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ANNUAL PERFORMANCE PLAN

Human Sciences Research Council

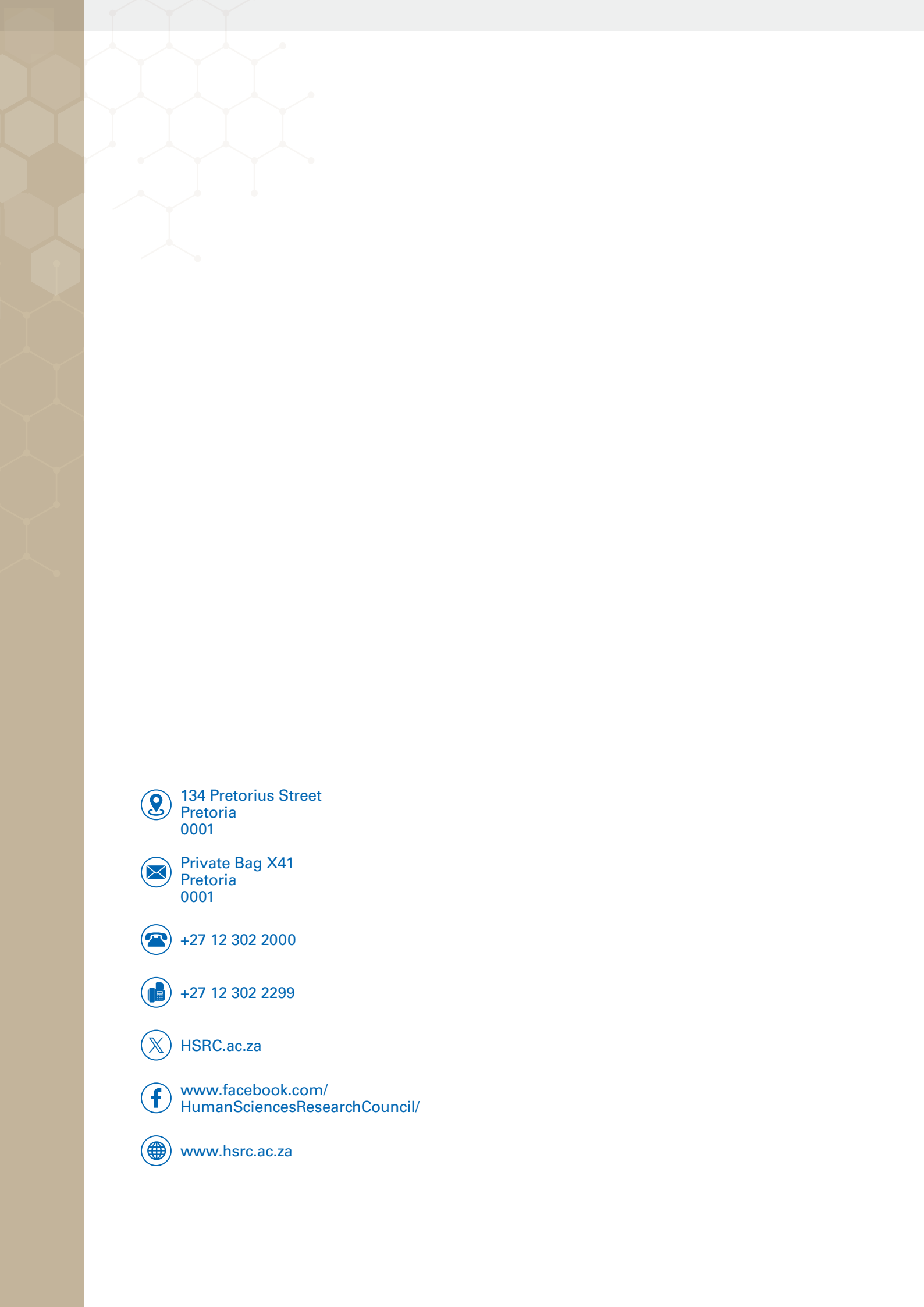



science & innovation


Department:
Science and Innovation
REPUBLIC OF SOUTH AFRICA



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Statement of the Executive Authority

The Human Sciences Research Council's Annual Performance Plan 2024/25 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 the Decadal Plan, the White Paper for Post-School Education and Training and the United Nations Sustainable Development Goals. The Annual Performance Plan (APP) fully aligns 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 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 producing and disseminating 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 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 its implementation.



R. CASSIUS LUBISI, PHD.

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

Official Sign-Off

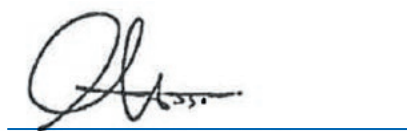
It is hereby certified that this Annual Performance Plan:

- 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 the HSRC will endeavour to achieve over the period 2024 to 2025.



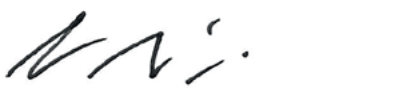
MS. JACOMIEN ROUSSEAU

Chief Financial Officer



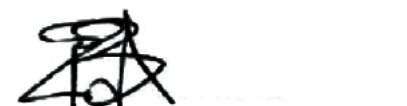
PROF SARAH MOSOETSA

Chief Executive Officer



DR. CASSIUS LUBISI

Accounting Authority



Approved

DR. BE NZIMANDE

Executive Authority

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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
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 Institutions
HEI	Higher Education Institution
HESTIIL	Higher Education, Science, Technology and Innovation Institutional Landscape
HR	Human Resources
H&SS	Human and Social Sciences
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
OHSA	Occupational Health and Safety Act
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
SASAS	South African Social Attitudes Survey
SDG	Sustainable Development Goal/s
SET	Science, Engineering and Technology
SRM	Senior Research Manager
SRS	Senior Research Specialist
STI	Science, Technology and Innovation
TIDS	Technical Indicator Descriptions

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:

- 1 The Constitution of the Republic of South Africa (1996)
- 2 The HSRC Act, 2008 (Act No. 17 of 2008)
- 3 The Science and Technology Laws Amendment Act (Act No. 7 of 2014)
- 4 The Science and Technology Laws Amendment Act (Act No. 9 of 2020)
- 5 The Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended)
- 6 The National Health Act, 2003 (Act No. 61 of 2003)
- 7 The Protection of Personal Information Act (POPIA), 2013 (Act No. 4 of 2013)

Significant 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, 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 "*A New Pathway 2030: Catalysing South Africa's NSI for Urgent Scaled Social and Economic Impact*".

PART

A

1 Constitutional mandate

As the supreme law of the country, the Constitution of the Republic of South Africa (1996) applies to all laws and binds all organs of the 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 co-operative 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:

- 1 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.
- 2 Inform the effective formulation and monitoring of policy, as well as evaluate the implementation thereof
- 3 Stimulate public debate through the effective dissemination of fact-based research results
- 4 Help build research capacity and infrastructure for the human sciences.
- 5 Foster research collaboration, networks and institutional linkages
- 6 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
- 7 Develop and make available data sets underpinning research, policy development and public discussion of developmental issues
- 8 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 organisation's research agenda. 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 human sciences field and 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 of ‘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 and maintenance Services. In processing any information in these categories, the HSRC will adhere to the conditions for the lawful processing of personal information as set out in the Act. Policies and procedures are in place to ensure that all publicly available datasets 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 of interest to note that POPIA provides certain exceptions from the lawful conditions of processing personal information for personal information processed for research purposes. For example, the provision regarding collection directly from the data subject can be waived for research, and the further processing of personal information is permissible for research purposes, where there are organisational safeguards in place to protect the confidentiality of the information and any potential harm to the data subject(s), and where the information will not be published in an identifiable form.

In line with Chapter 7 of the POPIA, the Academy of Science of South Africa (ASSAf) has led a consultative process in the research sector of South Africa to develop a POPIA Code of Conduct for Research.

The purpose of the Code is to:

- help researchers comply with POPIA;
- create legal certainty by ensuring that researchers, and the Information Regulator have a consistent interpretation of POPIA and its impact on Research;
- foster collaboration;
- ensure that South Africa has adequate safeguards in place to protect research data; and
- ensure that researchers are held accountable for non-compliance with POPIA.

The Code of Conduct was submitted to the Information Regulator (Regulator) on 19 April 2023 for review. The Regulator is required to give notice in the Gazette, inviting affected parties to make written submissions before the Code can be approved.

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

- 1 The National Development Plan
- 2 The Medium-term Strategic Framework 2019–2024
- 3 The State of the Nation Address (SONA) 2023 commitments
- 4 The 2019 White Paper on Science and Technology and its Decadal Implementation Plan
- 5 The White Paper for Post-school Education and Training (2013)
- 6 The United Nations Sustainable Development Goals
- 7 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 to achieve the NDP aims. The HSRC supports the apex priority commitments of the Department of Science and Innovation as illustrated below:

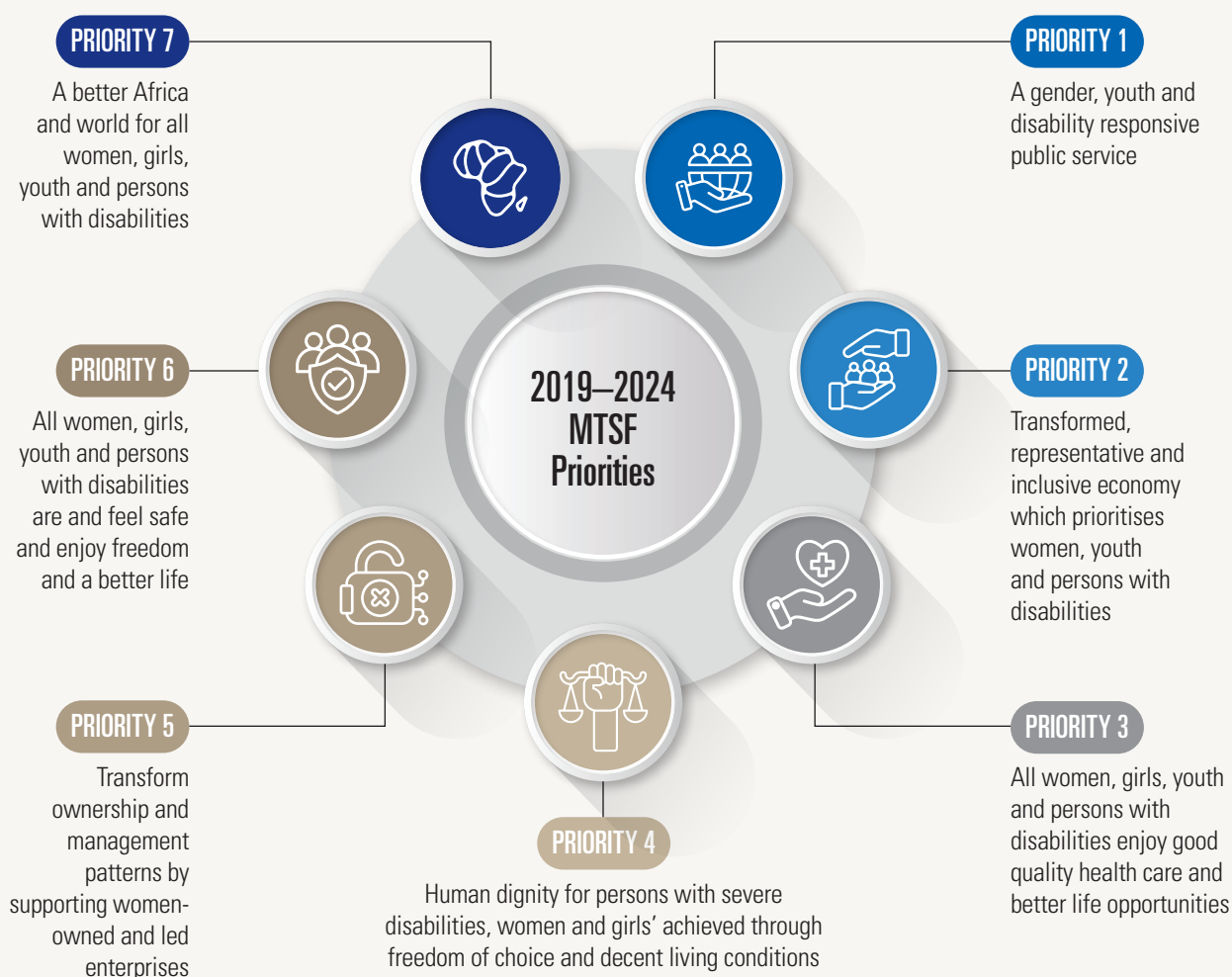
NDP Pillar		1 Achieving a More Capable State		2 Driving a Strong and Inclusive Economy		3 Building and Strengthening the Capabilities of South Africans		
Apex Priority	1 Building a capable, ethical and developmental state	7 A Better Africa and world	2 Economic transformation and job creation	4 Consolidating the social wage through reliable and quality basic services	3 Education, skills and health		5 Spatial integration, human settlements and local government	6 Social cohesion and safe communities
DSI Commitment			Improve competitiveness through ICT adoption GERD of 1.1% as a percentage of GDP by 2024		Expanded access to PSET opportunities <div># of PhD students awarded bursaries# of pipeline postgraduate students awarded bursaries</div>			
HSRC Support and/or Output Indicators			CeSTII R&D Surveys to measure and track		HSRC trainee programme The percentage of researchers (excluding trainees) with PhDs The number of PhD trainees			
DSI Commitment					Improved success and efficiency of the PSET system <div>Proportion of university lecturers who hold doctoral degrees (gender, race, disability and age)# of emerging researcher grants to improve % of PhD qualified staff</div>			
HSRC Support and/or Output Indicators					HSRC trainee programme The percentage of researchers (excluding trainees) with PhDs The number of PhD trainees			
DSI Commitment					A responsive PSET system <div># of graduates and students placed in DSI funded work opportunities# of people reached through outreach, awareness and training programmes in priority sciences</div>			
HSRC Support and/or Output Indicators					DSI-HSRC Internship Programme <div>The number of conferences or training academies for emerging scholars The number of structured research engagements with government, policy makers and implementers The number of research-related engagements with communities and civil society forums The number of solution-orientated communities of practice created or supported with active involvement of HSRC researchers The number of community innovations supported or enabled by HSRC research</div>			

