.3.2 The Economic landscape



The global economic climate impacts on how the HSRC will be supported:

The International Monetary Fund (IMF) refers to the July 2022 update of the World Economic Outlook as 'Gloomy and more uncertain', with unprecedented inflation rates worldwide, an unexpected slowdown in China and further negative effects from the Ukrainian war contributing to the contracted global economic outlook illustrated in the projections table below.⁹

Overview of the World Economic Outlook Projections, July 2022				
	Projections			
	2020	2021	2022	2023
World Output	-3.1	6.1	3.2	2.9
Advanced Economies	-4.5	5.2	2.5	1.4
United States	-3.4	5.7	2.3	1.0
Euro Area	-6.3	5.4	2.6	1.2
Germany	-4.6	2.9	1.2	0.8
France	-7.9	6.8	2.3	1.0
Italy	-9.0	6.6	3.0	0.7
Spain	-10.8	5.1	4.0	2.0
Japan	-4.5	1.7	1.7	1.7
United Kingdom	-9.3	7.4	3.2	0.5
Canada	-5.2	4.5	3.4	1.8

Other Advanced Economies	-1.8	5.1	2.9	2.7
Emerging Market and Developing Economies	-2.0	6.8	3.6	3.9
Emerging and Developing Asia	-0.8	7.3	4.6	5.0
China	2.2	8.1	3.3	4.6
India 4/	-6.6	8.7	7.4	6.1
ASEAN-5 5/	-3.4	3.4	5.3	5.1
Emerging and Developing Europe	-1.8	6.7	-1.4	0.9
Russia	-2.7	4.7	-6.0	-3.5
Latin America and the Caribbean	-6.9	6.9	3.0	2.0
Brazil	-3.9	4.6	1.7	1.1
Mexico	-8.1	4.8	2.4	1.2
Middle East and Central Asia	-2.9	5.8	4.8	3.5
Saudi Arabia	-4.1	3.2	7.6	3.7
Sub-Saharan Africa	-1.6	4.6	3.8	4.0
Nigeria	-1.8	3.6	3.4	3.2
South Africa	-6.3	4.9	2.3	1.4

<i>Memorandum</i>				
World Growth Based on Market Exchange Rates	-3.4	5.8	2.9	2.4
European Union	-5.8	5.4	2.8	1.6
Middle East and North Africa	-3.4	5.8	4.9	3.4
Emerging Market and Middle-Income Economies	-2.2	7.0	3.5	3.8
Low-Income Developing Countries	0.1	4.5	5.0	5.2

Source: IMF, World Economic Outlook, July 2022 update

The HSRC's existing multi-year grants have thus far not been affected by the global economic downturn. However, raising new external income has been a challenge in the wake of local and international fiscal reprioritisation.



Local economic climate:

The consolidated government expenditure budget for South Africa for 2021/22, a total of R2.02 trillion, included a R17.4 billion allocation for innovation, science and technology. This constitutes only 8.4% of the R208.5 billion Economic Development allocation.¹⁰ This is disconcerting when considering that gross domestic expenditure on research and development (GERD) for 2018/19 declined by 5% and that the government remained the main source of funding for RDI in the country, contributing 47.5% of the total spend. Both the business sector and science councils and universities' own contribution also declined. A positive indication for the HSRC, however, is that the biggest R&D-spend (22.4%) is concentrated in the social sciences.¹¹

According to the National Treasury, new COVID-19 variants leading to new waves of infection, continued interruptions in power supply, rising inflation and faster-than-expected global interest rate increases are impacting negatively on the local economic outlook. Although tax collection exceeded expectations in 2021/22, this is not anticipated to be a long-term occurrence and cannot therefore support baseline budget adjustments. The wage bill, the weak financial positions of SOEs, global events and natural disasters remain a risk to economic growth. The National Treasury therefore advises that Government should continue its fiscal consolidation path, debt stabilisation and economic recovery efforts. As such, no additional resources are available for the 2023 Medium Term Expenditure Framework (MTEF) budget.¹²

The adverse effect of the local economic climate on the HSRC has been documented in various submissions and planning documents. As a knowledge institution, the organisation's biggest resource and expense is human resources. This poses a problem in several regards:

With the continuing fiscal consolidation framework in force, organisations are compelled to contain their CoE. The inability to make appointments to enhance the senior research capacity, coupled with the inability to offer inflation-linked, annual, cost-of-living and performance-based increases to staff have resulted in a downward trend of declining staff morale and increasing pressure.

- With the greater part of the Parliamentary Grant allocated to cover the wage bill, researchers remain under pressure to raise external income to supplement the Parliamentary Grant to fund the HSRC's mandate.
- The appointment of PhD trainees had to be adjusted downward as part of the ongoing limitations on CoE.
- The continuing limitation on CoE does not support the prioritisation of research and full-time researcher growth in critical areas of the economy and society, as articulated in the HESTIIL Report recommendations.

Despite these challenges, the HSRC has an obligation and desire to respond to the most pressing social questions in the country and will continue to redirect funding within its available envelope to respond to national priorities.

4.3.3 Social Considerations



The HSRC previously articulated two pertinent social considerations that have a direct impact on it fulfilling its mandate. These are:

- a) The bias in both the public and private sectors towards the ‘hard sciences’ as opposed to what are considered to be ‘soft sciences’; and
- b) Changes in the burden of disease in the country. While funding streams are still being accessed in response to, for example, TB and HIV/AIDS, non-communicable diseases are increasingly posing major challenges requiring dedicated resources.

Both considerations remain valid.

A significant fallout from the COVID-19 pandemic is in how it exacerbated the challenges of poverty and inequality in South Africa and globally. Mindful of its strategic commitment to assisting government in its objective of alleviating poverty and reducing inequality, the HSRC seeks also to assist the country and the world in finding ways of using the opportunity presented by the crisis to reset their political and social agendas. The HSRC has already commenced with a three-year project of convening macroeconomic policy dialogues to promote evidence-informed solutions to diverse macroeconomic puzzles that hinder transformational development.



Public awareness, understanding and use of sciences. The uptake of knowledge among members of the public – the intended beneficiaries of the HSRC’s work – is often not adequate because of a lack of trust and/or scientific literacy.

4.3.4 Technology considerations



Fourth Industrial Revolution

The Fourth Industrial Revolution (4IR) is a time of accelerating technological change, in which new technologies are increasingly intertwining the physical, digital and biological worlds. These changes play important roles in social and economic dynamics, and in public policy. In South Africa, the notion of the 4IR has come to form an organising principle for thinking about technological change. The HSRC has contributed significantly to the research and policy discourses of the 4IR. The HSRC established an internal 4IR task team, led several 4IR-related research projects, was represented in the Presidential Commission on the 4IR, and participated in forums such as 4IRSA, the DSI 4IR committee and the SA-EU Dialogue programme.

Following the completion of the work of the Presidential Commission, and the publication of its findings and recommendations, the HSRC continues to undertake research and policy engagement in thematic areas relevant to the 4IR. Research into social aspects of artificial intelligence (AI) includes the issues

of AI ethics, the social and economic impacts of AI and the regulation of AI. Related research focuses on data protection, data privacy and data justice. The theme of digitalisation cuts across the HSRC's research activities, including those focused on education, inclusive growth and public health. During the COVID-19 pandemic, digitalisation has acquired additional significance, as it underpins adaptive forms of education, work and social interaction. The analysis of social media also cuts across multiple HSRC research areas, including the analysis of public discourses related to the COVID-19 pandemic. Through the South African Social Attitudes Survey, the HSRC has developed a rich database of public perceptions of automation and AI.

The HSRC has an important role to play in the context of the 4IR. As a statutory public research institute, the HSRC holds a critical position in the research-policy nexus, and has the necessary research capabilities to ask important questions. The HSRC's public mandate indicates a responsibility to engage with issues of technological disruption, with a focus on research and analysis in the context of poverty, unemployment and inequality. In line with this mandate, the HSRC will continue to lead research into the key areas of enquiry of the 4IR, and engage with policy makers and other stakeholders to continue informing and shaping the ways in which South Africa harnesses technological change for the public good.



Social Media

Traditional and conventional methods of communication are limited in providing frameworks for optimal advocacy. The HSRC continues to struggle with opportunities and challenges to achieve the desired visibility to create impact. Social media platforms must be exploited intensively as part of a successful stakeholder relations strategy.

With the commencement of the national lockdown and the associated restrictions, the HSRC successfully managed to leverage opportunities presented through social media and other online platforms to collect data for several surveys to understand attitudes, perceptions and behaviours in relation to COVID-19.

4.3.4 Environmental Factors

Environmental factors as a consideration in an analysis of the external environment in which the HSRC operates do not pose significant threats or risks, other than the threats of climate change (natural disasters), including water scarcity and regular power disruptions.

Instead, the organisation can, and has, responded to some opportunities in this regard. The National Development Plan envisages the promotion of environmental sustainability in South Africa by making an equitable transition to a low-carbon economy, and transforming human settlements for improved local governance and spatial integration.

The Centre for Science, Technology and Innovation Indicators (CeSTII) in the HSRC worked with the non-profit company Trade and Industrial Policy Strategies (TIPS) to produce a report entitled *Measurement of Green Economy Research and Development 2010/11–2016/17*. TIPS and the Department of Science and Innovation, with the support of CeSTII, also released a pioneering assessment of South Africa's investment in green R&D.

The HSRC has considerable expertise in spatial economic development (rural, urban and regional), human settlement formation and community dynamics. This expertise supports key stakeholders such as the national departments of Trade, Industry and Competition; Human Settlements; Agriculture, Land Reform and Rural Development; Local Government; and National Treasury, along with key provinces and metropolitan municipalities towards achieving spatial economic transformation.

4.3.5 Legislative Factors



The HSRC business model and reporting standards comply with requirements set by the PFMA. While the PFMA intends to provide an enabling, performance-oriented, transparent and accountable business environment for government departments and public entities, some provisions are arguably a better fit for government departments than for entities such as the HSRC. For instance, the PFMA intends to promote a fair, open and transparent procurement process, and Treasury Regulations pertaining to supply chain management and preferential procurement are also clearly intended to promote these principles. However, the constraints placed by the promulgation and interpretation of some Treasury Regulations place a dual burden on the HSRC in terms of its business and funding model:

- a) Ability to form long-term collaborative and funding relationships: Because of the onus placed on government departments to procure services in the open market, it is very difficult for the HSRC to form long-term relationships with government departments, where the HSRC is able to help inform research strategies and priorities, and also to be appointed to perform or help coordinate research intended to deliver on these strategies.
- b) Flexibility and dexterity of research partnerships when responding to funding opportunities: The HSRC is expected to follow open and transparent procurement processes when looking for trusted collaborators in research projects. While the appeal for collaboration within the NSI – among science councils and universities – has been emphasised at various junctures, including during the HSRC Institutional Review of 2018 and the recent HESTIIL review, this mandate is not supported, and is in fact actively discouraged, by the prevalent procurement legislation under the PFMA and associated regulations.



The Employment Equity Act (Act 55 of 1998) is aimed at achieving equity in the workplace. One mechanism through which this is achieved is the mandatory submission of employment equity plans, the implementation of which is monitored by the Department of Employment and Labour. A major challenge of

the legislation is that it fails, in its mechanistic approach, to consider sector-specific challenges and barriers to employment equity. The HSRC, like its sister councils and universities, has long been grappling with challenges that are unique to the higher education, research and innovation environment, the single most significant being the limited pool of academics and senior researchers from designated groups. Furthermore, the HSRC, by virtue of its Act, has a continental mandate. As such, it is not possible to have a nationalistic approach or aim to not employ any international researchers. This, coupled with inefficient immigration policies, has rendered it impossible for the HSRC to pursue African Research Fellows and the collaborations that would enable it to promote an African research agenda.



As a VAT-registered entity, the HSRC's Parliamentary Grant is inclusive of VAT. This implies that 15% of the total grant is not accessible for use by the organisation. A due-diligence on the feasibility of VAT deregistration has shown that it is not an option for the organisation.

These challenges are policy matters that require intervention at the Executive Authority level.