Figure 1: HSRC alignment to DSI apex priorities

The **Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (GRPBMEAF)**, aims to improve women's empowerment and gender equality, youth development and realisation of the rights of persons with disabilities in pursuit of the country's constitutional vision of a non-sexist, non-discriminatory and inclusive society. Through its public purpose mandate, the HSRC considers interventions that mainstream gender equality, youth development and the development and protection of the rights of persons with disabilities in support of the Framework's objectives to:

- Serve as a catalyst to effect a system-wide paradigm shift towards gender mainstreaming across the state machinery;
- Ensure Women Empowerment and Gender Equality (WEGE) are at the centre of public policy priorities, results-based planning, budgeting and accountability;
- Ensure the allocation of adequate and equitable resources for WEGE linked to broader public finance reforms;
- Enhance the country's overall levels of inclusive growth, development and the broader political and socio-economic transformation agenda.
- Contribute to the achievement of our Constitutional vision of a non-sexist society and gender equality.

The 2019–2024 MTSF includes explicit gender priorities, deliverables, indicators and cross-cutting impacts across the seven priorities:





PRIORITIES 1, 2, 7

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 per 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 female senior researchers (SRS/SRM+). Another measures the number of conferences or training academies for emerging scholars and includes at least one annual African Young Graduates Scholars Conference for emerging African researchers and scholars.



PRIORITIES 2, 5

Operationally, the HSRC has included specific preferential procurement goals for youth, women and persons with disabilities in its Supply Chain Management Policy.

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



PRIORITIES 3, 4, 6, 7

A The International Development Research Centre recently funded a 2-year partnership between the HSRC and Mc Gill University to undertake a study in the Eastern Cape. This project aims to determine how women in the rural Eastern Cape have been affected by the Covid pandemic through **longitudinal ethnographic case studies**, which will explore their experiences of accessing healthcare, finding economic support (through formal employment and via informal avenues), and of striving to mitigate the “thinning” of social relations and cohesion during the pandemic.



PRIORITY 2

B 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.

Since inception the Programme has been unable to achieve its 2% target of placement interns with disabilities with host institutions.¹ 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 focusing on Disability and Employability. Lessons from the COP provided guidelines for the recruitment process as well as assisting with identifying potential host institutions who were potentially willing to host interns with disabilities.

¹ DSI-HSRC Internship Programme 4th Quarterly Progress Report (2023)

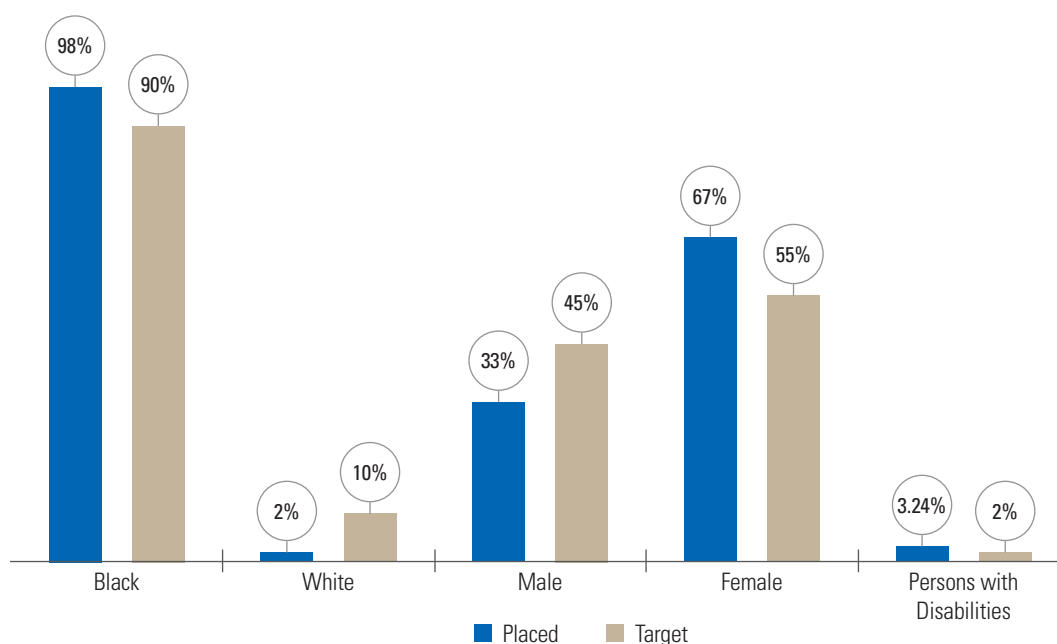


Figure 2: Interns hosted from 1 April 2023 to 30 September 2023

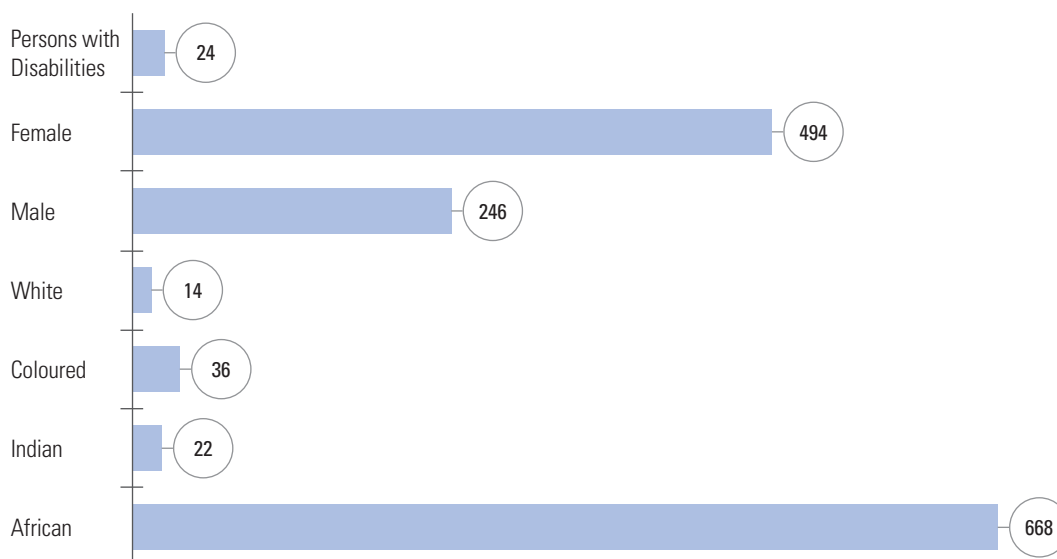


Figure 3: Total number of interns placed during 1 April 2023 and 30 September 2023

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%.



PRIORITIES 4, 6, 7

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

The Africa Young Graduates and Scholars (AYGS) conference is a platform that was conceived by the Africa Institute of South Africa (AISA) in the Human Sciences Research Council (HSRC). Organised annually, young scholars, policymakers, and practitioners attend this event to produce and share research-based knowledge about Africa's development challenges. Since its conception in 2005, the conference aims to build a body of knowledge and project African voices in various disciplines and discourses about the continent and the diaspora. The conference intends to bridge existing gaps in African knowledge production by assisting in the capacity building of young academics on the continent.

D 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:



PRIORITIES 1, 2, 3, 7

• *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) to address the decolonisation of knowledge and promote 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 showcase 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.



PRIORITIES 2, 3, 4, 6, 7

Commissioned by the Mastercard Foundation, *The Imprint of Education*, investigates the impact of university education on – generation graduates – 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.



PRIORITIES 2, 5, 6

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).



PRIORITIES 2, 5, 6

A study on “*Youth employment entry and the assessment of their effective success*” is being undertaken for the Department of Employment and Labour, and contributes to the Lancet Commission on Adolescent Wellbeing and Health, focussing on the effects of inequality on young people and the future of work in the context of both the Fourth Industrial Revolution, the Covid pandemic and planetary crises of sustainability.



PRIORITIES 1, 2, 3

Focused interventions to advance an understanding of the experiences of people with disabilities include:

- *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 a significant 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. 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 on following page.²

2 Based on DSI-identified priorities

The 4 District Development Model Impact Areas

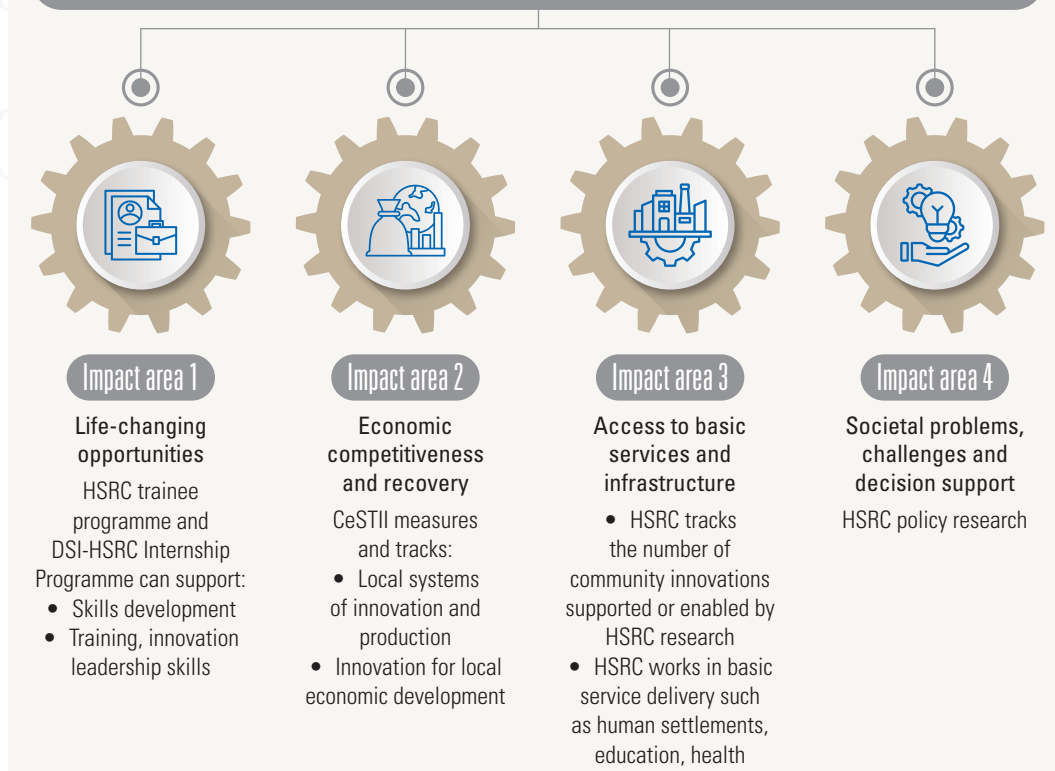


Figure 4: The DSI DDM impact areas supported by the HSRC

The HSRC's priorities take into consideration the **State of the Nation Address (SONA) commitments (2023)**:



Growing the economy and jobs

- Examining Prospects of Just Transition and the District Development Model in The Waterberg District: The Case of Eskom's Green Hydrogen Production
- Human Dimensions of Climate Change –development and testing of community-based mitigation and adaption initiatives & finalisation of just energy transition pathways/models
- HSRC Research Trainee programme
- DSI/HSRC Internship Programme



Building better lives

- The Local Innovation Advancement Tools
- Mining of SARS tax records for the creation of a spatial economic panel
- Youth Livelihood Policy Dialogues



Fighting corruption

- Survey to determine attitudes towards the Zondo Commission and what expectations society has on the outcomes of the Commission
- Future of Democracy Project
- Assess public attitudes to corruption and to support implementation of the National Anti-Corruption Strategy (NACS)



Making communities safer

- SASAS modules on crime and safety



Making government work

- National Skills Audit
- Synthesis Evaluation of State Capacity

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 to achieving South Africa's national objectives through the implementation of the policy intents of the White Paper on STI, in a changing world.³

3 2021, Department of Science and Innovation, *Science, Technology and Innovation Decadal Plan 2020*, May 2021

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 National Research and Development Strategy (NRDS) and the Ten-year Innovation Plan (TYIP) enable the formation of the Decadal Plan (DP) interventions.