4.4 Internal environment analysis

A resource-based view was used to reflect on the internal environment. Pertinent aspects in relation to the internal environment were considered in terms of:

- Tangible assets, such as investments and interest, cash flow, property, infrastructure, equipment and the financial model;
- Non-tangible assets in terms of technical knowledge and expertise;
- Capabilities, including human resources and organisational structures.

When considering the internal environment, the HSRC is confronted with both strengths and weaknesses in its capacity to deliver on its mandate. Some of the most pertinent considerations are outlined below:



Human Resources

- (a) The HSRC faces the challenges of a limited number of senior researchers, who are required not only to raise funds, but also to implement a range of contract research projects, and reach scholarship targets. As at 30 September 2022, the HSRC employed 168 researchers. Of these, 85 were employed at the level of Senior Research Specialist (SRS)/Senior Research Manager (SRM) or above, including Executive-level staff. This constitutes 50.6% of research staff.

The organisation needs to employ more senior researchers on permanent conditions of service to ease the burden of fund raising, and to provide reliable mentoring to

its research trainees. Filling of vacancies for senior research staff has been constrained by salary caps implemented by the National Treasury to contain the national wage bill. While the appointment of additional, new research staff is not possible to the extent required, opportunities for providing tenure to existing staff are provided within the framework of enabling organisational policies.

- (b) The organisation has historically struggled to achieve its transformation targets at senior researcher levels. Resignation data shows that black researchers are in demand and are offered very high salaries in the university and private sectors. The organisation loses its transformation capital when it loses these researchers. The HSRC human resource strategic focus therefore remains on growth in and retention of transformation capital through career path development and recruitment.



Information Technology

- (a) Moving beyond the purely technical aspects of infrastructure provision, the IT Unit has begun to be more strategic in supporting research. It leverages disruptive modern technologies such as mobility, cloud technologies and real-time data capturing at source to optimise the research environment and introduce efficiencies into the ways in which research is conducted. Although the HSRC has begun to embrace new technologies, it needs to ensure that it remains abreast of developments in the field if it is to become a major competitor in the social science arena. This, however, is largely dependent on access to resources.



Information Services

- (a) A critical partner to IT and to the rest of the organisation is the eResearch Knowledge Centre (eRKC). It supports the research process by providing professional research information services, establishing data standards, preserving and sharing HSRC data and research outputs, and offering spatial computation and data analytics. The organisation has strong eRKC support systems in place. Ensuring the relevance and further strengthening of these systems remains a priority within the available funding resources.



Financial Resources

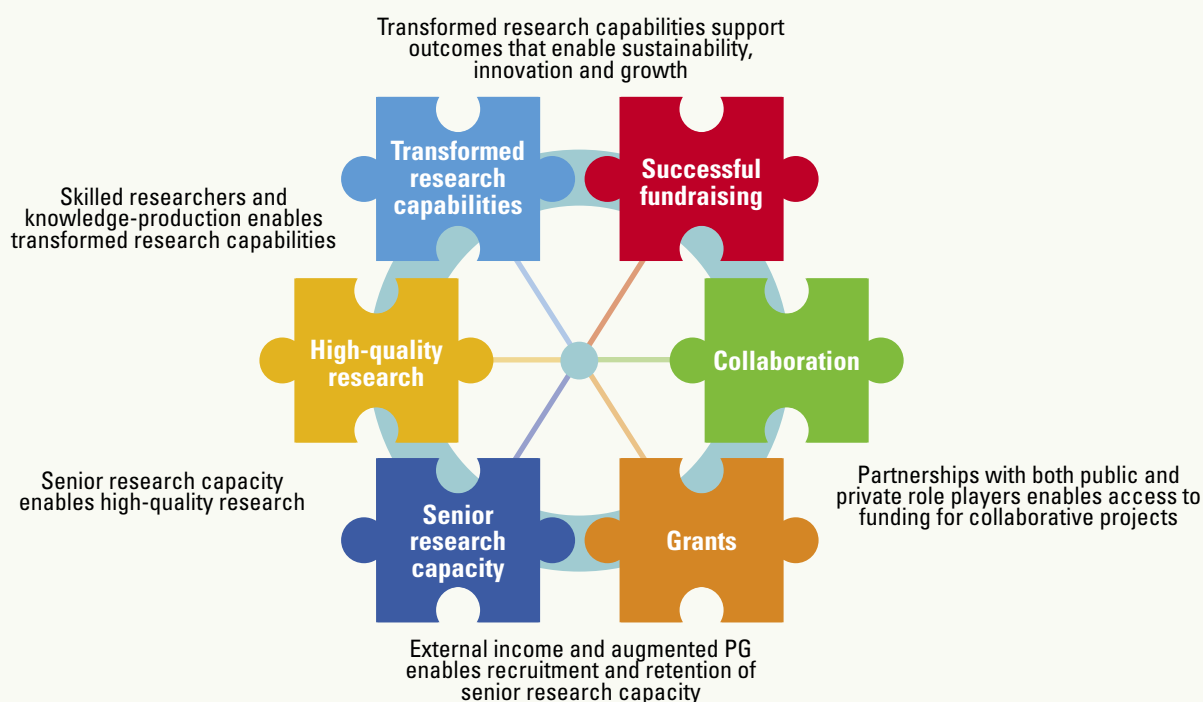
- (a) The current financial model of the HSRC depends significantly on external funding to support research and the broader mandate of the HSRC. The recently audited ratio of parliamentary funding to external income for the financial year ending 31 March 2021 is 46:54.

Given the current economic climate, it is unlikely that the HSRC will be able to grow its external income while public and private funders are under pressure to redirect and reprioritise funding.

The 2018 Institutional Review panel articulated crucial observations and recommendations regarding the business and financial models. The inputs, activities, outputs and ultimately outcomes, as defined in the HSRC's Theory of

Change, are closely aligned to these observations and recommendations. The ability to attract adequate funding (grants) – both through the Parliamentary Grant and from external income – is central to these recommendations. As such, it creates a number of interdependencies to realise key elements of the Theory of Change. These are illustrated in the figure below and explained in terms of the 2018 Review panel's observations and recommendations.

FIGURE 6: [2018 review panel's observations and recommendations](#)



The panel pointed out that an overhaul of the financial model required a thorough appreciation of the difference between grants and contracts. Whereas grants are funds secured for investigator-initiated research that fits into the researcher's long-term research plan, contracts are funder-initiated research that may or may not have relevance to the researcher's long-term plan. The panel was of the view that securing more grants would support the HSRC's long-term vision and assist it in doing away with the 'short-termism' of smaller contracts.

It proposed that one way of doing this is for the HSRC to access more sizeable grants through establishing active partnerships locally and internationally with matching funding on projects wherever possible. Another would be for the HSRC to illustrate its value-proposition in order to bring about stronger integration with the private sector.

The panel further recommended structural changes to the HSRC's staffing profile, both in terms of increased internationalisation and seniority as prerequisites for leadership and delivery of the vision of a centre for excellence in humanities and social sciences of global and regional reputation. It observed that the short-term

contract research model consumed a large percentage of valuable senior staff time and was fraught with risks as quality monitoring of products and services could not be carefully guaranteed. The HSRC should, it pointed out, come up with innovative strategies to bring in leading African and international scholars to give credibility to its vision for a centre of excellence.¹³

The obstacles to some of these recommendations have been articulated as part of the legislative environmental analysis and elsewhere in the APP. Because of the interrelatedness and relevance to the HSRC's financial resources, it is prudent to provide a brief overview of those challenges and the support required by the Executive Authority to address them.

Collaboration and jointly funded partnerships

Per the current National Treasury instructions and regulations, issued in terms of the PFMA, the HSRC is not at liberty to freely collaborate with government, academic or private partners based on expertise, mutual objectives or in the interests of multidisciplinary pursuits. Instead, it is required to select partnerships through stringent, open procurement processes, leaving none of the academic freedom that is desirable in science and innovation. Similarly, when suitable opportunities are presented through the broader government framework (national departments, provincial departments, municipalities, local government, etc.), the HSRC is required to compete for such projects through an open tender process.

Addressing this would require intervention at the national policy level. The Executive Authority, on behalf of its entities, should engage the National Treasury to facilitate a review of the procurement practices that inhibit the work of science councils. As pointed out by the 2018 Review, these practices consistently compromise the ability of the organisation to respond quickly and flexibly to challenges that arise, or to be proactive in utilising its vast existing networks and collaborators. This tends to render the HSRC less competitive in the 'market' in which it operates.

Senior scholarship – local, continental and international

Similarly, intervention is required at the policy level to assist science councils in facilitating work permits for scholars and academics, particularly from the rest of Africa. Both Immigration and Employment Equity (in limiting the numbers of foreign nationals) legislation are prohibitive rather than enabling in this regard.

The attraction and retention of skilled employees, especially those from designated groups, have historically been particularly difficult, but more so recently with the introduction of stringent limitations on the CoE. The inability to offer employees any performance-based rewards or inflation-linked increases, or to offer permanent contracts in the wake of budget uncertainties, has made it almost impossible to offer competitive packages to attract or retain suitable staff.

The Executive Authority, in consultation with the National Treasury, should allow public entities, especially those whose Parliamentary Grant is augmented by external income, some autonomy to determine their own CoE practices within their means.

Lastly, the 2018 Review found that the HSRC needs to do longitudinal research in order to pursue long-term change, and a long-term research agenda demands a different funding approach. Previous attempts to access government funding to conduct longitudinal studies have not come to fruition. Whereas these studies, such as SABSSM , SASAS and TIMSS, provide valuable trend-data to the government, the HSRC has not been able to secure dedicated funding or grants from the government to support these surveys. The Executive Authority should assist the HSRC in reviving these attempts within the cluster, to reduce its reliance on external sources of funding for surveys that are in the national public interest.



PART C: MEASURING OUR PERFORMANCE

5. INSTITUTIONAL PERFORMANCE INFORMATION

5.1 Programme 1: Administration

5.1.1 Purpose

This programme is responsible for the strategic direction and overall management of the HSRC.

An **Impact Centre** was established in 2020 to focus on research use and impact, providing support and mechanisms for collaboration, convening and communicating the HSRC's work so that it is able to position itself as the flagship for human and social sciences research in the country. A coherent and articulated strategy that helps answer the questions underpinning impact is being combined with a process for making the HSRC's work more visible. This work informs reporting on a key indicator of the extent to which there is uptake and utilisation of the knowledge produced at the HSRC to create impact in communities. The goal is to occupy the conceptual leadership space on impact within the broader national system of innovation and in the country, with a view to building towards greater international presence in the impact research environment.

The DSI Internship Programme was relocated from the NRF to the HSRC during the 2021/22 financial year. Management of the Programme is currently located in the Office of the DCEO: Research.



The key objectives of the programme in the HSRC are to:

- Establish and increase the pool of skilled human resources for the public and private sector, science councils, science institutions and the National System of Innovation (NSI);
- Provide university graduates and postgraduates with work experience in SET fields commensurate with their qualifications, thus increasing their chances of employment;
- Provide SET graduates and postgraduates with exposure to research and development projects that are critical to the NSI; and to attract them to pursue careers in the NSI; and
- Build capacity in research management at higher education institutions (HEIs) and research institutions throughout the country.

Interns and mentors will have access to a capacity-building programme over the duration of the programme, the objectives of which are to:

- Recognise and nurture capabilities and competencies across all interns;
- Facilitate a result-oriented approach to capacity development with a focus on enhancing core technical, foundational and transversals skills progression;
- Strengthen the quality of mentoring provided to interns; and
- Support career planning and promote skills for enhancing labour market access of interns.

An anticipated 398 interns would be recruited and placed during the 2021–2023 period. The HSRC will be conducting a Monitoring and Evaluation programme on the project to assess the outcomes of the programme in relation to the stated objectives, including implementing an effective track and trace study of programme beneficiaries (interns and their hosts) to have feedback on their career progression after exit. By the end of the 2021/22 financial year, 437 interns had been successfully placed at 105 participating institutions.

The Administration Programme further provides centralised shared services to support the core research activities and ensure that such activities comply with good governance principles, applicable legislation and funder requirements.