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

- Climate Change & Environmental Sustainability
- Future of education, skills and work
- The future of society

The HESTIIL Review report also identifies similar thematic areas. The HSRC's Strategic Plan for 2020–2025 aligns very well with the societal grand challenges, with similar themes being addressed through the programme of work of research divisions/centres/institutes.

The management of South Africa's SGCs over the next decade is built around six (6) principles as illustrated below:



Figure 5: Six management principles of South Africa's SGCs

It is in relation to Principle 6 in particular that science councils, including the HSRC, will contribute as part of the multi-disciplinary approach to managing the SGCs. The DSI has identified possible inception initiatives in each of the SGCs to achieve possible ten-year outcomes. These will be supported by the HSRC as follows:

Climate Change & Environmental Sustainability

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 below:

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 & 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.

Future of education, skills and work

The HSRC’s Equitable Education and Economies research division is well equipped to support the DSI’s multi-disciplinary initiatives:

- Scoping a Human Resource Development Observatory in collaboration with the NRF, CSIR and DHET;
- Establishing a Changing Workplaces Research database in collaboration with the NRF and dtic;
- Performing a critical review of the system of career guidance and support in collaboration with the Department of Basic Education and DHET.

The future of society

- The HSRC, institutionally, will support the launch and implementation of the Transforming MENTalities action research project in collaboration with the NRF;
- The developmental, Capable and Ethical State research division will support the strategic scoping of the Future of Democracy initiative in collaboration with the CSIR and NRF;
- As outlined in the situational analysis, strengthening technology governance of key emerging technologies (including AI), in collaboration with the NRF and CSIR.

The United Nations Sustainable Development Goals (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 **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, co-ordinated post-school education and training system
- Expanded access, improved quality and increased diversity of provision
- A stronger and more co-operative 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 post-graduate 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 socioeconomic 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 co-ordinate 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, that is *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 lastly, *Reconstruct and Transform* – which entails building a sustainable, resilient and inclusive economy.⁴

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 Government via the DSI, the HSRC continues playing a vital role in supporting the DSI with:

- Analysis of 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 supporting 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:

- 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.

4 2020, The South African Economic Reconstruction and Recovery Plan

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

1 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.

An overarching HR Strategy will encompass a comprehensive, multi-dimensional digital transformation strategy, integrating work processes, production flows and skills development. The HSRC has already approved a Future Leader Development Programme, which will become part of an integrated Skills Development Programme.

2 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, 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.

3 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 co-ordinate support and mechanisms for collaboration, 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.

4 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.

Instrumental strategies



Human
Resources
Strategies



Information
Technology
Strategies



Research Use
Strategies



Business
Development
Strategy

Our Strategic Focus

4 Updated situational analysis

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

4.1 The HSRC and 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 Government 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 5-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:

- HSRC Knowledge production
 - Parliament: Engagement with Executive Authority, Portfolio Committee, Standing Committee on Appropriations and other Parliamentary oversight committees
 - Department of Science & Innovation: Support for national priorities through social sciences and humanities contribution
 - Commissioned projects for Government Departments and bodies

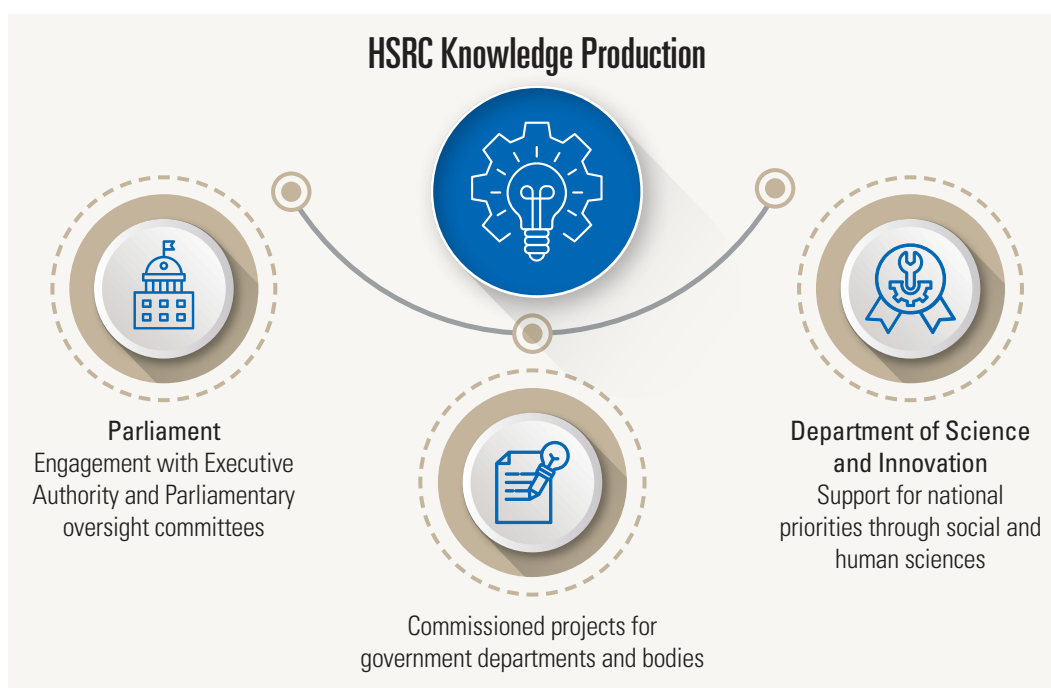


Figure 6: HSRC relationship with Government

The 2024/25 Financial Year is the last year in the 2020/21 to 2024/25 Planning Cycle and the 2024 General Election will introduce the 7th administration of Government for the 2024–29 period. Preparation for the new planning cycle (2025/26 to 2029/30) will, therefore, get underway after the general elections as it is informed by the decisions of the new administration.

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. What sets the HSRC apart from its sister institutions in the NSI in this environment of similarity?



Science Councils

The obvious distinctiveness of the HSRC is its mandate. It must focus on human behaviour and the implications of such on social development. Other entities also have an interest in human behaviour, however, it is not their primary focus. One way of understanding this focus is to say that 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 it has done in the humanities. It has a track record in conducting large-scale longitudinal surveys, in providing for the country new understandings of the key problems it has to deal with.

Examples of this 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 making clear to the country 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 also firmly establishes 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-orientated 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 (though 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 socioeconomic and human development, such as poverty, service delivery, governance, education, and the social aspects of health provision; and
- 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 is 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 pressured to move towards more engaged forms of research. This has produced, as seen in the figure below, a spectrum on which research institutions, such as the HSRC, can be placed in relation to universities.

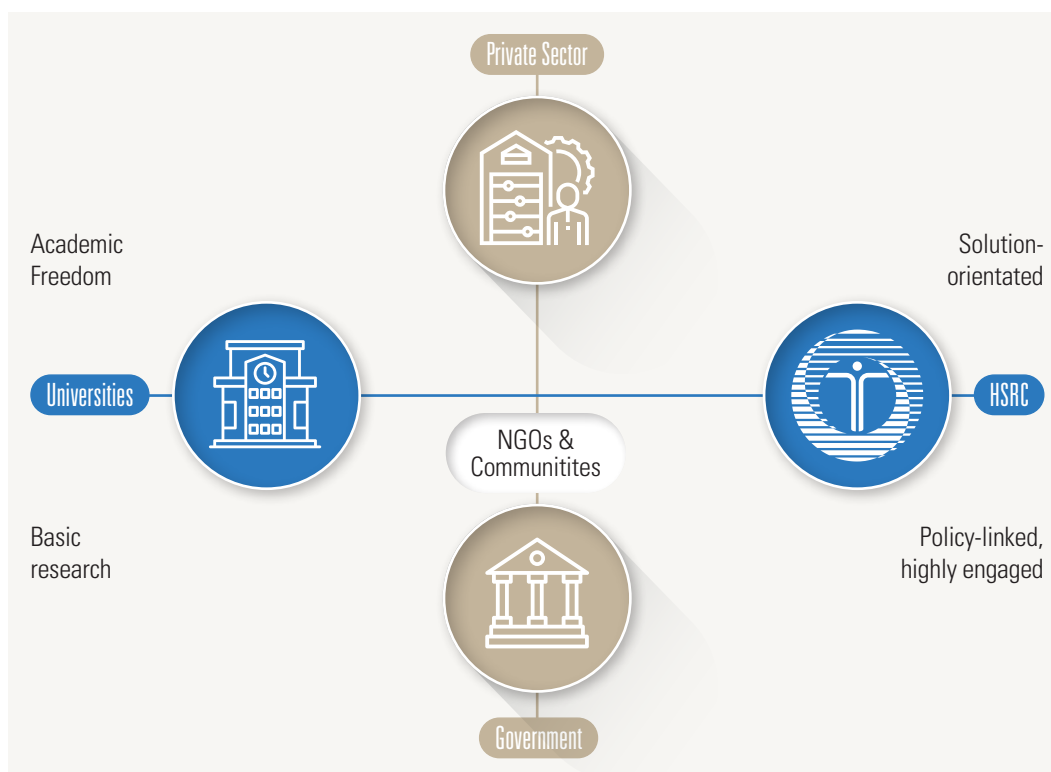


Figure 7: The research mandate of the HSRC in relation to universities

The Figure also depicts potential users and/or funders of HSRC research. Active collaborations in the scientific community, both in 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-orientated 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 co-operate with these organisations, it often competes directly 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 is addressed as part of the external environment analysis that follows.