Programme 1 consists of:

The Office of the Chief Executive Officer (CEO)

- CEO
- Board Secretariat
- Legal and Compliance Services
- Internal Audit
- Planning, Monitoring and Evaluation

The Office of the Deputy Chief Executive Officer: Research (DCEO:R)

- Research Coordination, Ethics and Integrity
- Capacity, Growth and Innovation
- HSRC Publishing
- eResearch Knowledge Centre

The Group Executive: Impact Centre

- Science in Society
- Impact Assessment
- Strategic Partnerships
- Engagement and Communication

The Office of the Chief Financial Officer (CFO)

- Finance
- Supply Chain Management
- Enterprise Risk Management

The Office of the Group Executive: Shared Services

- Human Resources
- Facilities and Occupational Health and Safety
- Information Technology

5.1.2 Outcomes, outputs, output indicators and targets for Programme 1

Outcome		Output	Output indicators		Annual targets						
					Audited performance			Estimated performance	MTEF targets		
					2019/20 (Year ending 31/03/2020)	2020/21 (Year ending 31/03/2021)	2021/22 (Year ending 31/03/2022)	2022/23 (Year ending 31/03/2023)	2023/24 (Year ending 31/03/2024)	2024/25 (Year ending 31/03/2025)	2025/26 (Year ending 31/03/2026)
1	National, regional and global leadership in the production and use of targeted knowledge to support the eradication of poverty, the reduction of inequalities and the promotion of employment	High-impact publications and knowledge products	1.5	The number of HSRC research articles that have achieved a citation count of at least 10 within five years of initial publication	313	179	176	165	170	170	175
		High-quality research	1.6	The number of curated data sets downloaded for secondary use	608	556	574	574	603	605	608
		Use mechanisms	1.7	The number of events dealing with the eradication of poverty, reduction of inequalities and/or promotion of employment convened by the HSRC	New	1	3	1	2	1	2
3	Recognition as a trusted and engaged research partner within scientific communities and civil society	Partnerships	3.4	The number of collaborative research projects with universities (including HDIs) and science councils in South Africa	New	6	6	6	7	7	7

Outcome	Output	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF targets		
			2019/20 (Year ending 31/03/2020)	2020/21 (Year ending 31/03/2021)	2021/22 (Year ending 31/03/2022)	2022/23 (Year ending 31/03/2023)	2023/24 (Year ending 31/03/2024)	2024/25 (Year ending 31/03/2025)	2025/26 (Year ending 31/03/2026)
4 Transformed research capabilities	Trained researchers: Skills	4.1 The percentage of senior researchers (SRS/SRM+) who are black	Revised	46.25%	48%	51%	53%	53%	53%
		4.2 The percentage of senior researchers (SRS/SRM+) who are female	Revised	32.5%	37%	39%	42%	42%	42%
		4.3 The percentage of researchers (excluding trainees) with PhDs	New	78.51%	69%	77%	78%	78%	78%
		4.4 The number of PhD trainees	47	31	27	28	30	32	35
5 Sustainable income streams	Partnerships	4.5 The number of conferences or training academies for emerging scholars	New	3	2	2	3	3	3
		5.1 The percentage of total income that is extra-parliamentary	37.06%	38.93%	54%	46%	47%	48%	49%
		5.2 The number of internationally funded collaborative projects involving multi-year grants of R5 million or more	New	4	5	5	7	7	7

5.2 Programme 2: Research, Development and Innovation

5.2.1 Purpose

This programme conducts basic and applied research in order to generate and apply knowledge with a distinct social science and humanities focus to support national developmental priorities.

Programme 2 includes the Africa institute of South Africa (AISA). Strategically, the Institute is located in Programme 2, but operationally it reports to the CEO.

As part of the mid-term review of the 2020–2025 Strategic Plan, the HSRC assessed the efficacy of the structure of Programme 2, as realigned in 2020 to give effect to the Strategic Plan. While the structure suitably supports the Strategic Plan, some minor naming conventions are recommended to better reflect the mandate and the comprehensive programme of work of certain sub-programmes and/or work streams.

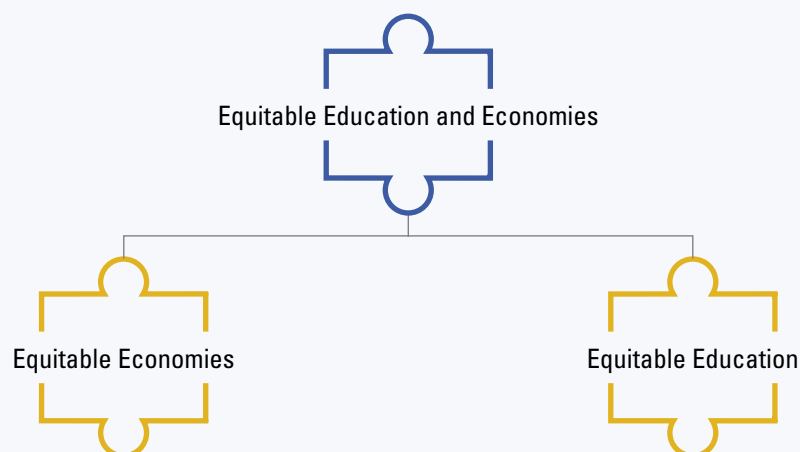
5.2.1.1 Sub-Programme 1: Equitable Education and Economies



Purpose

To undertake research that transforms educational outcomes and increases economic participation.

Work in this sub-programme is divided into two streams (sub-divisions), namely:



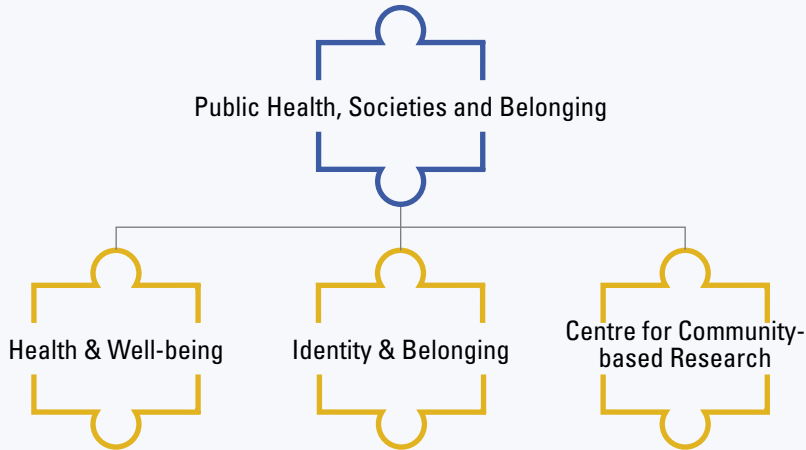
5.2.1.2 Sub-Programme 2: Public Health, Societies and Belonging



Purpose

To actively explore the ways in which agency, attitudes, aspirations, capabilities and other psychosocial factors reinforce or liberate people from the constraints imposed by their social environments.

Work in this sub-programme is divided into two streams (sub-divisions) and the Centre for Community-based Research is located in this sub-programme (division):



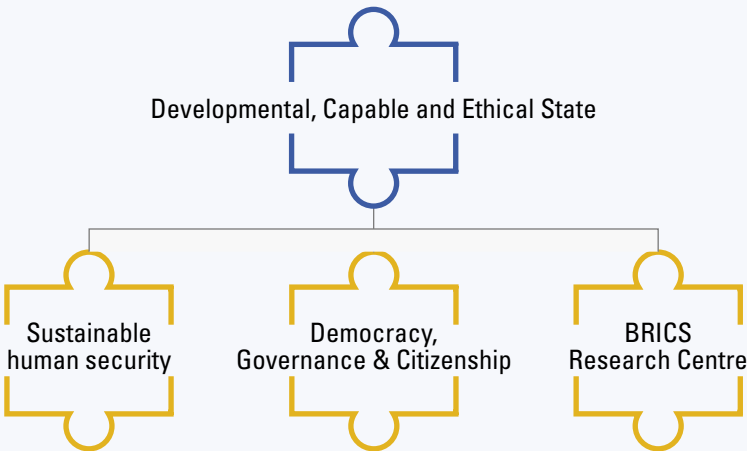
5.2.1.3 Sub-Programme 3: Developmental, capable and ethical state



Purpose

Research, implementation and advocacy support in the service of the public good and South Africa’s national priorities to strengthen social cohesion; create safe communities; build a capable, ethical and developmental state; and work towards a better Africa and world.

Work in this sub-programme is divided into two streams (sub-divisions) and the BRICS Research Centre is located in this sub-programme (division):



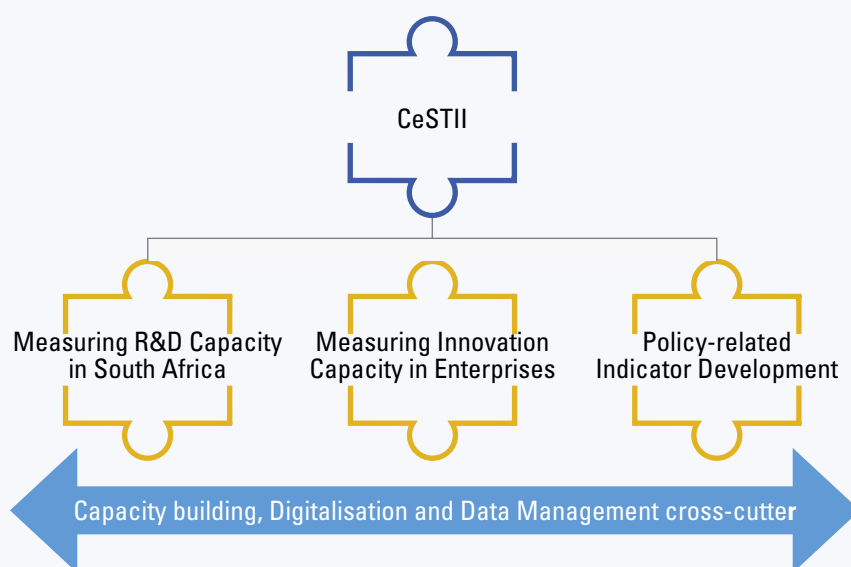
5.2.1.4 Sub-Programme 4: Centre for Science, Technology and Innovation Indicators (CeSTII)



Purpose

CeSTII is mandated by the Minister of Higher Education, Science and Technology to contribute to official science, technology and innovation statistics in South Africa. Countries measure and monitor research and experimental development (R&D) and innovation activities, to track the dynamics and patterns of human resources, expenditure and focus areas in relation to how they promote economic growth.

Work in CeSTII is organised around four themes:



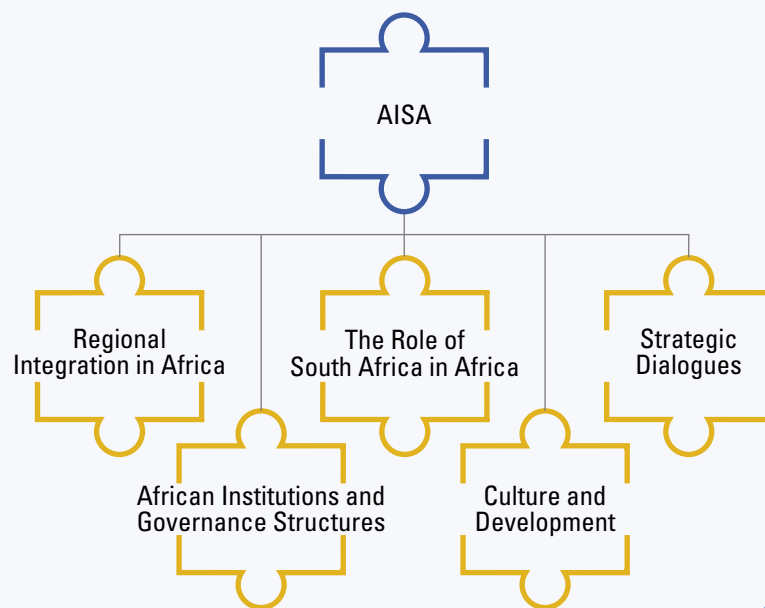
5.2.1.5 Sub-Programme 5: Africa Institute of South Africa



Purpose

AISA leads and coordinates the HSRC's engagements on Africa. It acts as a catalyst for research and implementation support across the continent. AISA undertakes basic, applied, policy-relevant and comparative research, and seeks to build capacity and provide policy advice and implementation support to advance South Africa's African Agenda, Agenda 2063, and the Sustainable Development Goals.

Work in AISA is organised into themes as illustrated below:



5.2.1.5 Outcomes, output, output indicators and targets for Programme 2

Outcome		Output	Output indicators		Annual targets						
					Audited performance		Estimated performance	MTEF targets			
					2019/20 (Year ending 31/03/2020)	2020/21 (Year ending 31/03/2021)	2021/22 (Year ending 31/03/2022)	2022/23 (Year ending 31/03/2023)	2023/24 (Year ending 31/03/2024)	2024/25 (Year ending 31/03/2025)	2025/26 (Year ending 31/03/26)
1 National, regional and global leadership in the production and use of targeted knowledge to support the eradication of poverty, the reduction of inequalities and the promotion of employment	High-impact publications and knowledge products	1.1 The number of peer-reviewed journal articles published per HSRC researcher	0.78	1.17	1.17		1.1	1.1	1.1	1.1	1.1
		1.2 The number of peer-reviewed journal articles published with at least one non-HSRC co-author from an African country other than South Africa	9	19	24	15	18	18	18		
		1.3 The number of scholarly books published by HSRC researchers	17	13	13	8	9	10	10		
		1.4 The number of scholarly book chapters published by HSRC researchers	86	118	40	48	49	50	50		
2 A consolidated relationship of trust and influence with government to help guide and inform policy	High-impact publications and knowledge products	2.1 The number of policy briefs and/or evidence reviews completed and published	Revised	12	18	12	12	12	13	13	13
	Use mechanisms	2.2 The number of structured research engagements with government, policy makers and implementers	New	9	11	7	8	8	8		

Outcome	Output	Output indicators	Annual targets						
			Audited performance		Estimated performance	MTEF targets			
			2019/20 (Year ending 31/03/2020)	2020/21 (Year ending 31/03/2021)	2021/22 (Year ending 31/03/2022)	2022/23 (Year ending 31/03/2023)	2023/24 (Year ending 31/03/2024)	2024/25 (Year ending 31/03/2025)	2025/26 (Year ending 31/03/26)
3 Recognition as a trusted and engaged research partner within scientific communities and civil society	Use mechanisms	3.1 The number of research-related engagements with communities and civil society forums	New	9	12	7	8	8	8
		3.2 The number of solution- oriented communities of practice created or supported with active involvement of HSRC researchers	New	2	3	2	2	2	2
	High-quality research Use mechanisms	3.3 The number of community innovations supported or enabled by HSRC research	New	1	1	1	1	1	1
		3.5 The number of incoming international exchange visits or fellowships active during the period under review	Revised	4	7	6	8	8	8

5.3 Output indicators: Institutional annual and quarterly targets: Programme 1 and Programme 2

	Cumulative year-to-date
	Annual
	Non-cumulative

Output indicators	Annual target 2023/24	Q1	Q2	Q3	Q4
1. National, regional and global leadership in the production and use of targeted knowledge to support the eradication of poverty, the reduction of inequalities and the promotion of employment					
1.1 The number of peer-reviewed journal articles published per HSRC researcher	1.1	0.1	0.3	0.5	1.1
1.2 The number of peer-reviewed journal articles published with at least one non-HSRC co-author from an African country other than South Africa	18	0	1	6	18
1.3 The number of scholarly books published by HSRC researchers	9	0	1	3	9
1.4 The number of scholarly book chapters published by HSRC researchers	49	2	19	29	49
1.5 The number of HSRC research articles that have achieved a citation count of at least 10 within five years of initial publication	170	N/A	N/A	N/A	170
1.6 The number of curated data sets downloaded for secondary use	603	N/A	N/A	N/A	603
1.7 The number of events dealing with the eradication of poverty, reduction of inequalities and/or promotion of employment convened by the HSRC	2	0	0	1	2
2. A consolidated relationship of trust and influence with government to help guide and inform policy					
2.1 The number of policy briefs and/or evidence reviews completed and published	12	0	0	6	12
2.2 The number of structured research engagements with government, policy makers and implementers	8	0	2	4	8
3. Recognition as a trusted and engaged research partner within scientific communities and civil society					
3.1 The number of research-related engagements with communities and civil society forums	8	0	1	5	8
3.2 The number of solution-oriented communities of practice created or supported with active involvement of HSRC researchers	2	0	0	0	2
3.3 The number of community innovations supported or enabled by HSRC research	1	N/A	N/A	N/A	1
3.4 The number of collaborative research projects with universities (including HDIs) and science councils in South Africa	7	2	3	5	7
3.5 The number of incoming international exchange visits or fellowships active during the period under review)	8	2	2	4	8

Output indicators	Annual target 2023/24	Q1	Q2	Q3	Q4
4. Transformed research capabilities					
4.1 The percentage of senior researchers (SRS/SRM+) who are black	53%	46%	48%	49%	53%
4.2 The percentage of senior researchers (SRS/SRM+) who are female	42%	37%	39%	40%	42%
4.3 The percentage of researchers (excluding trainees) with PhDs	78%	74%	75%	76%	78%
4.4 The number of PhD trainees	30	20	24	28	30
4.5 The number of conferences or training academies for emerging scholars	3	N/A	N/A	N/A	3
5. Sustainable income streams					
5.1 The percentage of total income that is extra-parliamentary	47%	20%	30%	40%	47%
5.2 The number of internationally funded collaborative projects involving multi-year grants of R5 million or more	7	3	3	5	7



6. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The HSRC will utilise its unique knowledge-production capabilities over the medium term to achieve the following outcomes:

- National, regional and global leadership in the production and use of targeted knowledge to support the eradication of poverty, the reduction of inequalities and the promotion of employment;
- A consolidated relationship of trust and influence with government to help guide and inform policy;
- Recognition as a trusted and engaged research partner within scientific communities and civil society.

The HSRC's research impact in these areas will support (i) the government's NDP 2030 Vision and NDP Five-Year Implementation Plan's pillars of Inclusive Economic Growth, Capabilities of South Africans, and a Capable State by creating impact in these areas; and (ii) the United Nations Sustainable Development Goals.

National, regional and global leadership in the production and use of targeted knowledge to support the eradication of poverty, the reduction of inequalities and the promotion of employment




Through its vision of being a national, regional and global leader in the production and dissemination of transformative social science and humanities research in the interests of a just and equal society, the HSRC will contribute to addressing the major developmental challenges in South Africa and on the continent.

By **conducting** basic and applied research, it will **generate and apply knowledge** with a distinct social sciences and humanities focus, to support South Africa's national developmental priorities by:

- Contributing to poverty alleviation;
- Offering solutions to reduce the inequality gap;
- Facilitating innovation around employment creation

It will lead in **initiating and convening** to foster and increase cooperation, collaboration and communication among excellent researchers and research institutions, with the aim of delivering knowledge for policy making and exploring solutions to pressing public matters.

Desired outputs to achieve this outcome are:




-  High-impact publications and knowledge products
-  High-quality research to demonstrate research excellence and the capacity to initiate and lead in convening experts at appropriate fora; and
-  Use mechanisms for effective knowledge-brokering.

The selected output indicators on publications, citations and events will measure success in these areas.

A consolidated relationship of trust and influence with government to help guide and inform policy

The HSRC will demonstrate the value and impact of the knowledge it produces to forge relationships with all spheres of government, including Parliament and the judiciary, in support of creating a capable state. By being a trusted partner to government, the HSRC can assist policy makers by guiding and informing policies and decision-making through the careful knowledge-brokering of high-quality, high-impact output.

The desired outputs in support of this outcome are:





-  High-impact publications and knowledge products to assist policy makers through evidence
-  Use mechanisms for effective knowledge-brokering
-  Partnerships to become a preferred partner to government in response to its research needs.

The selected output indicators will track requests received and information provided to government; and will be used to monitor meaningful partnerships within government as well as the organisation's success in disseminating relevant information in suitable formats to government stakeholders.

Recognition as a trusted and engaged research partner within scientific communities and civil society

The HSRC will contribute to developing the capabilities of South Africans by establishing itself as a trusted and engaged partner within both scientific communities and civil society. By forging active collaborations in the scientific community, it will be able to share, and share in, resources and provide complementary research to other research disciplines. These collaborations will be used to stimulate community innovation through knowledge sharing and by enhancing the understanding and use of science by communities.

Desired outputs in support of this outcome are:




-  Use mechanisms to effectively share and enhance the understanding and use of science by communities
-  Partnerships to enable collaboration and multidisciplinary approaches to solution-oriented research
-  High-quality research to stimulate and support community innovation
-  Trained researchers and skills to build trust in research communities.

The selected output indicators will track community involvement and active collaboration in the science community, including reciprocal skills transfer with colleagues in the global south, to monitor progress on this.

In addition to the above, the HSRC will (i) transform research capabilities and (ii) secure sustainable income streams, both as enablers to the outcomes of its programme of work.

Transformed research capabilities

The HSRC's approach to transformation over the medium term will not be limited to demographic transformation. It will, more broadly, focus on:

-  Developing the required internal processes and systems to enable economic, efficient and effective implementation of the HSRC mandate;
-  Approaching the research life-cycle – including data gathering, reporting and dissemination, data storage and sharing, and knowledge use – in new and innovative ways;
-  Building research capacity and transforming human capital.

The desired output to achieve this outcome is:

- Trained researchers and skills.

Towards this end, the organisation will measure progress against a set of indicators on employment equity and learning and development.

Sustainable income streams

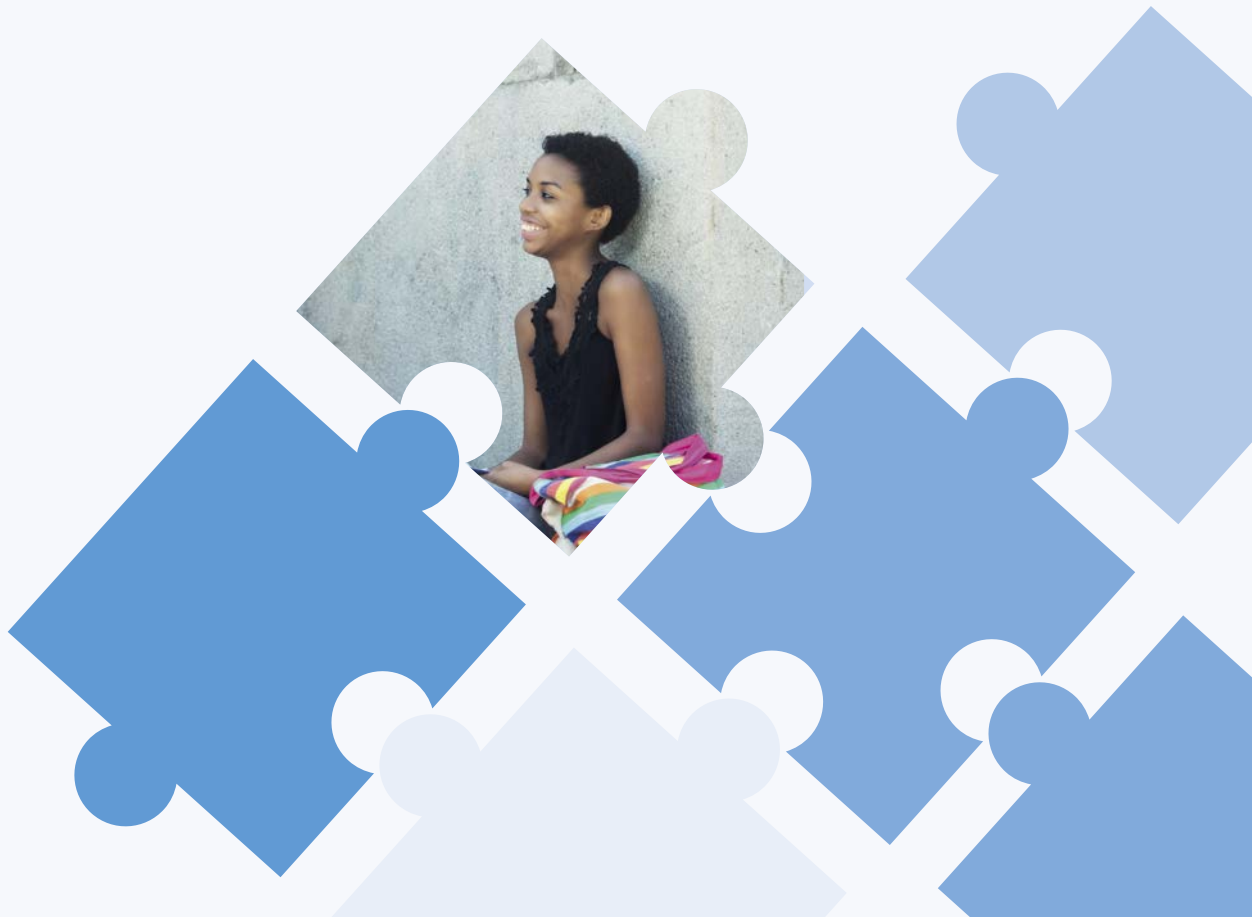
The HSRC must secure a steady income stream to ensure its sustainability and alleviate the pressure on senior researchers to raise income year-on-year. In order to achieve this, it is imperative to focus on securing multi-year grants of between three and five years.