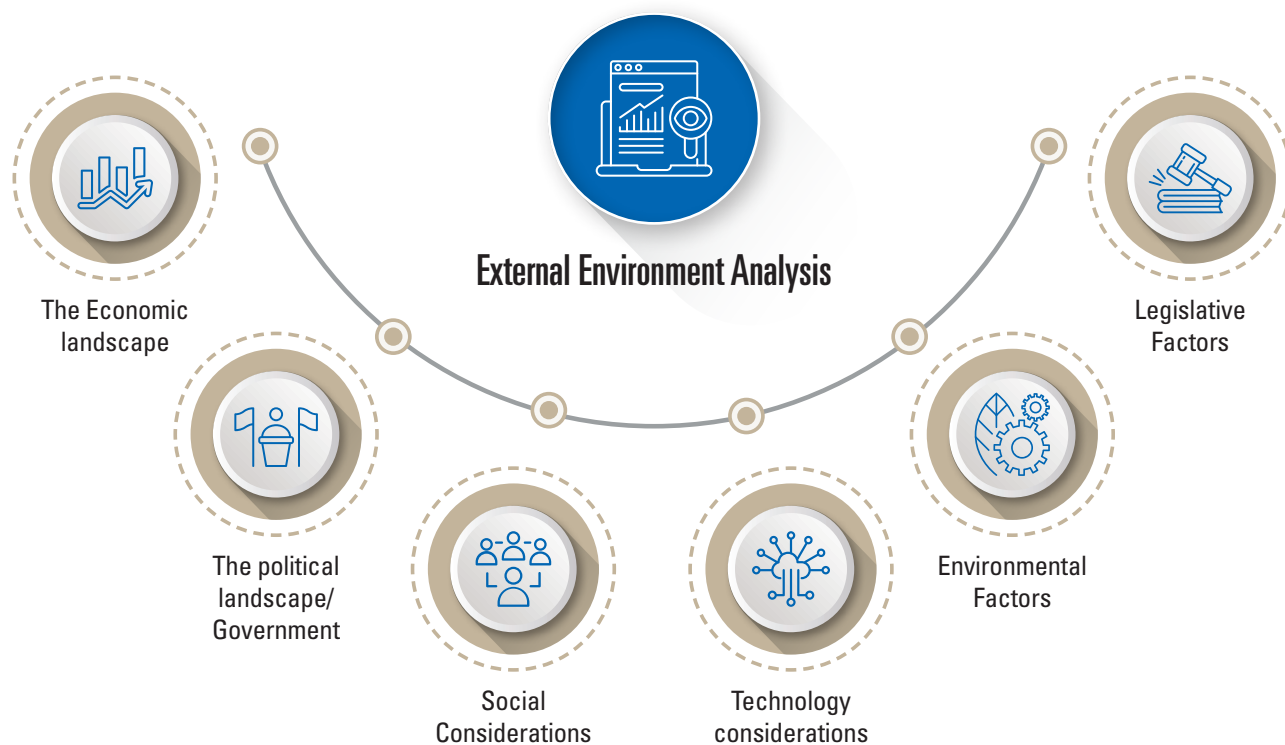
4.3 External environment analysis

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 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 in which citizens have trust. 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 23% in 2022. Trust in Parliament decreased from 63% to 22% over the same period. The SASAS series further shows that public recognition of corruption as a societal concern rose from 9% in 2003 to a high of 36% in 2021 and remained at a similar level (34%) in 2022.⁵

5 South African Social Attitudes Survey series, 2003–2022, HSRC



The HSRC is challenged, in this context, to consolidate its position as a trusted public institution amid general public mistrust and the disruptiveness of corruption and maladministration in State-Owned Entities as well as being able to inform government policy while, as a non-partisan state entity, simultaneously providing it with critical advice and analysis.

The expansion of BRICS to include Argentina, Egypt, Ethiopia, Iran, Saudi Arabia, and the United Arab Emirates is anticipated to significantly impact the global South. While more than 100 multilateral BRICS research projects have been funded under the BRICS Framework Programme, BRICS has agreed to strengthen collaboration in catalytic sectors such as energy; information and communications technology; science, technology and innovation; agriculture; and the green economy, presenting an important opportunity for research and development in the country.

4.3.2 The Economic landscape

1 Global economic climate

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. Official development assistance (ODA) reached its highest ever recorded levels in 2022, however, the figures were severely conflated by reported costs of hosting refugees in donor countries and recycled Covid-19 vaccines. Support to the Ukraine also contributed to the increase in ODA. In real terms, ODA provided to sub-Saharan Africa decreased by 7.8% in 2022.⁶

6 Craviotto N, June 2023, Little to celebrate: An assessment of Official Development Assistance in 2022, European Network on Debt and Development, accessed 6 September 2023, <https://www.eurodad.org/little_to_celebrate>

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 concomitant risk of famine), and the Ukrainian war (an 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.

2 Local economic climate

The principles informing the 2024 Medium-term Expenditure Framework (MTEF) remain largely unchanged from the previous year. The economic outlook is impacted by continuing high unemployment rates, slow economic growth and persistent structural challenges, particularly inefficiencies in key sectors such as energy and transport. The government wage bill, the financial position of State-Owned Companies (SOCs) and risks posed by global events and natural disasters remain the major risks to the fiscus. Fiscal consolidation measures continue over the 2024 MTEF, with no additional resources and downward adjustments required on existing baselines to accommodate the funding shortfall.

The 2023 wage agreement resulted in a shortfall of R37.5 billion in 2023/24 and, with the carry-through effects over the MTEF, needs to be funded within the existing baseline, necessitating a restriction on recruitment for non-critical positions, reprioritisation of spending, and rationalisation of public entities, amongst others.⁷

In the context of government being the primary funding source of Research and Development (R&D) in the country, the continued pressure on the national fiscus poses a risk for R&D investment. It emphasises the need for the private sector and other sources of funding to halt the decline in Gross Domestic Expenditure on R&D (GERD).

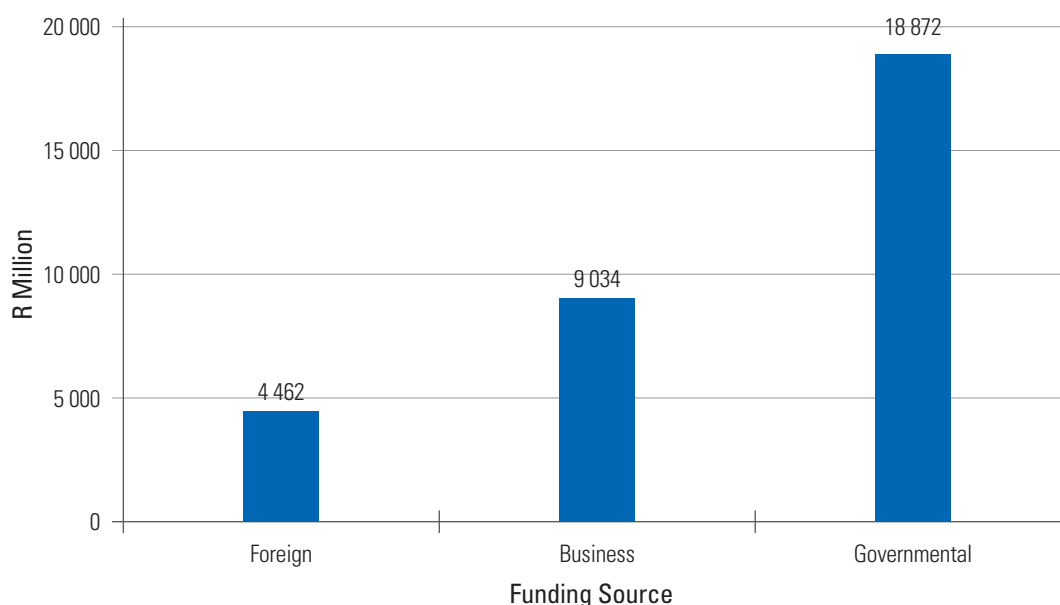


Figure 8: Funding sources of R&D 2020/21

Source: South African National Survey of Research and Experimental Development, Statistical Report: 2020/21

⁷ 2023, National Treasury, Medium-term Expenditure Framework, Technical Guidelines for 2024

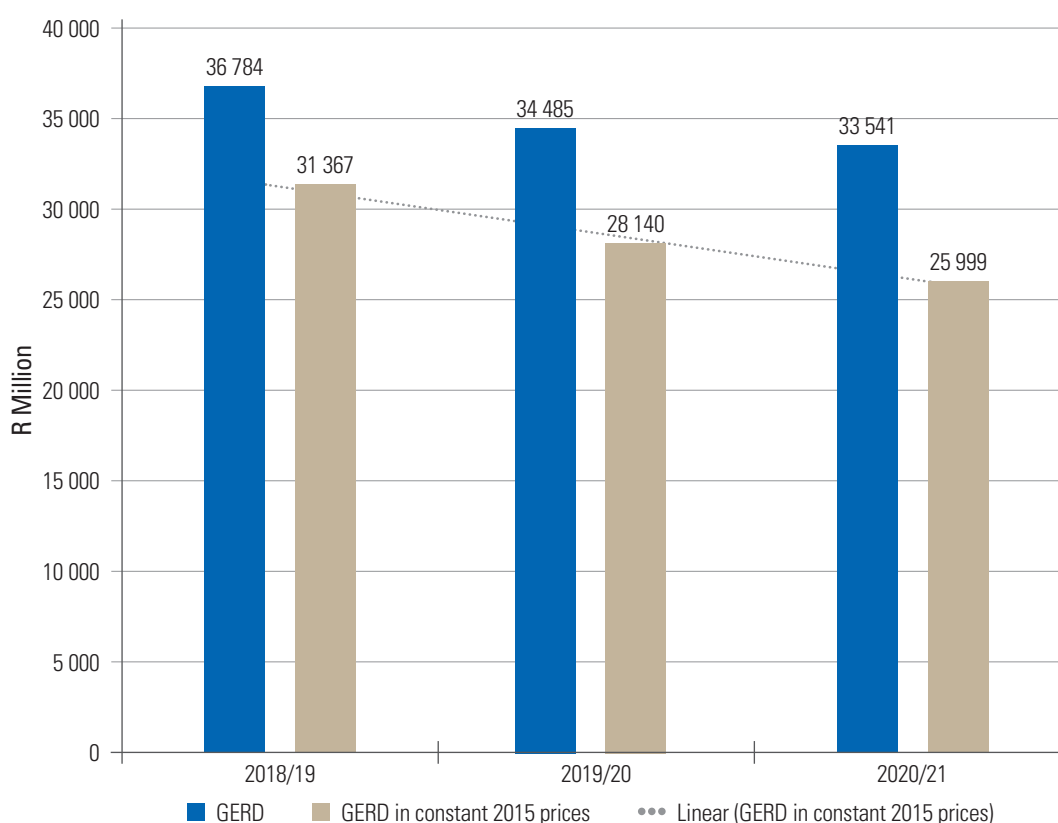


Figure 9: GERD 2018–2021

Source: *South African National Survey of Research and Experimental Development, Statistical Report: 2020/21*

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

- With the continuing fiscal consolidation framework in force, organisations are compelled to contain their CoE. Over the years, the organisation’s inability to make appointments to enhance the senior research capacity and 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.
- 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 directly impact the fulfilment of its mandate. These were:

- i. The bias in both the public and private sectors towards the ‘hard sciences’ as opposed to what are considered to be ‘soft sciences’; and
- ii. Changes in the burden of disease in the country.

Both these considerations remain valid.

As observed by Lewis *et al* (2023), “a ‘fact’ produced by the natural sciences has historically carried more weight (with the public) than a fact produced by the social sciences”.⁸ The R&D expenditure on the combined division for Natural Sciences, technology and engineering far surpasses that of the Social sciences and humanities, as illustrated below:

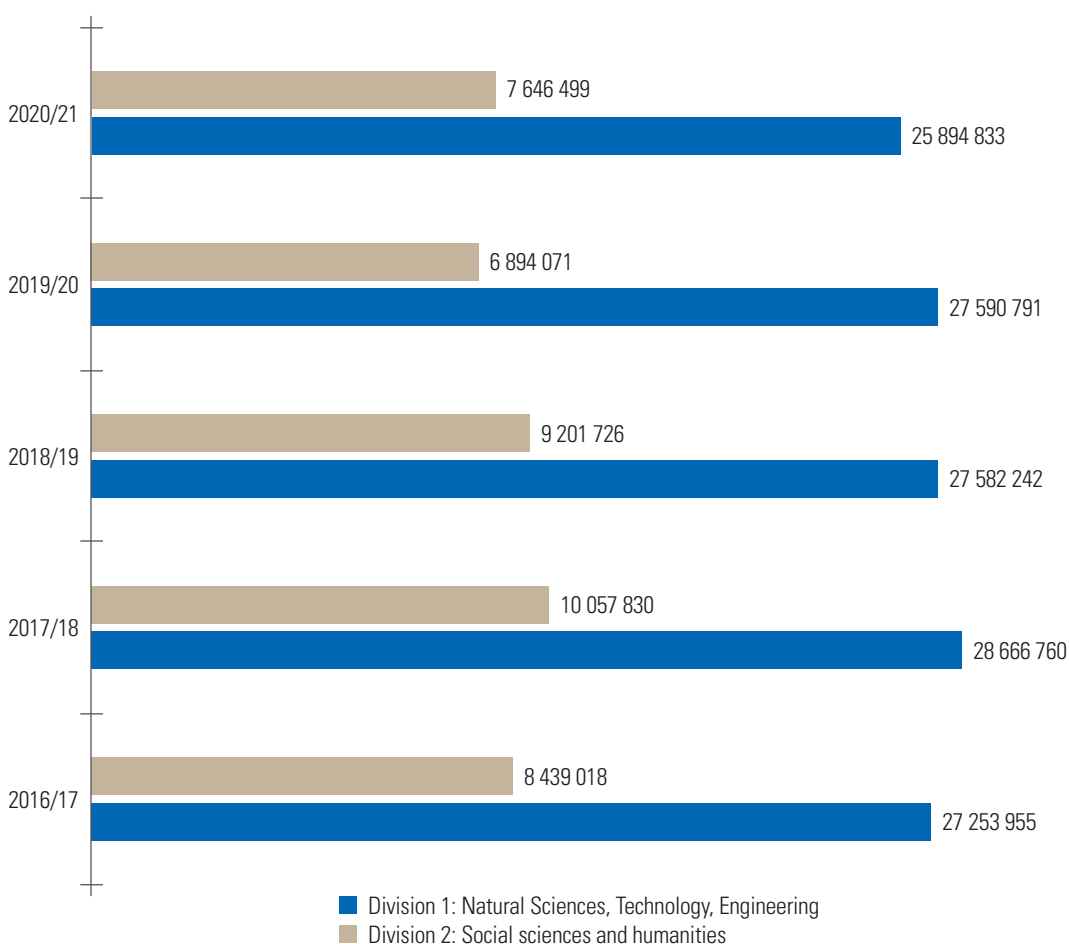


Figure 10: R&D expenditure by main research field 2016–2021

Source: South African National Survey of Research and Experimental Development, Statistical Report: 2020/21

8 Lewis, Jamie & Bartlett, Andrew & Riesch, Hauke & Stephens, Neil. (2023). Why we need a Public Understanding of Social Science. Public understanding of science (Bristol, England). 32. 9636625221141862. 10.1177/09636625221141862.

However, when considering individual fields of research, the picture significantly improves for the social sciences, with only Medical and health sciences expenditure topping that of the Social 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. It is therefore crucial that the HSRC will strengthen its programmes to demonstrate the value of its work (impact) and support not only the development of the public understanding of science, but of the social sciences per se. A science-literate and science-aware society is an important enabler of the DSI Decadal Plan.

Research money spent on communicable diseases (TB, HIV/AIDS and malaria) increased by R42 million to R4.727 billion.⁹ While funding streams are still being accessed in response to TB and HIV/AIDS, non-communicable diseases (NCDs) increasingly pose major challenges requiring dedicated resources. According to the WHO, NCDs account for 67% of deaths in low- and middle-income countries, yet only 2% of global health funding is directed to addressing this burden.¹⁰

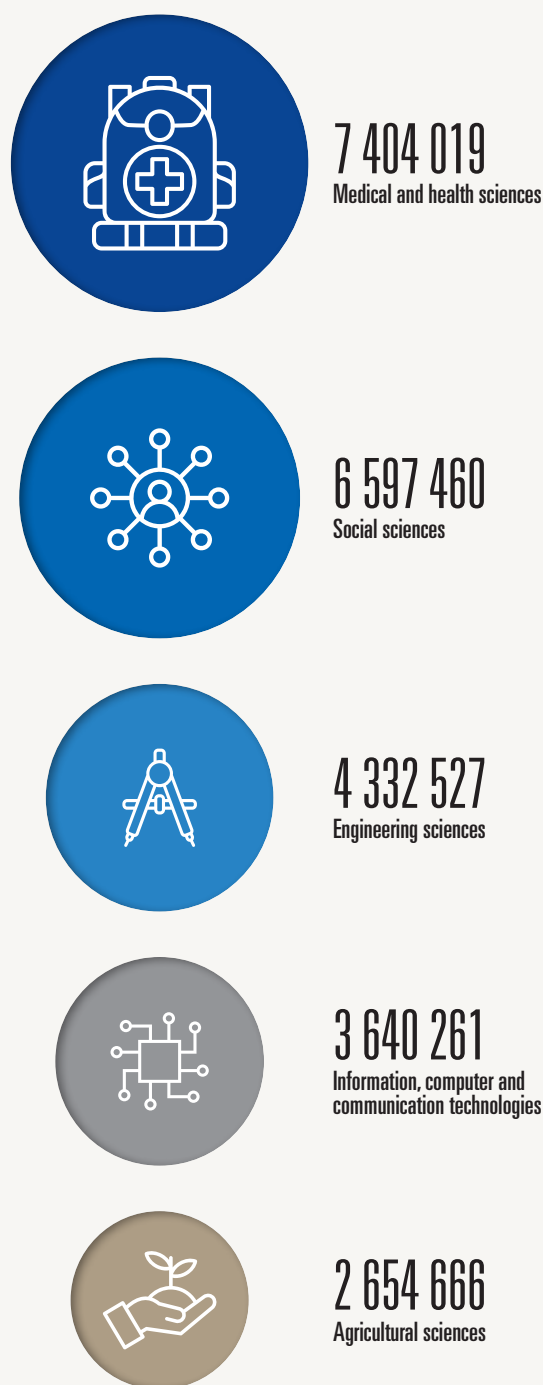


Figure 11: R&D expenditure in individual research fields: Top 5 (R'000)

Source: South African National Survey of Research and Experimental Development, Statistical Report: 2020/21

- 9 2022, Centre for Science, Technology and Innovation Indicators (CeSTII) on behalf of the Department of Science and Innovation (DSI), South African National Survey of Research and Experimental Development, Statistical Report: 2020/21
- 10 World Health Organisation 2021, Acting Against Non-communicable Diseases in South Africa: Investing for the Healthier Future, World Health Organisation accessed 8 September 2023 https://www.afro.who.int/sites/default/files/2021-09/NCD%20Programme%20Brief_%20August%202021_abridged-2.pdf

A significant fallout from the Covid-19 pandemic is 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 also seeks 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.

4.3.4 Technology considerations

1 The Fourth Industrial Revolution and Artificial Intelligence (AI)

The Fourth Industrial Revolution is a time of accelerating technological change, in which new technologies are increasingly intertwining the physical, digital, and biological worlds. These changes play essential roles in social and economic dynamics, and in public policy. In South Africa, the Fourth Industrial Revolution (4IR) notion has formed 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 the social aspects of artificial intelligence includes the issues of AI ethics, the social and economic impacts of AI, and the regulation of AI. Related research focusses on data protection, data privacy, and data justice.

The theme of digitalisation cuts across the HSRC's research activities, including those focussed 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. Through the South African Social Attitudes Survey, the HSRC has developed a rich database of public perceptions of automation and AI.

The HSRC's Equitable Education and Economies (EEE) research division has commenced with a project that aligns with the broader trends of AI adoption in research and development, i.e., developing an HSRC Research Chatbot.¹¹

11 Chetty K, 2023, HSRC, EEE Division

Chatbot Objectives



Research Dissemination and Engagement



Public Awareness and Empowerment



Supporting Decision-Making



Efficiency and Resource Allocation

It is envisaged that the Chatbot will achieve several objectives:

- **Research Dissemination and Engagement:** The chatbot can be used to process HSRC Research Outputs, making it easily accessible to the public through an online platform. This will enable broader dissemination of research findings, key insights, and recommendations, increasing public engagement with the HSRC's work.
- **Public Awareness and Empowerment:** By offering a platform for the public to ask questions and learn about research outputs, the chatbot empowers citizens to make informed decisions. It simplifies complex information, making it more understandable for a wider audience and enhancing public awareness of education policies and social issues.
- **Supporting Decision-Making:** The chatbot will provide researchers, policymakers, and government officials quick access to research outputs and data, aiding informed decision-making. It offers relevant information and insights that can shape policy and contribute to more effective governance.
- **Efficiency and Resource Allocation:** The chatbot's ability to handle inquiries and provide accurate responses without requiring additional staff saves time and resources. This efficiency allows the EEE division to allocate resources to other areas, enhancing overall productivity.

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 essential questions, the most immediate being about the benefits and risks of AI:¹²

- Exciting new ways of learning vs. undermining of traditional education systems
- Increased productivity vs. unemployment, inequality and upheaval
- Powerful coding tools vs. cyber threats
- Communication opportunities vs. manipulation

According to the McKinsey 2023 State of AI Report, the biggest risk associated with generative AI, is inaccuracy, with respondents citing it more times than cybersecurity and regulatory compliance, which were the top risks in previous surveys.¹³

12 Gastrow, M. (2023) AI: the digital mirror. HSRC Review. 21(2): 20–21. <http://hdl.handle.net/20.500.11910/21556>

13 The state of AI in 2023: Generative AI's breakout year, 2023, QuantumBlack AI, by McKinsey.

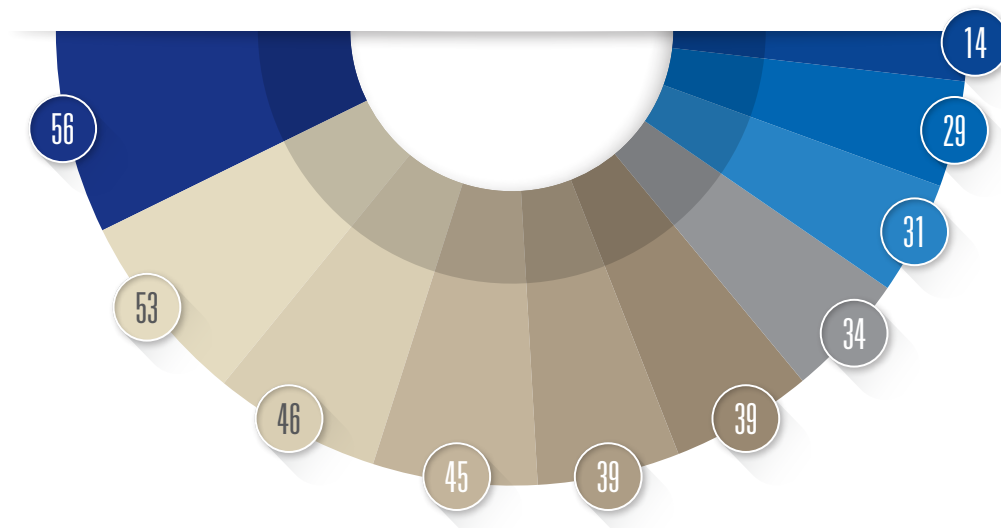
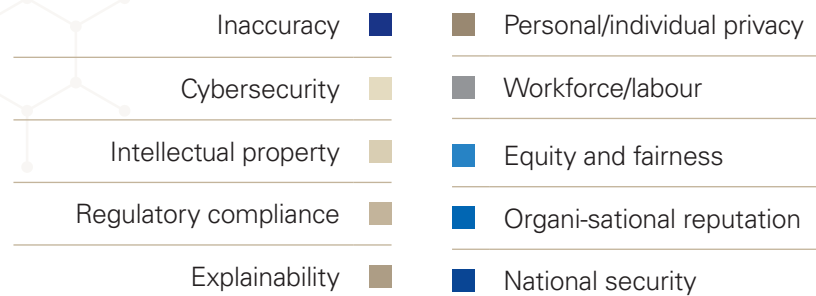


Figure 12: Generative AI-related risks that organisations consider relevant % of respondents

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.

2 Social Media

With an estimated 25,8 million active social media users in South Africa and 4,89 billion worldwide, social media has long evolved from a "social community" to an essential business instrument.¹⁴

14 Statista 2023

As such, social media is employed in two main ways:

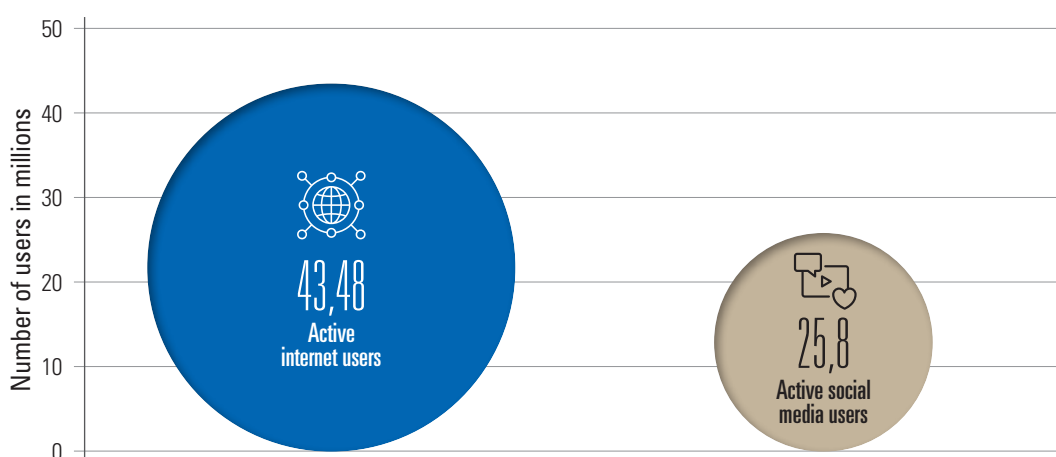


Figure 13: Digital population in South Africa as of January 2023

Source: *Statista 2023*

i. Communication and engagement

The strategic use of social media platforms at the HSRC is firmly embedded in its Communication Strategy to ensure reach, impact and influence.

ii. As a research tool

With the outbreak of the Covid-19 pandemic and the subsequent lockdown restrictions, researchers turned to innovative digital means to conduct several rapid socio-behavioural surveys to assist government in formulating its response policies. The use of social media and other online platforms facilitated the recruitment, participation and implementation of several successful surveys at a time when normal fieldwork activities could not continue. The benefits and efficiencies of this approach should be explored as a viable alternative to traditional data collection outside of emergency situations.¹⁵

3 Cybersecurity

The technological advancements of the Fourth Industrial Revolution unfortunately run parallel to increased cybersecurity threats, with evidence suggesting that it is now emerging as the most critical systemic risk to businesses in South Africa.