The desired output in support of this outcome is:

- Partnerships.

Partnerships are required to stimulate external income.

The selected indicators will measure success in terms of sustaining a reasonable percentage of extra-parliamentary income and, in particular, multi-year, external income from international sources.



7. PROGRAMME RESOURCE CONSIDERATIONS

7.1 Institutional Revenue Estimates

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Revenue	Audited performance			Estimated performance	MTEF targets		
Rand thousand							
Non-tax revenue	160 720	160 334	315 601	554 668	248 558	270 348	275 753
Research revenue	118 076	117 150	281 350	522 942	213 950	235 050	239 751
Other non-tax revenue	33 960	36 695	27 204	22 711	25 479	25 986	26 504
Interest, dividends and rent on land	8 684	6 489	7 047	9 015	9 129	9 312	9 498
Transfers received	272 917	251 587	273 386	279 216	322 332	336 808	351 897
Total revenue	433 637	411 921	588 987	833 883	570 890	607 156	627 650

7.2 Institutional Expenditure Estimates

7.2.1 Estimates of Expenditure: Programme 1 and Programme 2

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Expenses	Audited performance			Estimated performance	MTEF targets		
Rand thousand							
Objective/Activity							
Administration	124 527	117 765	168 994	185 865	271 279	275 542	281 051
Research, development and innovation	296 808	271 709	374 339	648 017	299 611	331 614	346 599
Total	421 335	389 474	543 333	833 883	570 890	607 156	627 650
Economic classification							
Current payments	418 967	344 607	505 933	820 745	521 804	557 089	576 581
Compensation of employees	291 809	231 606	255 382	283 556	297 590	310 952	324 664
Salaries and wages	291 809	231 606	255 382	283 556	297 590	310 952	324 664
Social contributions							
Goods and services	116 329	103 196	232 841	537 189	205 326	226 871	232 266
Of which ¹							
Agency and support/outsourced services	1 561	477	5 708	12 798	5 934	6 052	6 174
Audit costs	4 710	4 976	4 833	5 009	6 129	6 252	6 377

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Expenses	Audited performance			Estimated performance	MTEF targets		
Bank charges	745	3 425	447	379	3 859	3 936	4 015
Bursaries: Employees	–	–	–	1 485	–	–	–
Consumables	–	–	–	5 110	–	–	–
Communication	4 437	5 734	6 332	4 658	14 019	14 984	15 284
Computer services	773	104	–	–	1 064	1 085	1 107
Contractors	–	–	–	–	1 873	1 910	1 949
Inventory	7 236	–	6 387	380	6 900	7 038	7 179
Lease payments	18	8 406	10 377	2 635	10 939	11 153	11 376
Legal fees	21	33	2	580	576	588	599
Non-life insurance	–	–	–	–	–	–	–
Repairs and maintenance	14 660	5 286	8 077	7 463	9 678	9 992	10 191
Research and development	30 418	47 655	184 686	440 547	82 249	105 990	116 463
Training and staff development	1 621	246	712	3 949	36 530	37 954	38 714
Travel and subsistence	23 575	12 169	494	11 493	4 459	2 330	2 376
Venues and facilities	–	–	–	–	–	–	–
Other unclassified expenditure	26 554	14 685	4 786	40 702	21 117	17 607	10 464
Depreciation	9 403	9 263	16 614	13 139	17 277	17 623	17 975
Interest, dividends and rent on land	1 426	542	1 096	–	1 611	1 643	1 676
Interest	1 426	542	1 096	–	1 611	1 643	1 676
Losses from	2 368	15	–	–	–	–	–
Sales of fixed assets	2 368	15	–	–	–	–	–
Transfers and subsidies	–	44 852	37 400	–	49 086	50 067	51 070
Departmental agencies and accounts	–	44 852	37 400	–	49 086	50 067	51 070
Total expenditure	421 335	389 474	543 333	833 883	570 890	607 156	627 650

7.2.2 Estimates of Expenditure: Programme 1

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Expenses	Audited performance			Estimated performance	MTEF targets		
Rand thousand							
Objective/Activity							
Administration	124 527	117 765	168 994	185 865	271 279	275 542	281 051
Economic classification							
Current payments	123 685	102 102	149 817	185 865	249 484	253 312	258 375
Compensation of employees	79 523	61 529	101 501	130 385	140 348	146 650	153 116
Salaries and wages	79 523	61 529	101 501	130 385	140 348	146 650	153 116
Social contributions	–	–	–	–	–	–	–

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Expenses	Audited performance			Estimated performance	MTEF targets		
Goods and services	36 146	33 634	37 830	48 101	94 745	91 983	90 287
Of which ¹							
Agency and support/ outsourced services	1 561	477	4 412	8 532	3 463	3 532	3 603
Audit costs	3 994	4 703	4 833	5 009	6 129	6 252	6 377
Bank charges	63	3 365	447	355	3 859	3 936	4 015
Bursaries: Employees	–	–	–	985	–	–	–
Consumables	–	–	–	4 500	–	–	–
Communication	4 437	4 406	3 910	3 881	6 098	6 905	7 043
Computer services	–	–	–	–	–	–	–
Contractors	–	–	–	–	–	–	–
Inventory	–	–	–	380	5 542	5 653	5 766
Lease payments	18	8 406	10 363	2 635	9 410	9 593	9 785
Legal fees	21	33	2	580	576	588	599
Non-life insurance	–	–	–	–	–	–	–
Repairs and maintenance	14 660	5 286	8 055	7 463	8 677	8 971	9 150
Research and development	–	–	–	–	–	–	–
Training and staff development	309	120	529	1 564	34 506	35 890	36 608
Travel and subsistence	2 540	2 634	493	3 670	3 082	925	943
Venues and facilities	–	–	–	–	–	–	–
Operating payments	8 543	4 204	4 786	7 776	–	–	–
Rental and hiring	–	–	–	772	13 403	9 738	6 398
Depreciation	6 590	6 397	9 390	7 379	12 780	13 036	13 296
Interest, dividends and rent on land	1 426	542	1 096	–	1 611	1 643	1 676
Interest	1 426	542	1 096	–	1 611	1 643	1 676
Losses from	842	–	–	–	–	–	–
Sales of fixed assets	842	–	–	–	–	–	–
Transfers and subsidies	–	15 663	19 177	–	21 795	22 230	22 676
Departmental agencies and accounts	–	15 663	19 177	–	21 795	22 230	22 676
Total expenditure	124 527	117 765	168 994	185 865	271 279	275 542	281 051

7.2.3 Estimates of Expenditure: Programme 2

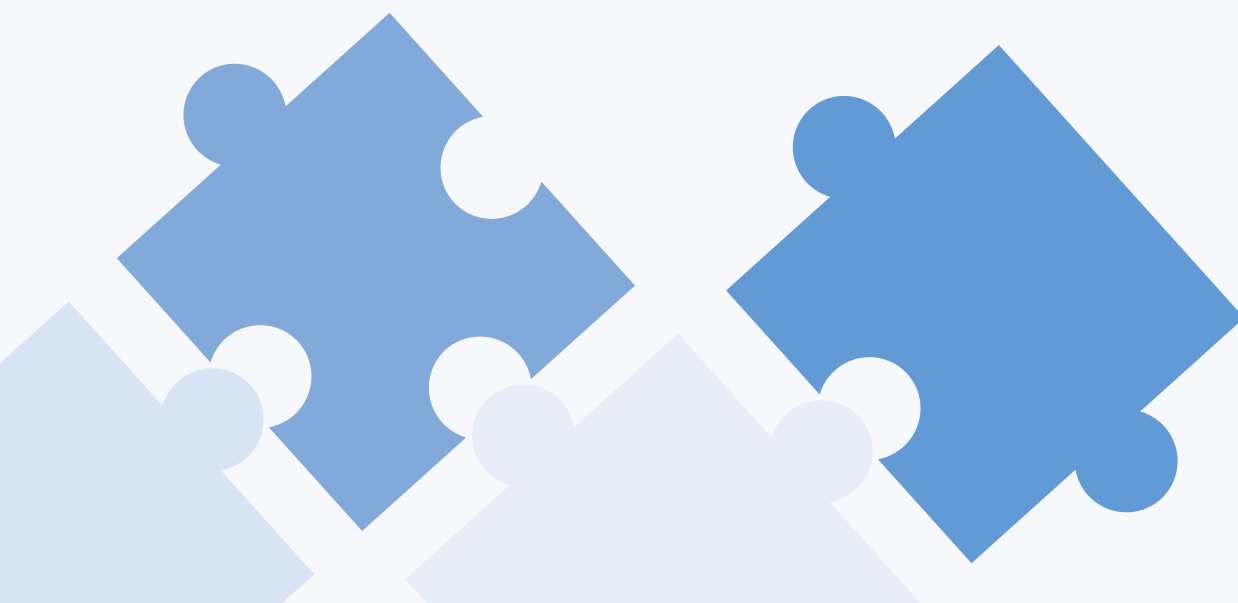
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Expenses	Audited performance			Estimated performance	MTEF targets		
Rand thousand							
Objective/Activity							
Research and development	296 808	271 709	374 339	648 017	299 611	331 614	346 599
Economic classification							
Current payments	295 282	242 520	356 116	648 017	272 320	303 777	318 206
Compensation of employees	212 286	170 077	153 881	153 171	157 242	164 302	171 548
Salaries and wages	212 286	170 077	153 881	153 171	157 242	164 302	171 548
Social contributions	–	–	–	–	–	–	–
Goods and services	80 183	69 562	195 011	489 087	110 581	134 888	141 979
Of which ¹							
Agency and support/ outsourced services	–	–	1 296	4 266	2 471	2 520	2 571
Audit costs	716	273	–	–	–	–	–
Bank charges	682	60	–	25	–	–	–
Bursaries: Employees	–	–	–	500	–	–	–
Consumables	–	–	–	610	–	–	–
Communication	–	1 328	2 422	777	7 921	8 079	8 241
Computer services	773	104	–	–	1 064	1 085	1 107
Contractors	–	–	–	–	1 873	1 910	1 949
Inventory	7 236	–	6 387	–	1 358	1 385	1 413
Lease payments	–	–	14	–	1 529	1 560	1 591
Legal fees	–	–	–	–	–	–	–
Non-life insurance	–	–	–	–	–	–	–
Repairs and maintenance	–	–	22	–	1 001	1 021	1 041
Research and development	30 418	47 655	184 686	440 547	82 249	105 990	116 463
Training and staff development	1 312	126	183	2 384	2 024	2 064	2 106
Travel and subsistence	21 035	9 535	1	7 823	1 377	1 405	1 433
Venues and facilities	–	–	–	–	–	–	–
Operating payments	18 011	10 481	–	32 111	7 714	7 869	4 066
Rental and hiring	–	–	–	43	–	–	–
Depreciation	2 813	2 866	7 224	5 759	4 497	4 587	4 679
Interest, dividends and rent on land	–	–	–	–	–	–	–
Interest	–	–	–	–	–	–	–
Losses from	1 526	15	–	–	–	–	–
Sales of fixed assets	1 526	15	–	–	–	–	–
Transfers and subsidies	–	29 189	18 223	–	27 291	27 837	28 394
Departmental agencies and accounts	–	29 189	18 223	–	27 291	27 837	28 394
Total expenditure	296 808	271 709	374 339	648 017	299 611	331 614	346 599

7.3 Explanation of the contribution of resources towards achievement of outputs

The spending focus over the medium term will be on funding of research that serves the public, contributes to good governance and public service delivery, and helps to address the challenges of poverty and inequality. Research and administrative expenses are expected to support more large-scale, longitudinal and cross-sectional studies in supporting government's monitoring and evaluation mandate; more innovative and collaborative research dissemination work; development of research infrastructure, including staff for data curation and knowledge-brokering; and activities aimed at enhancing inter-institutional collaboration and capacity enhancement, nationally and globally. Spending will also be allocated to finalise the maintenance of the HSRC's infrastructure and the building in Pretoria, to provide research facilities that are conducive to producing good research outputs.