15 Shandir Ramlogan , Yolande L. Shean , Saahier Parker , Kim Trollip , Adlai Davids & Sasiragha Priscilla Reddy (2021): Pushing the Boundaries: Adapting research methodology to document the COVID-19 pandemic from a socio-behavioural perspective in a low/ middle level income country: the case of South Africa, *International Journal of Social Research Methodology*, DOI: 10.1080/13645579.2021.1883538

HSRC expertise supports key stakeholders



Trade, Industry and Competition



Human Settlements



Agriculture, Land Reform and Rural Development



Local government



National Treasury, along with key provinces and metropolitan municipalities

4.3.4 Environmental Factors

Environmental factors as a consideration in an analysis of the external environment in which the HSRC operates include the threats of climate change (natural disasters), including water scarcity, and regular power disruptions.

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.

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 SA's investment in green R&D.

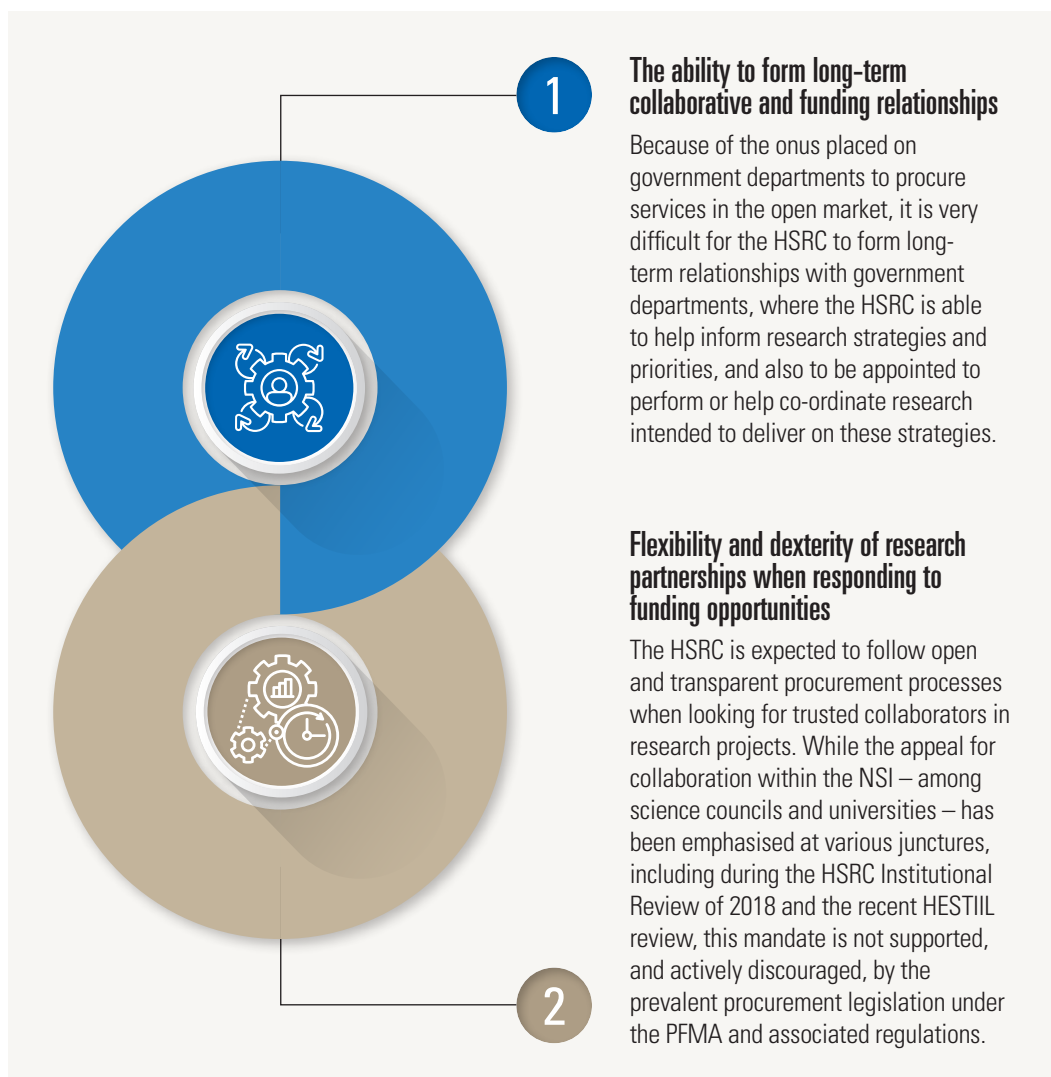
The HSRC has considerable expertise in spatial economic development (rural, urban and regional), human settlement formation and community dynamics. This expertise supports key stakeholders such as the national departments of Trade, Industry and Competition; Human Settlements; Agriculture, Land Reform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

The Developmental, Capable and Ethical State division of the HSRC is pursuing a programme of work around Climate Change and Disaster Risk Reduction.

4.3.5 Legislative Factors

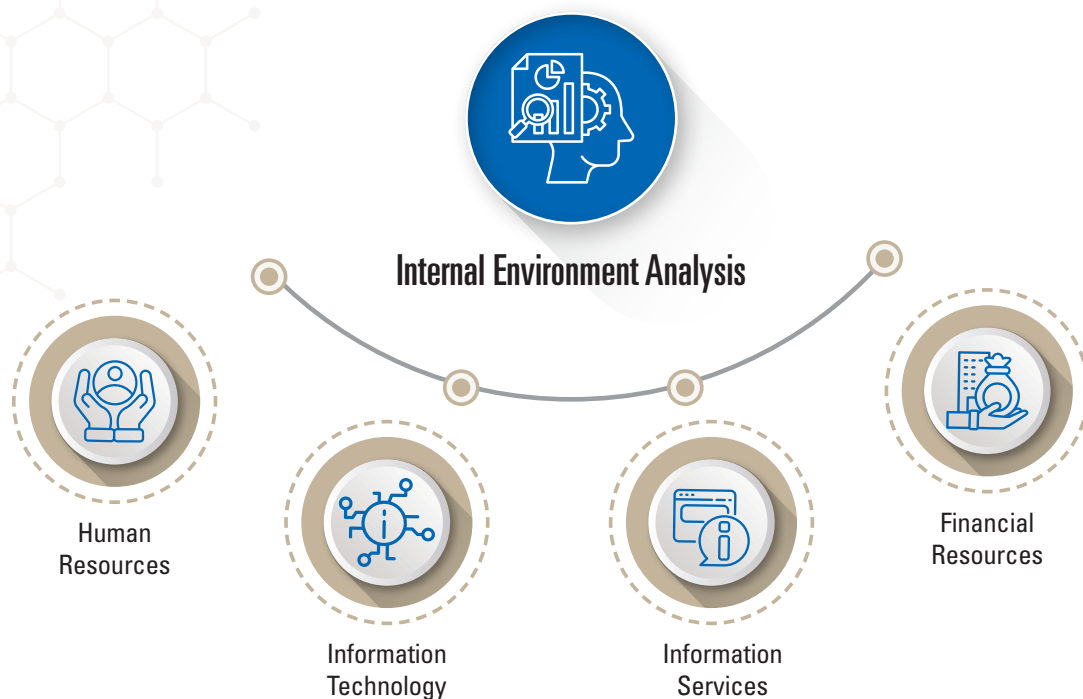
The HSRC business model and reporting standards comply with requirements set by the PFMA. While the PFMA intends to provide an enabling, performance-oriented, transparent and accountable business environment for government departments and public entities, some provisions are arguably a better fit for 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:



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 in support of, and weaknesses to overcome, in its capacity to deliver on its mandate. Some of the most pertinent considerations are outlined below:

4.4.1 Human Resources

The HSRC faces the challenges of a limited number of senior researchers, who are required to implement a range of contract research projects and reach scholarship targets. At 31 August 2023, the HSRC employed 129 researchers on its baseline structure. Of these, 78 were employed at the level of Senior Research Specialist (SRS)/Senior Research Manager (SRM) or above, including Executive-level staff. This constitutes 60,46% of research staff.

The 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.

The HSRC Human Resource strategic focus therefore remains on growth in and retention of staff through career path development and recruitment.

4.4.2 Information Technology

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.

Cybersecurity has been identified as a strategic risk to the organisation. Mitigation strategies are constantly being monitored, and are being tested from time by the internal and external auditors, as well as through external penetration and vulnerability tests.

4.4.3 Information Services

The eResearch Knowledge Centre (eRKC) is a critical partner to IT and the rest of the organisation. 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 these systems' relevance and further strengthening remain a priority within the available funding resources.

4.4.4 Financial Resources

The HSRC derives its income from a Parliamentary Grant as well as external income (research and other sources of income). The recently audited ratio of parliamentary funding to external income for the financial year ending 31 March 2023 is 36:64.

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 below and explained in terms of the 2018 Review panel's observations and recommendations:

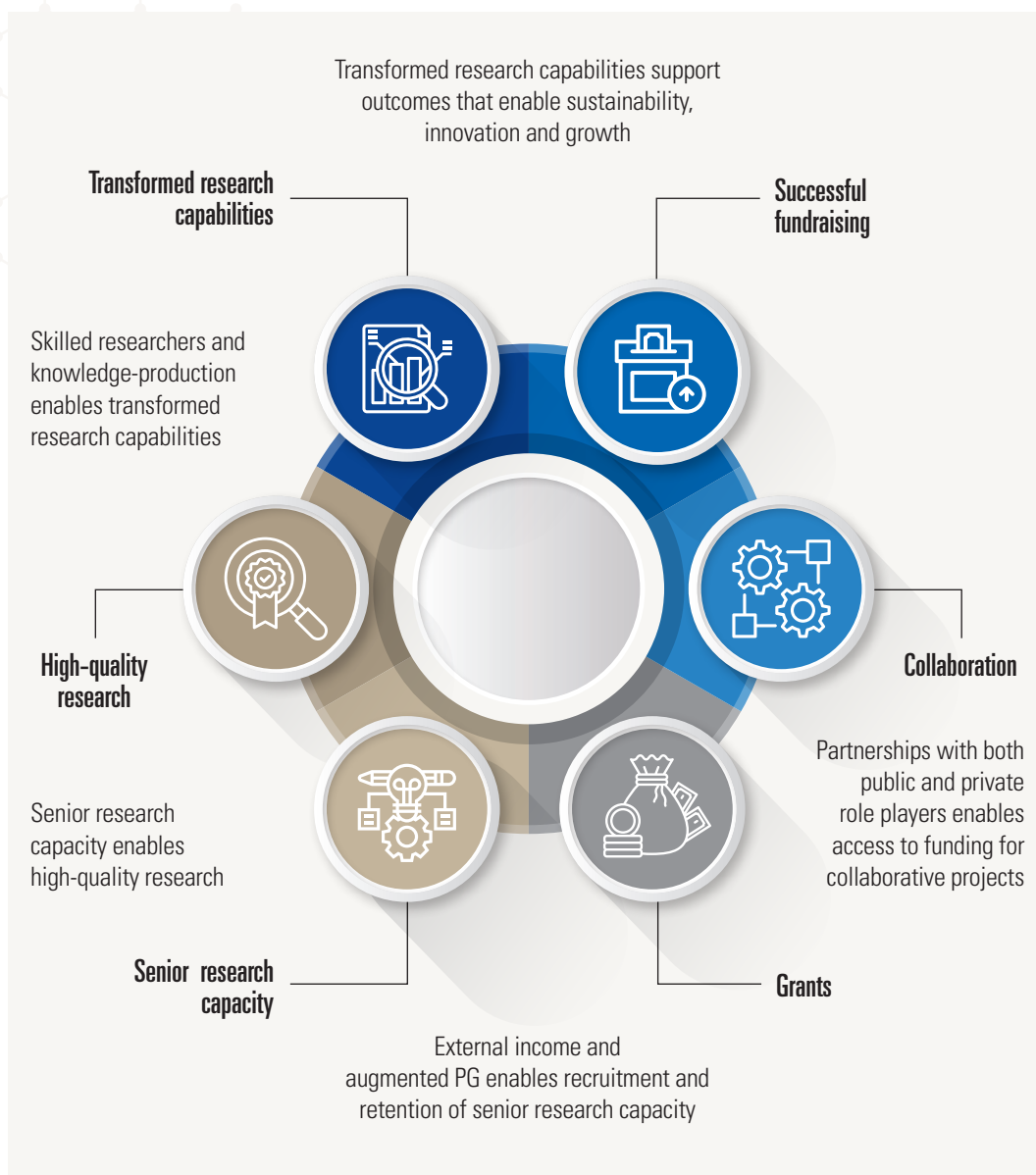


Figure 14: Interdependencies to realise key elements of the Theory of Change

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.¹⁶

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 multi-disciplinary 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.