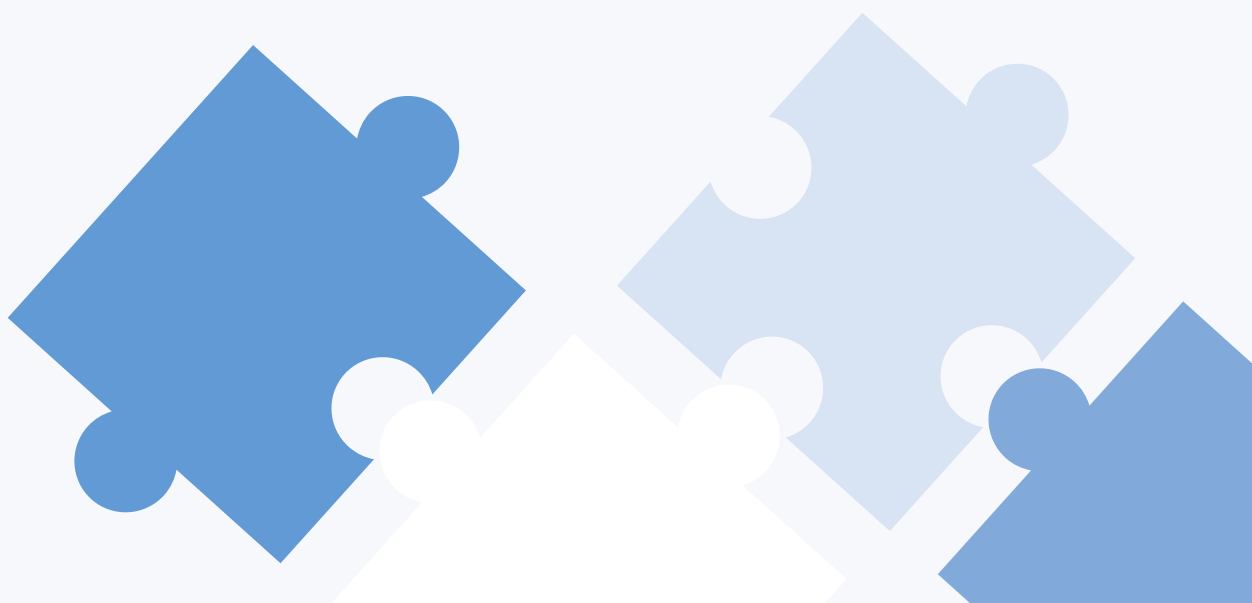
Being a research institute, human capital is central to the Council and, as such, capital investment is in staff as opposed to tangible equipment. Expenditure on compensation of employees accounts for an estimated 47%, or R933 million, of the total projected expenditure over the MTEF. Staff costs thus account for a significant portion of the organisation's budget. On average, salaries are earmarked to increase by 4.6% over the MTEF period with the staff complement maintained at the current levels. This is largely influenced by the need to have highly qualified academics who deliver on different research activities undertaken in the organisation.

Expenditure amounting to R656 million, or 44% of total projected spending over the MTEF, is allocated to implementation and support of research activities. The main cost drivers include direct research costs, which incorporate fieldwork expenses, travel, accommodation and other sundry research costs. This includes the provision of personal protective equipment (PPE) and other COVID-19 related protocols put in place as part of the HSRC's response to the ongoing pandemic. Goods and services encompass expenses required to run the institution optimally, namely, research costs, operating costs, administrative costs and capital expenditure through depreciation and amortisation.

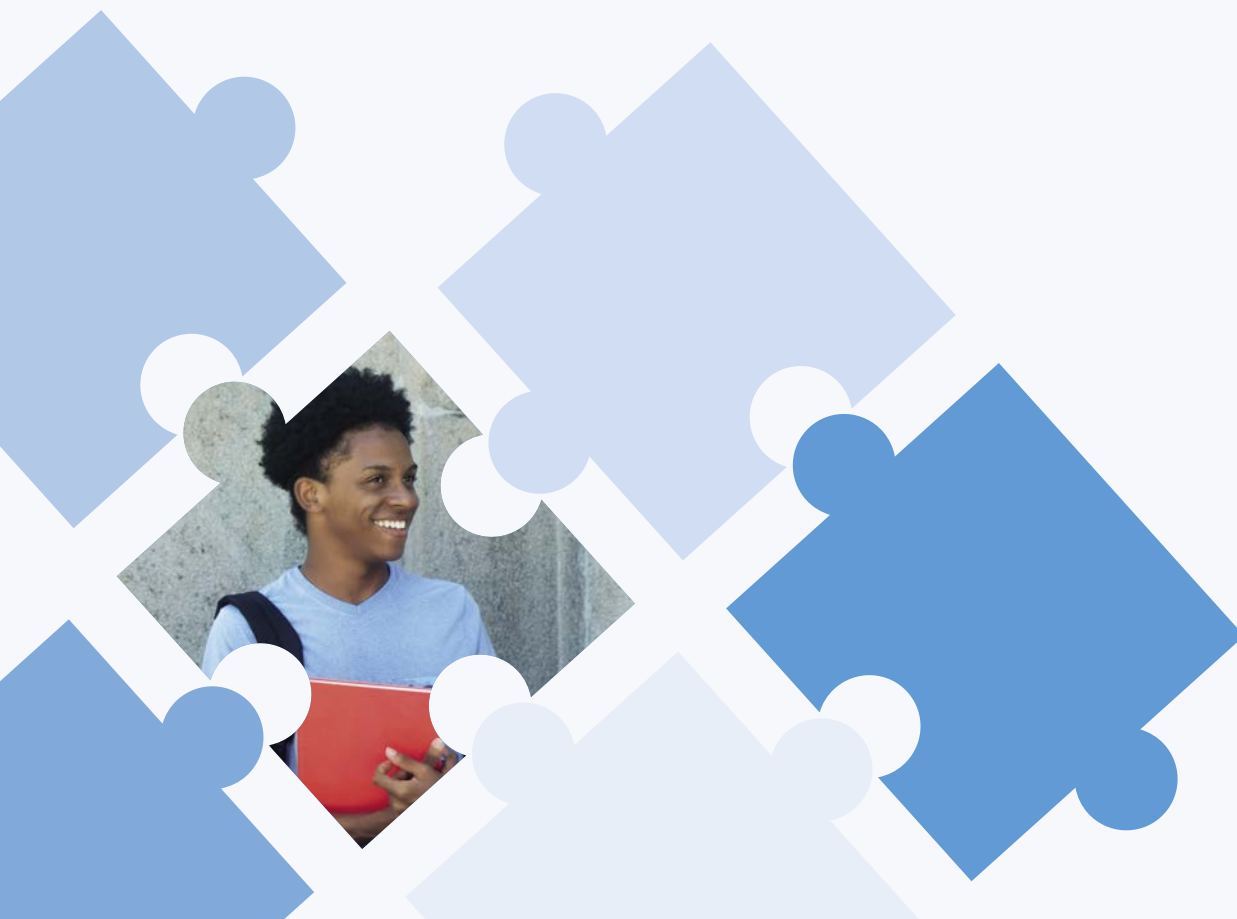


8. UPDATED KEY RISKS

Key risks and mitigation		
Key risk	Outcome	Risk mitigation
Financial sustainability of the HSRC is compromised	Sustainable income streams Relationship of trust and influence with government Transformed research capabilities	Medium-term funding from government Securing of multi-year external grants Known HSRC value proposition
Lack of relevance and impact of the HSRC	Relationship of trust and influence with government Trusted and engaged research partner with communities and civil society National, regional and global leadership in production and use of targeted knowledge	Impact Centre established and resourced Focused HSRC research topics to prioritise poverty and inequality Approved and benchmarked research methodologies
Human resources: a) Insufficient senior researcher capacity b) Inability to achieve desired transformation targets	National, regional and global leadership in production and use of targeted knowledge Transformed research capabilities	Approved talent management plan Approved mechanisms to provide tenure to productive researchers Continuous monitoring of exit interview results and implementation of appropriate interventions Approved EE plan and strategic performance indicator targets for transformation
Inadequate business continuity plans or processes	National, regional and global leadership in production and use of targeted knowledge	Additional budget allocated to ICT ICT Strategy and Plan approved by the Board Penetration and vulnerability tests Additional roles assigned and outsourced where possible Divisional policies and standard operating procedures Disaster recovery plan



Key risks and mitigation		
Key risk	Outcome	Risk mitigation
Inability to adapt to changing research industry post and during COVID-19	National, regional and global leadership in production and use of targeted knowledge Trusted and engaged research partner with communities and civil society Sustainable income streams	Submission of respondent's information through digital or other means implemented
Poor corporate governance practices	Trusted and engaged research partner with communities and civil society	Organisational policies
Interdependence on electricity	National, regional and global leadership in production and use of targeted knowledge Relationship of trust and influence with government	Generators at all HSRC offices
Inability to implement required plans to progress to clean audit	Relationship of trust and influence with government Sustainable income streams	Board-approved management implementation plan Management monitors audit findings at ExCo, RMC and ARC on a quarterly basis



PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)



Technical indicator descriptions	
Indicator title	1.1 The number of peer-reviewed journal articles published per HSRC researcher
Definition	<p>(a) Peer-reviewed journal articles: These are articles published in journals recognised by the Ministry of Higher Education, Science and Technology for subsidy purposes, and recognised as HSRC outputs during the period under review.</p> <p>To be recognised as an HSRC output, at least one of the authors or co-authors listed in the publication must be affiliated with the HSRC. Further detail on HSRC affiliation:</p> <ul style="list-style-type: none"> • The contact address of an author appearing on the published research output must be the address of the HSRC, and the author must be employed by the HSRC during the financial year under review • A letter from the Executive or head of the research unit submitting the output (supported by relevant research project- or HR-related evidence) is required in the following cases: <ul style="list-style-type: none"> – If the publication does not contain reference to institutional affiliation with the HSRC – In cases where the author claiming institutional affiliation was employed by the HSRC during a prior period but retired or left such employment before the financial year under review – In cases of visiting scholars or honorary research fellows claiming institutional affiliation. <p>(b) Researchers: These are HSRC research staff on the 'permanent' payroll (one year or longer), appointed at the levels of researcher or above and excluding research interns/trainees appointed in accordance with the HSRC researcher trainee policy, and also excluding staff on incoming exchange visits, as at the last day of the reporting period.</p>
Source of data	<p>(a) Research Management System (RMS) research outputs</p> <p>(b) HR staff database</p>
Method of calculation/assessment	<ul style="list-style-type: none"> • Count total number of recognised articles • Count total number of researchers • Calculate ratio: $(a) \div (b)$ expressed as a decimal fraction
Means of verification	Copy of published output as captured in the RMS
Assumptions	Source data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<p>For journal articles:</p> <ul style="list-style-type: none"> • Research programmes to deliver and submit information for capture on the RMS • eResearch Knowledge Centre (eRKC) for verification prior to reporting <p>For researcher information:</p> <ul style="list-style-type: none"> • Director HR for updated staff information