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 Government, the HSRC has not been able to secure dedicated funding or grants from 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 Performance Overview

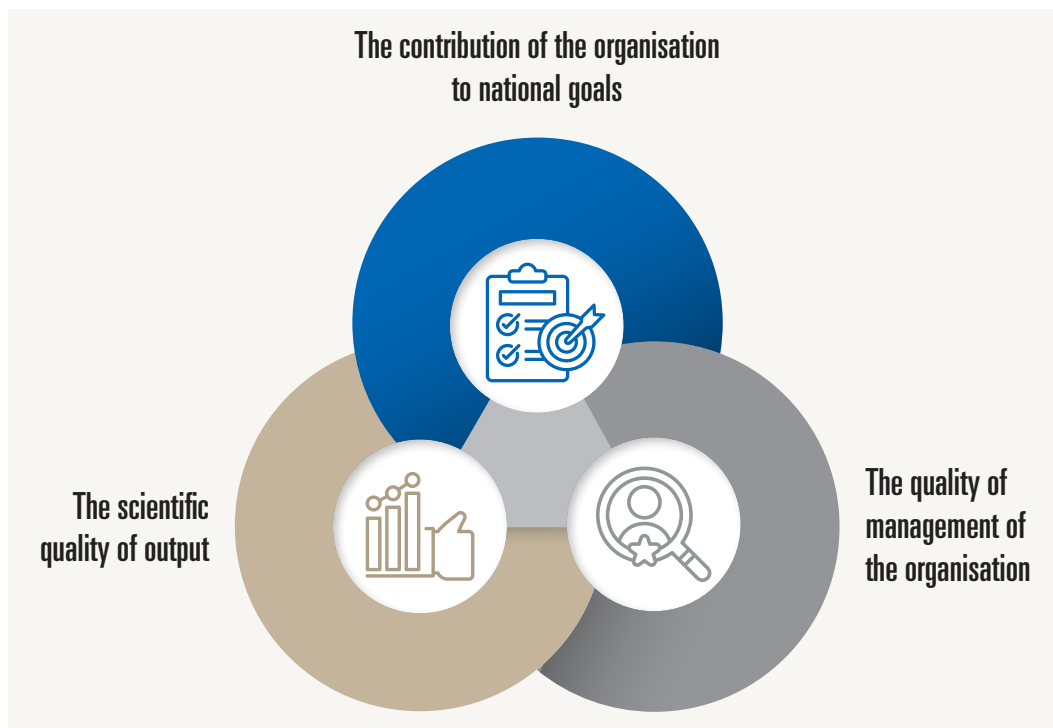
5.1.1 Institutional Reviews

The **2018 Institutional Review** Panel reported that while the HSRC was fulfilling its mandate within a constrained context and was undertaking flagship activities such as the longitudinal national surveys; has a good reputation regarding its work in surveys and data curation; and is considered as the go-to institution for contract research in South Africa in the humanities and social sciences, the organisation needed to go beyond this to pursue deeper analyses of the humanities and social science issues that confront South Africa. It suggested that a business-as-usual approach would not suffice. The Panel therefore proposed that a transformative approach be followed to respond to and address the challenges of the changing STI landscape and global uncertainty, pointing out that a revised business model/funding model had to be part of the changes made (more on the specific recommendations from the Panel on the financial/business model is covered in the internal situational analysis).

The Review Panel underscored the significant humanities and social sciences developments emerging within South Africa and the world and urged the HSRC to consider how it could take advantage of South Africa's position as an emerging market economy and a rapidly urbanising country.

The HSRC's next Institutional Review is being planned for 2024. The purpose of these reviews is to provide a system for assessing the outputs from and outcomes of science, engineering and technology institutions (SETI) in the context of current and projected national needs and benchmarked according to best-practice criteria.

In order to aid general development planning at government level, the system of periodic review should consider three key aspects:



Similar to previous reviews, the 2024 review will assess the HSRC's performance in relation to its obligation and role in responding to the most pressing societal concerns nationally.

The review will also assist the HSRC as it prepares for its next five-year strategic direction.

5.1.2 2020–2025 Strategic Plan mid-term review

The HSRC set out to achieve five outcomes in its 2020–2025 Strategic Plan, to be measured by seven outcome indicators in Year 5 (2024/25).

The HSRC is making the required progress to achieve the set outcome indicator targets in 2024/25, as reflected in the table below:

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	
1 National, regional and global leadership in the production and use of knowledge to support the eradication of poverty, the reduction of inequalities and the promotion of employment	1 The number of research articles that achieve a citation count of 10 within five years of initial publication	10	170	
	2 The number of curated datasets downloaded for secondary use	496	663	
	3 The number of applied outcomes emanating from collaboration on the African continent	New	1	
2 A consolidated relationship of trust and influence with government to help guide and inform policy	4 Number of government services or functions where the HSRC research results provided decision support	New	1	
3 Recognition as a trusted and engaged research partner with scientific communities and civil society	5 The number of community innovations supported or enabled by HSRC research	New	1	
4 Transformed research capabilities	6 The percentage of senior researchers (at the level of Senior Research Specialist/Senior Research Manager or higher) from designated groups, with permanent appointments	52%	70%	
5 Sustainable income streams	7 Annual income derived from international funding agencies	R76 million per annum	R80 million per annum	

	Actual achievement: 1 April 2020– 30 Sep 2022	Improvements required for the remainder of the planning period
	289 Year 1: 179 Year 2: 176 Year 3: 153 (YTD) Citations of the same articles have been removed – the reported total includes unique articles only	None. The target has been met already.
	1406 Year 1: 566 Year 2: 574 Year 3: 266 (YTD)	None. The target has been met already.
	2 Year 1: 1 Year 2: 1 Year 3: 0 (YTD)	The organisation will continue pursuing this outcome indicator to align closer to the technical indicator descriptor requirement of a formal contractual outcome.
	1 Year 1: 1 Year 2: 0 Year 3: 0 (YTD)	None. The target has been met already.
	2 Year 1: 1 Year 2: 1 Year 3: 0 (YTD)	None. The target has been met already.
	35% Year 1: 51% Year 2: 40%	The HSRC Board recently approved the conversion of fixed-term contracts to permanent conditions of service for qualifying employees. This will assist in improving this number.
	R145 319 million** Year 1: R59 566 million Year 2: R100 352 million	**As at 31 March 2022. Although external research funding is cyclical, the organisation seems to be on track to meet this target.



Outcome indicator 1

The number of research articles that achieve a citation count of 10 within five years of initial publication

Actual performance of research articles that achieved a citation count of 10 within five years of initial publication was 176 articles for 2021/22 and 179 articles for 2020/21. This includes over 15,000 citations of these highly cited research articles over the last five-year period.



Outcome indicator 2

The number of curated datasets downloaded for secondary use

Actual achievement of data set downloads was 574 in 2021/22 and 566 downloads in 2020/21.



Outcome indicator 3

Applied outcomes emanating from collaboration on the African continent

Two outcomes are cited for Year 1 and Year 2, i.e.:

Linking Schools to Sexual Reproductive Health Support and Services

The Human Sciences Research Council's (HSRC) School's Out project has become a platform for co-creating and coordinating knowledge production on adolescent and youth Sexual and Reproductive Health and Rights (SRHR). Through various strategies, it has generated valuable evidence on adolescent and youth SRHR over two and half years, across Eastern and Southern Africa in Botswana, Eswatini, Malawi, Mozambique, Namibia, Zambia and Uganda.

The evidence generated explores socio-structural and socio-cultural factors that facilitate or inhibit linkages of schools to SRHR supports and services.



Outcome indicator 3

Applied outcomes emanating from collaboration on the African continent

Continental dialogue on 20 years of African women's participation in peace and security

On 23 October 2020 the HSRC jointly hosted an online virtual dialogue with civil society organisations across Africa titled: "20 years of African Women's Participation in Women, Peace and Security: Civil Society Perspectives". The event was jointly hosted by 11 civil society organisations across Africa, including: the Human Sciences Research Council, the Africa Institute of South Africa; Women's International Peace Centre; Femmes Africa Solidarité (FAS); South African Women in Dialogue (SAWID); West Africa Network for Peacebuilding (WANEP); African Women in Dialogue (AfWID); African Leadership Centre; Institute for Security Studies (ISS); Training for Peace (TfP); African Centre for the Constructive Resolution of Disputes (ACCORD); as well as the South African Department of Science and Innovation.



Outcome indicator 4

Number of government services or functions where the HSRC research results provided decision support

The HSRC conducted several surveys a few weeks into the Covid-19 pandemic to inform government planning and messaging for coordinated and effective responses:

The Lockdown Survey, to better understand what the South African public knew about Covid-19, state of readiness to deal with this global pandemic and how they felt about it. The survey produced very useful data on the public's perceptions and understanding of the Covid-19 pandemic and its impact on the lives of South African citizens. The research results were presented to the Minister of Higher Education, Science and Innovation on the 21st of April 2020. It was also presented to the President and the National Coronavirus Command Council (NCCC) on the 23rd of April 2020.

The multilingual University of Johannesburg and Human Sciences Research Council (UJ/HSRC) COVID-19 Democracy Survey to determine public perceptions of the economic, social and political impact of Covid-19 on life across the country. The results of the 3rd Round survey were circulated to the media and an impact was made relating to the re-opening of schools and vaccine hesitancy. Presentations on vaccines were made to the Minister of Higher Education, Science and Innovation, Minister Nzimande, Health Minister Mkhize and the Government Communication and Information System (GCIS) as well as the Covid-19 communications sub-committee of the National Coronavirus Command Council (NCCC).



Outcome indicator 5

The number of community innovations supported or enabled by HSRC research

Two outcomes are cited for Year 1 and Year 2, i.e.:

During 2020/21, the HSRC in collaboration with Project Preparation Trust (PPT) worked on a research project: “realising the potential of urban density to create more prosperous and liveable informal settlements in Africa”. The research was positioned within the iQhaza Lethu Upgrading Partnership Initiative in eThekweni towards developing a practical plan and programme of informal settlement upgrading in Durban. The “iQhaza Lethu: Development of Alternative Dwelling Unit Typologies to be used in High Density Informal Settlements” action research project was a sub-project under this research. A prototype alternative housing typology (i.e. multi-storey timber frame housing unit) to fit better with resources and priorities of communities living in dense informal settlements was developed.

The Centre for Community-Based Research (CCBR) within the HSRC conducts research with rural and peri-urban communities in and around the Greater Edendale Area of Pietermaritzburg. During 2021/22 The CCBR Community Advisory Board (a group of people representing community), together with Operation Sukuma Sakhe (OSS) War room delegates approached the HSRC CCBR office to aid in alleviating poverty and malnutrition in the community. The HSRC CCBR, in partnership with the local OSS War room, accepted the call for help to develop an initiative or innovation that would aid communities in meeting their need of low-cost fresh vegetables. Community gardens were identified as one viable option, where communities could be trained on farming using recycled materials.