Indicator title	1.2 The number of peer-reviewed journal articles published with at least one non-HSRC co-author from an African country other than South Africa
Definition	<p>Peer-reviewed journal articles: As per Indicator 1.1(a)</p> <p>At least one of the authors listed in the publication must be affiliated with the HSRC as per Indicator 1.1(a), and at least one of the other authors listed in the publication must be a non-HSRC researcher affiliated with an institution in an African country other than South Africa.</p>
Source of data	Research Management System (RMS) research outputs
Method of calculation/assessment	Count the total number of articles with at least one co-author from an African country other than South Africa
Means of verification	Copy of published output as captured in the RMS
Assumptions	Source data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes to deliver and submit information for capturing on RMS • eResearch Knowledge Centre (eRKC) to verify prior to reporting

Indicator title	1.3 The number of scholarly books published by HSRC researchers
Definition	<p>Scholarly books are non-periodical scholarly or research publications, disseminating original research, that meet the requirements for recognition of the 2015 DHET Policy on Research Outputs, and have been published in South Africa or internationally during the period under review:</p> <ul style="list-style-type: none"> • Examples of scholarly books include monographs or collected works • The length of the book must be a minimum of 60 pages, excluding references, bibliography and appendices • The book must have an International Serial Book Number (ISBN) • The book must be peer reviewed prior to publication, with supporting evidence of the review process provided in the book or obtained from the publishers of the book • In the case of the HSRC, books based on research commissioned and paid for by external organisations may be included on condition that they have been independently peer reviewed. Other than that, the 2015 DHET Policy on Research Outputs will be applied. <p>To be recognised as an HSRC output, at least one of the authors or editors associated with the book publication as a whole must be affiliated with the HSRC, as per Indicator 1.1.</p>
Source of data	Research Management System (RMS) research outputs
Method of calculation/assessment	Count total number of scholarly books with at least one author or editor of the entire book affiliated with the HSRC
Means of verification	Copy of published output as captured in the RMS
Assumptions	Source data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes to deliver and submit information for capturing on RMS • eResearch Knowledge Centre (eRKC) to verify prior to reporting

Indicator title	1.4 The number of scholarly book chapters published by HSRC researchers
Definition	<p>Scholarly book chapters are free-standing, peer-reviewed contributions to an edited scholarly book as per Indicator 1.3, consisting of substantially new material attributed to a chapter author or authors, and published during the period under review.</p> <p>In the case of the HSRC, book chapters based on research commissioned and paid for by external organisations may be included, on condition that they have been independently peer reviewed. Other than that, the 2015 DHET Policy on Research Outputs will be applied.</p> <p>To be recognised as an HSRC output, at least one of the authors associated with the book chapter must be affiliated with the HSRC, as per Indicator 1.1.</p>
Source of data	Research Management System (RMS) research outputs
Method of calculation/assessment	Count total number of scholarly book chapters with at least one author affiliated with the HSRC
Means of verification	Copy of published output as captured in the RMS
Assumptions	Source data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes to deliver and submit information for capturing on RMS • eResearch Knowledge Centre (eRKC) to verify prior to reporting

Indicator title	1.5 The number of HSRC research articles that achieved a citation count of at least 10 within five years of initial publication
Definition	These are the number of HSRC research outputs, recognised as HSRC peer-reviewed journal articles in the five annual reporting periods preceding the year under review, but limited to only those articles indexed in the SCOPUS database, with at least 10 citations listed in the SCOPUS database as at the last day of the year under review.
Source of data	Research Management System (RMS) research outputs
Method of calculation/assessment	<ul style="list-style-type: none"> • Identify all HSRC peer-reviewed journal articles captured in the RMS for the five years prior to the year under review (current reporting period) • Select from these articles only those listed on the SCOPUS database • Obtain and capture the number of citations listed on the SCOPUS database for each selected research output, as at 31 March of the current reporting period • Identify those research outputs with a citation count of 10 or more • Count the total number of peer-reviewed journal articles with a citation count of 10 or more
Means of verification	Copy of published output as captured in the RMS
Assumptions	<ul style="list-style-type: none"> • Source data are complete and accurate • The HSRC subscription to SCOPUS is maintained
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Annual, i.e. non-cumulative
Reporting cycle	Annual
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	Director: eResearch Knowledge Centre (eRKC)

Indicator title	1.6 The number of curated data sets downloaded for secondary use
Definition	This is the number of instances where HSRC-curated data sets are downloaded for secondary use via the HSRC's research data repository during the period under review.
Source of data	Report as reflected in Research Management System (RMS)
Method of calculation/assessment	Number: <ul style="list-style-type: none"> Count the number of downloads of curated data sets during the period under review
Means of verification	<ul style="list-style-type: none"> Register of downloads as prepared by IT and verified by Head: Digital Curation – the downloads are registered in a database linked to the HSRC's research data repository IT is responsible for managing the HSRC's research data repository and extracting the required statistics from the database This is subsequently verified by the Head: Digital Curation at the eRKC
Assumptions	<ul style="list-style-type: none"> At least 10 new data sets are curated and released per year The data repository and associated software for reporting will not be changed over the planning period
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women N/A Target for youth N/A Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities N/A Description of spatial impact N/A
Calculation type	Annual, i.e. non-cumulative
Reporting cycle	Annual
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	For reporting: Head of Data Curation in eRKC

Indicator title	1.7 The number of events dealing with the eradication of poverty, reduction of inequalities and/or promotion of employment convened by the HSRC
Definition	<p>This is an event with a thematic focus associated with the eradication of poverty, reduction of inequalities and/or promotion of employment, which is convened by the HSRC during the period under review. It must:</p> <ul style="list-style-type: none"> • Have a trans-/cross-/interdisciplinary approach • Be problem oriented, involving presenters from different disciplines, and involving at least two institutions • Be at least a half-day event • Have at least 20 participants, with a signed attendance list • Have a resolution adopted by participants at the conclusion of the event.
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of events convened
Means of verification	Event report with supporting documentation, approved by the Deputy CEO: Research or designate
Assumptions	Funding will be made available to support convening of the events
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Deputy CEO: Research to review, approve and authorise capturing on RMS for reporting purposes • Designated research programme(s)/project leader to deliver and report

Indicator title	2.1 The number of policy briefs and/or evidence reviews completed and published
Definition	This constitutes the number of policy briefs, described in 2.1(a) below, PLUS the number of evidence reviews, described in 2.1(b) below, published by the HSRC during the period under review.
Source of data	(a) Policy briefs and (b) Evidence reviews published by HSRC and made available on the HSRC website
Method of calculation/assessment	(a) Count the number of policy briefs published during the period under review (b) Count the number of evidence briefs published during the period under review Total: (a) + (b)
Means of verification	Copy of research output as captured in the RMS
Assumptions	As per the more detailed descriptions for 2.1(a) and 2.1(b) below
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research units to deliver and submit • Corporate Communication to publish online • eRKC (outputs) to verify prior to reporting

Indicator title	2.1(a) The number of policy briefs completed and published
Definition	Policy briefs are short papers that convey policy issues and outline courses of action to resolve them. This indicator requires the number of policy briefs with at least one HSRC staff member serving as author or co-author, published by the HSRC during the period under review.
Source of data	Policy briefs published by the HSRC and made available on the HSRC website
Method of calculation/assessment	Count the number of policy briefs published during the period under review
Means of verification	Copy of policy brief as captured in the RMS
Assumptions	<ul style="list-style-type: none"> • Policy briefs are published by the HSRC according to guidelines approved by the Deputy CEO: Research • Quality control and sign-off prior to publication of the policy brief will be delegated to the Executives or designated heads of research programmes • Policy briefs published by institutions other than the HSRC will be reflected as recognised research outputs of the HSRC, but not as 'policy briefs produced and published by the HSRC', unless an exception is explicitly approved by the Deputy CEO: Research, based on a motivated submission showing HSRC authorship and origination, as well as alignment of the said policy brief with existing HSRC guidelines
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research units to deliver and submit • Corporate Communication to publish online • eRKC (outputs) to verify prior to reporting

Indicator title	2.1(b) The number of evidence reviews completed and published
Definition	<p>An evidence review is a rigorous study of available information about a particular issue or topic, guided by a predetermined question, to establish what has already been done, what is known and what gaps remain. It serves as a tool for planning for future work and policy advice on appropriate interventions.</p> <p>HSRC evidence reviews will be planned by Executive-led research teams, and results published online after due consultation, engagement with policy makers, peer review and Executive approval.</p> <p>A brief report on the process followed to develop and publish the evidence review will be submitted to the Deputy CEO: Research (or designate) for approval prior to recognition as an evidence review of the HSRC.</p>
Source of data	Research Management System (RMS) and link to published evidence report
Method of calculation/assessment	Count the number of evidence reviews published during the period under review
Means of verification	Evidence review reports published on the HSRC website
Assumptions	Funding and leadership to develop the evidence review are available
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research units to deliver and submit • Deputy CEO: Research to approve as HSRC evidence review • Corporate Communication to publish online eRKC (outputs) for verification prior to reporting

Indicator title	2.2 The number of structured research engagements with South African government, policy makers and implementers
Definition	<p>These are structured engagements with South African government decision makers, policy makers and implementers (at national, provincial or local level) and are planned and arranged by HSRC researchers or research teams in consultation with counterpart units or contact persons in government or implementing agencies.</p> <ul style="list-style-type: none"> • The event is planned around a specific topic (e.g. addressed in, or planned for, a policy brief or an evidence review) • At least half-day event • At least 15 participants, with an attendance list signed • Non-HSRC attendees should be the majority of attendees (at least 50%+1) and be from government, policy makers and/or implementing agencies • An Executive-approved meeting report is prepared and circulated to participants to encourage follow-up action or further communication
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of Executive-approved meeting reports submitted for capturing on the RMS
Means of verification	Meeting report with supporting information (including agenda and signed attendance list)
Assumptions	Government counterparts and decision makers will be available to attend and participate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes to deliver and report • Director Corporate Communications and Stakeholder Relations (or designate) to review, verify and capture on RMS reporting system

Indicator title	3.1 The number of research-related engagements with communities and civil society forums
Definition	<p>A structured research-related engagement with community members and/or civil society forums is planned and arranged under the auspices of a Research Director (RD) or higher, and focuses on issues specific to a research project or research programme of work.</p> <ul style="list-style-type: none"> • An engagement may involve (but is not limited to) consultation on an issue relevant to a research question; consultation with a view to obtaining gatekeeper permission to undertake research; or feedback to communities about the findings from a research project, but it excludes research-project-related data-gathering work • An agenda, programme, attendance list and report are prepared and submitted as evidence that the engagement took place • It is at least a half-day event • A Principal Investigator- or RD-approved meeting report is prepared and submitted for capturing on the RMS
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of approved meeting reports submitted for capturing on the RMS
Means of verification	Meeting report with supporting information (including agenda, signed attendance list showing community-related affiliation or designation of participants)
Assumptions	Community members will be available to attend and participate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes to deliver and report • eRKC to verify submitted report

Indicator title	3.2 The number of solution-oriented communities of practice created or supported with active involvement of HSRC researchers
Definition	<p>A solution-oriented community of practice (CoP) is a fit-for-purpose, short-term 'think tank', usually multidisciplinary and problem oriented in nature. It has at least five regular members/active participants, of whom at least one is from the HSRC.</p> <p>Evidence of the active existence of a CoP is a dedicated web presence with communication involving CoP members and/or report(s) on activities added during the period under review. The web presence will constitute at least a landing page that can be accessed via the HSRC website.</p>
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of CoP reports, approved by the Deputy CEO: Research, and captured in the RMS
Means of verification	Report by convenor of the CoP, including information on the hyperlink to web landing page as well as new or additional activities during the period under review, reviewed and approved by the Deputy CEO: Research or designate
Assumptions	CoP coordinators will report on their work
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes to deliver and report, and capture on RMS following approval by Deputy CEO: Research • Corporate Communications and Stakeholder Relations to provide support for CoP web presence • Deputy CEO: Research to review and approve CoP reports

Indicator title	3.3 The number of innovations with community participation supported or enabled by HSRC research
Definition	<p>In the context of this indicator, the term 'community' refers to members of a group participating in, involved in or affected by a research project, but who are not researchers or employed as researchers on the project.</p> <p>An innovation with community participation is usually a social innovation, which is described as 'a process or product that is new to the community, devised and used with active involvement of community members or stakeholders in a community, to resolve a social or environmental challenge affecting their community'.</p> <p>Innovations with community participation are usually context-specific but have the potential to be adapted or modified to be effective in different contexts. For this indicator, innovations with community participation need not be strictly limited to social or environmental challenges affecting the community. For instance, innovations that relate to new ways of communication or improved research methods may also be recognised.</p> <p>Recognition of an innovation involving community participation for purposes of this indicator requires the following:</p> <ul style="list-style-type: none"> • It must be identified or enabled in the course of a research intervention and written up with community participation (e.g. by a member of the research team, in consultation with the community) • The description of the innovation must be submitted to the Head: Intellectual Property and Technological Transfer (IPTT) in Legal Services, who will review it and indicate whether or not it meets the requirements of an innovation with community participation
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of formal descriptions of research-related innovations with community participation accepted and filed by the IPTT Office
Means of verification	<ul style="list-style-type: none"> • All descriptions submitted to the IPTT Office will be reviewed, categorised according to relevant criteria, and kept on file by the IPTT Office • A description lodged with and signed off by the IPTT Manager, confirming that the requirements for innovations with community participation have been met, will serve as evidence of performance against this indicator
Assumptions	Examples of innovations with community participation will be recognised and reported
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Annual, i.e. non-cumulative
Reporting cycle	Annually
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • IPTT Manager to provide guidance, review, verify and capture on reporting system • Research programmes to deliver and report

Indicator title	3.4 The number of collaborative research projects with universities (including HDIs) and science councils in South Africa
Definition	<p>Collaborative (current or completed during the year under review) research projects with universities and/or other science councils involve the following:</p> <ul style="list-style-type: none"> • They are funded research projects, approved and registered on the RMS • The project team is listed on the RMS and includes at least one member from each of the recognised collaborating universities or science councils • A contractual agreement or Memorandum of Understanding (MoU) is signed, stipulating the nature of collaboration between the HSRC and each of the recognised counterpart organisation(s)
Source of data	RMS project information and contracts database
Method of calculation/assessment	Count the number of projects meeting the requirements
Means of verification	Summary report/checklist per project claimed as collaborative, prepared by lead research programme and captured on RMS
Assumptions	RMS and contract data are complete and correct
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes to deliver and report • Deputy CEO: Research or designate to review and approve • Head: Legal Services to manage contract

Indicator title	3.5 The number of incoming international exchange visits or fellowships active during the period under review
Definition	This is the number of incoming international exchange visitors or research fellows hosted during the period under review.
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of completed or ongoing incoming international exchange visitors or research fellows hosted at the HSRC during the period under review, as reflected on the RMS
Means of verification	<ul style="list-style-type: none"> • HR records and contractual agreements to support and report on incoming research visits or exchange visits • Relevant prerequisites for recognition of incoming international exchange visits or fellowships will be set and monitored by HR, in the context of an approved HR policy or policies • A minimum requirement for recognition of short-term incoming exchange visits is that at least one research-based seminar, led by the exchange visitor, must take place
Assumptions	<ul style="list-style-type: none"> • Funding for incoming and outgoing fellowships is available from the HSRC or external sources • Relevant visa requirements are complied with before fellowships are taken up
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Director, HR as delegated to Head: Learning and Development (for coordination, facilitation and reporting) • Heads of research units (for delivery)

Indicator title	4.1 The percentage of senior researchers (SRS/SRM+) who are black
Definition	This is the number of HSRC researchers at senior level (SRS/SRM or above) who are black, according to the designated groups as defined in the Employment Equity Act. This number is divided by the total number of researchers at senior level (SRS/SRM or above) employed by the HSRC at the end of the reporting period, expressed as a percentage.
Source of data	Research Management System (RMS)
Method of calculation/assessment	<p>(a) Count the total number of researchers who are employed at the level of Senior Research Specialist (SRS), Senior Research Manager (SRM) or higher on the 'permanent' payroll (one year or longer) as at the last day of the period under review; <i>excluding</i> the CEO and Deputy CEO: Research, and also excluding staff on incoming exchange visits</p> <p>(b) Of the researchers identified in (a), count the number who are black, according to the designated groups as defined in the Employment Equity Act</p> <p>Percentage: $(b) \div (a) \times 100$</p>
Means of verification	HR data: HR spreadsheets as supported by staff files and letters of appointment
Assumptions	HR data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Director: HR (for reporting) • Heads of research units (for delivery)

Indicator title	4.2 The percentage of senior researchers (SRS/SRM+) who are female
Definition	This is the number of HSRC researchers at senior level (SRS/SRM or above) who are female, from designated groups (in accordance with Employment Equity Act definition), divided by the total number of researchers at senior level (SRS/SRM or above) employed by the HSRC at the end of the reporting period, expressed as a percentage.
Source of data	Research Management System (RMS)
Method of calculation/assessment	<p>(a) Count the number of researchers who are employed at the level of Senior Research Specialist (SRS), Senior Research Manager (SRM) or higher, who are on the 'permanent' payroll (one year or longer) as at the last day of the period under review; excluding the CEO and Deputy CEO: Research, and also excluding staff on incoming exchange visits</p> <p>(b) Of the researchers identified in (a), count the number who are female, according to the designated groups as defined in the Employment Equity Act</p> <p>Percentage: $(b) \div (a) \times 100$</p>
Means of verification	HR data: HR spreadsheets as supported by staff files and letters of appointment
Assumptions	HR data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: This indicator aims to increase the percentage of women among senior researchers (see annual and quarterly targets set) Target for youth N/A Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities N/A Description of spatial impact N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> Director: HR (for reporting) Heads of research units (for delivery)

Indicator title	4.3 The percentage of researchers (excluding trainees) with PhDs
Definition	This is the percentage of researchers (at the level of researcher or above and excluding trainees appointed in accordance with the HSRC researcher trainee policy and also excluding staff on incoming exchange visits) who are employed by the HSRC and have a doctoral degree from a recognised university.
Source of data	Research Management System (RMS)
Method of calculation/assessment	<p>(a) Count the number of researchers (excluding trainees appointed in accordance with the HSRC researcher trainee policy and also excluding staff on incoming exchange visits) who have been on the 'permanent' payroll (one year or longer) at the level of researcher or above, as at the last day of the period under review</p> <p>(b) Of the researchers identified in (a), count the number who have a doctoral degree</p> <p>Percentage: $(b) \div (a) \times 100$</p>
Means of verification	<p>Staff database (HR) showing appointment level during year under review</p> <p>Supporting documents in HR staff files:</p> <p>Copy of doctoral (PhD or equivalent, e.g. DSc, DPhil, i.e. recognised at NQF level 10) degree qualification obtained from a recognised university or HEI</p> <p>Reported performance as captured in the RMS</p>
Assumptions	HR data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Director: HR (for reporting) • Head: Learning and Development (for support)

Indicator title	4.4 The number of PhD trainees
Definition	This is the number of persons employed by the HSRC during the reporting period as doctoral (PhD)-level trainees
Source of data	Reported performance as captured on the RMS
Method of calculation/assessment	Count the total number of PhD-level research trainees employed by the HSRC during the year under review
Means of verification	<ul style="list-style-type: none"> • Staff database (HR) showing employment status during the year under review • Supporting documents in HR staff files – letters of appointment: Persons appointed in the context of the Board-approved HSRC researcher trainee policy, as a PhD Intern, Doctoral Intern, PhD Research Trainee or Doctoral Research Trainee • Proof of registration at a recognised higher education institution, in accordance with requirements set out in the relevant HSRC policy
Assumptions	HR data are complete and accurate
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Heads of research units (for delivery and submission of supporting information) • Director: HR, supported by Head: Learning and Development (for quality control and reporting)

Indicator title	4.5 The number of conferences or training academies for young African scholars
Definition	<p>These are events specifically designed to offer opportunities to emerging scholars (from South Africa and/or other countries on the African continent) to participate in presentations or interactive activities aimed at building capacity in research, research methods or research communication and help establish future research networks. A recognised conference and/or training event will involve:</p> <p>A planning or steering committee representing at least two institutions (the HSRC and at least one counterpart institution)</p> <ul style="list-style-type: none"> • Criteria to identify and select young African scholars to participate as identified by the planning or steering committee – participants may differ from event to event • An academic or research programme involving the HSRC and other experts to facilitate engagements, and young African scholars who actively participate • Evaluation/feedback forms or a feedback session with the young scholars • A conference report or published proceedings
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of approved conference reports submitted and captured on the RMS for reporting
Means of verification	Conference report and supporting information as approved by the Deputy CEO: Research and submitted to the RMS for capturing
Assumptions	Funding will be allocated for these events at the beginning of each financial year
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Annual, i.e. non-cumulative
Reporting cycle	Annually
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Deputy CEO: Research to coordinate and approve report(s) • Research programmes to deliver and report

Indicator title	5.1 The percentage of total income that is extra-parliamentary
Definition	This is the percentage of total income to the HSRC that comes from sources other than its parliamentary allocation.
Source of data	Financial information (actual income received) as reflected in the 'statement of financial performance' at the end of the reporting period
Method of calculation/assessment	<p>Identify the following sources of income:</p> <ul style="list-style-type: none"> (a) Research revenue (b) Parliamentary grants (c) Other income <p>Percentage: $\left[\frac{(a) + (c)}{(a) + (b) + (c)} \right] \times 100$</p>
Means of verification	Approved statement of financial performance report for the period under review
Assumptions	Financial records are correct and complete
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly (non-cumulative)
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes: For delivery • Chief Financial Officer: For reporting

Indicator title	5.2 The number of internationally funded collaborative projects involving multi-year grants of R5 million or more
Definition	<p>This is the number of current (approved) research projects that are supported by contracts or grant agreements with international (non-South African) funders during the year under review. These contracts must:</p> <ul style="list-style-type: none"> • Run over a period of at least three budget years • Have total grant value (inclusive of VAT) of at least R5 million over the duration of the contractual period • Have a contractual agreement (main contract or sub-contract) to involve at least one researcher from another research institution as a member of the research project team
Source of data	Research Management System (RMS)
Method of calculation/assessment	Count the number of research projects that meet the requirements set in the definition during the year under review
Means of verification	<p>RM S (current research projects)</p> <p>Original contracts in the contracts database (Legal)</p>
Assumptions	RMS data as well as the contracts database are correct, current and complete
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women N/A • Target for youth N/A • Target for people with disabilities N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities N/A • Description of spatial impact N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equal to or higher than targeted performance
Indicator responsibility	<ul style="list-style-type: none"> • Research programmes: For reporting and delivery • Head: Legal (for contract management, monitoring and reporting)



ENDNOTES

- 1 Evaluating the District Development Model: A Review, With Case Studies, HSRC, October 2022
- 2 Based on DSI-identified priorities
- 3 Department of Science and Innovation, *Science, Technology and Innovation Decadal Plan 2020*, May 2021
- 4 Ibid.
- 5 Ibid.
- 6 The South African Economic Reconstruction and Recovery Plan, 2020
- 7 HSRC, South African Social Attitudes Survey series, 2003–2018
- 8 Prizzon, A, What prospects for aid in 2022 (and beyond)?, 30 June 2022, <https://odi.org/en/insights/what-prospects-for-aid-in-2022-and-beyond/>
- 9 International Monetary Fund, World Economic Outlook, July 2022 update, <https://www.imf.org/en/Publications/WEO/Issues/2022/07/26/world-economic-outlook-update-july-2022>
- 10 National Treasury, Budget Review 2021, <http://www.treasury.gov.za/documents/national%20budget/2021/review/FullBR.pdf> [Accessed 29 September 2021]
- 11 Centre of Science, Technology and Innovation Indicators, Human Sciences Research Council, South African National Survey of Research and Experimental Development 2018/19, 2021
- 12 National Treasury, Medium Term Expenditure Framework, Technical Guidelines 2023
- 13 2018 HSRC Institutional Review Report

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