This initiative was divided into three phases. The initial phase as a demonstration garden prepared and established on an open piece of land within the premises of the community traditional court. The second phase involving 48 families who receive vouchers from the Solidarity Fund to purchase crops. And the last phase as a full roll-out involving all households who are willing to participate in this project.



Outcome indicator 6

The percentage of senior researchers (at the level of Senior Research Specialist/Senior Research Manager or higher) from designated groups, with permanent appointments

Achievement against this 5-year target was 40% (18/45 senior researchers from designated groups with permanent appointments) for 2021/22 and 51% (22/43) for 2020/21. This was largely due to senior researchers employed on longer-term contracts in recent years as well as senior researchers already on post-retirement contracts.



Outcome indicator 7

Annual income derived from international funding agencies

During 2021/22 the international funding agencies' revenue recognised was R100 million and for 2020/21 the international funding agencies' revenue was R60 million. Even though research funding is cyclical, this is a positive indication of the HSRC progress made towards this 5-year target of R80 million by annum.

5.2 2024/25 Planned Performance

5.2.1 Programme 1: Administration

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;



Provide university graduates and post-graduates with work experience in SET fields commensurate with their qualifications, thus increasing their chances of employment;



Provide SET graduates and post-graduates with exposure to research and development projects that are critical to the National System of Innovation (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 2022/23 financial year, 514 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 (working across the offices of the CEO and DCEO: Research)

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

- Research Coordination, Ethics and Integrity
- HSRC Publishing
- eResearch Knowledge Centre
- Capacity Development and Internship Programme (DSI/HSRC Internship Programme)

The Group Executive: Impact Centre

- Science in Society
- Impact Assessment
- 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 (including Capacity Building)
- Facilities and Occupational Health and Safety
- Information Technology

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

Outcome	Output	Output indicators	
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	
	High-quality research	1.6 The number of curated datasets downloaded for secondary use	
	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	
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	
4 Transformed research capabilities	Trained researchers: Skills	4.1 The percentage of senior researchers (SRS/SRM+) who are black	
		4.2 The percentage of senior researchers (SRS/SRM+) who are female	
		4.3 The percentage of researchers (excluding trainees) with PhDs	
		4.4 The number of PhD trainees	
		4.5 The number of conferences or training academies for young African scholars	
5 Sustainable income streams	Partnerships	5.1 The percentage of total income that is extra-parliamentary	
		5.2 The number of internationally funded collaborative projects involving multi-year grants of R5 million or more	

17 Indicator targets over the MTEF are subject to change pending the new five-year strategic plan and budgetary considerations

Annual targets							
Audited performance			Estimated performance	MTEF targets ¹⁷			
	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)	2026/27 (Year ending 31/03/2027)
	179	176	192	170	170	175	175
	556	574	577	603	605	608	608
	1	3	3	2	1	2	2
	6	6	14	7	7	7	7
	46.25%	48%	48%	53%	53%	53%	53%
	32.5%	37%	36%	42%	42%	42%	42%
	78.51%	69%	70%	78%	78%	78%	78%
	31	27	32	30	32	35	35
	3	2	3	3	3	3	3
	39%	54%	64%	47%	48%	48%	48%
	4	5	6	7	7	7	7

5.2.2 Programme 2 Research, Development and Innovation

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.

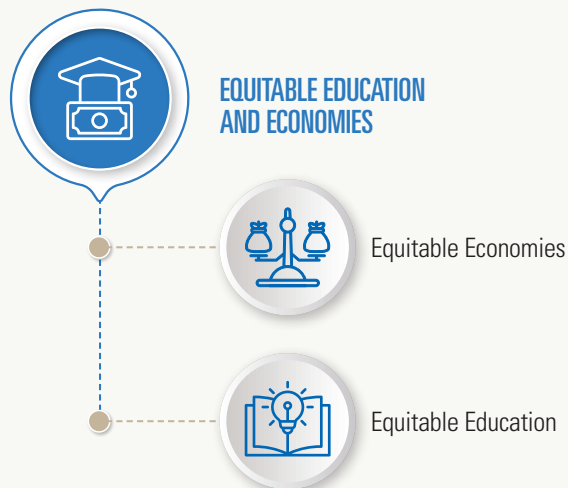
Programme 2 includes the Africa Institute of South Africa (AISA). Strategically, the Institute is located in Programme 2, but operationally it reports to the CEO.

5.2.2.1 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:

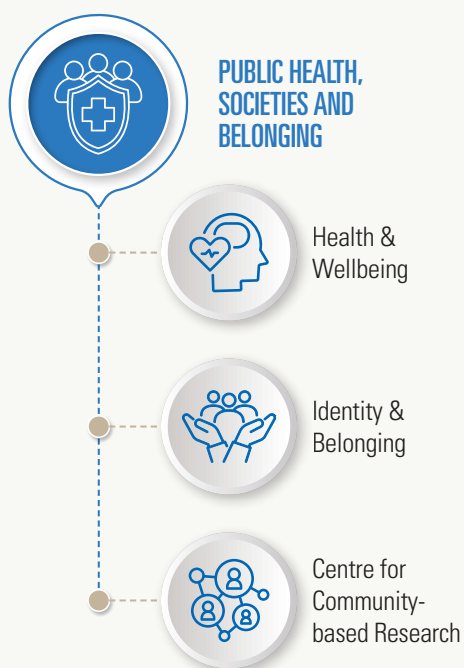


5.2.2.2 Sub-Programme 2: Public Health, Societies and Belonging

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):

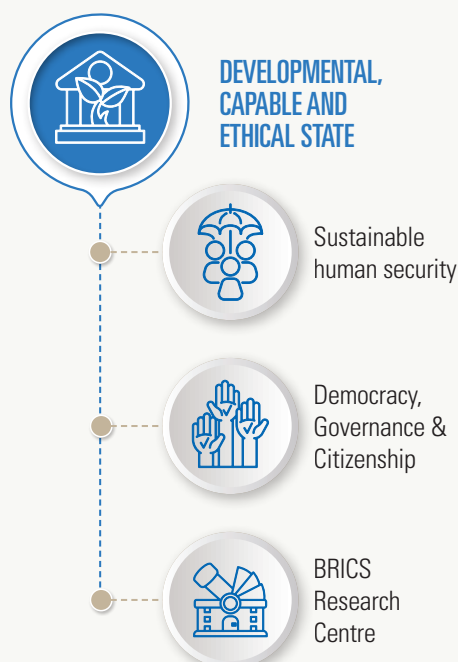


5.2.2.3 Sub-Programme 3: Developmental, Capable and Ethical State

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):

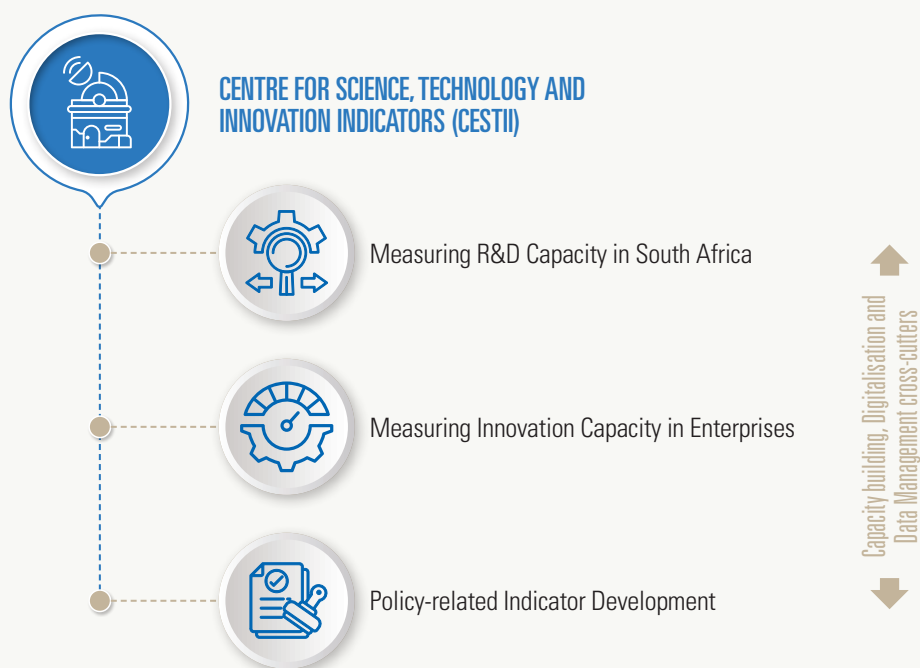


5.2.2.4 Sub-Programme 4:

Centre for Science, Technology and Innovation Indicators (CeSTII)

Purpose CeSTII is mandated by the Minister 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:

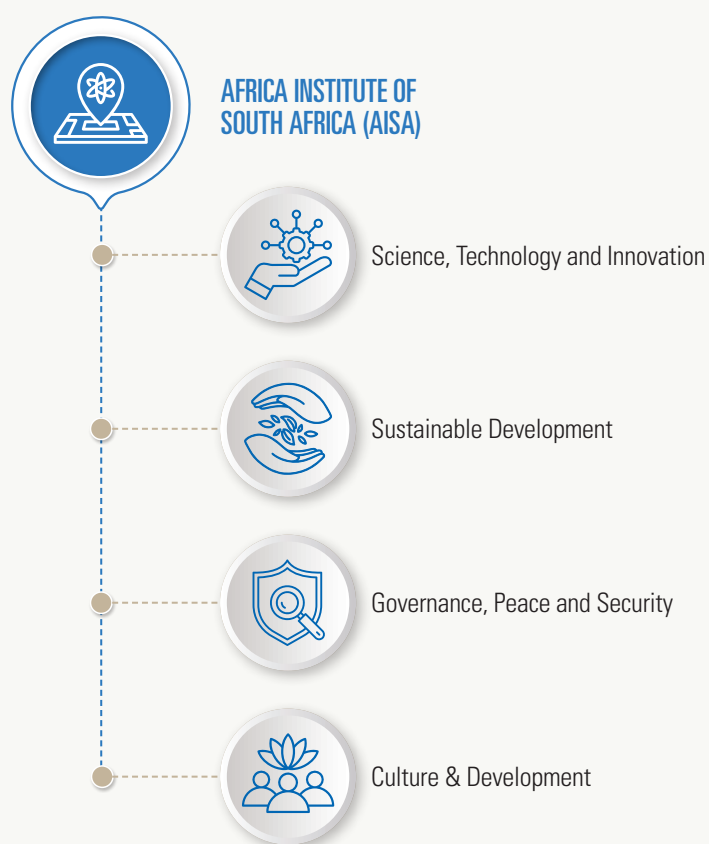


5.2.2.5 Sub-Programme 5: Africa Institute of South Africa

Purpose AISA leads and co-ordinates 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.

The Strategic Partnerships and Stakeholder Engagement Unit has been relocated to AISA as a mechanism to elevate the institutional Africa Focus agenda.

Work in AISA is organised around the themes as illustrated below:



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

Outcome	Output	Output indicators	
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	
		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	
		1.3 The number of scholarly books published by HSRC researchers	
		1.4 The number of scholarly book chapters published by HSRC researchers	
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	
	Use mechanisms	2.2 The number of structured research engagements with government, policy makers and implementers	
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	
		3.2 The number of solution-orientated communities of practice created or supported with active involvement of HSRC researchers	
	High-quality research Use mechanisms	3.3 The number of community innovations supported or enabled by HSRC research	
	Trained researchers: Skills	3.5 The number of incoming international exchange visits or fellowships active during the period under review	

18 Indicator targets over the MTEF are subject to change pending the new five-year strategic plan and budgetary considerations

Annual targets							
Audited performance			Estimated performance	MTEF targets ¹⁸			
	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)	2026/27 (Year ending 31/03/2027)
	1.17	1.17	0.87	1.1	1.1	1.1	1.1
	19	24	12	18	18	18	18
	13	13	15	9	10	10	10
	118	40	88	49	50	50	50
	12	18	20	12	13	13	13
	9	11	18	8	8	8	8
	9	12	28	8	8	8	8
	2	3	4	2	2	2	2
	1	1	1	1	1	1	1
	4	7	10	8	8	8	8

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

<div> <div>Cumulative Year-To-Date</div> <div>Annual</div> <div>Non-Cumulative</div> </div>					
Output indicators	Annual target 2024/25	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	0.6	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	8	18
1.3 The number of scholarly books published by HSRC researchers	10	0	2	4	10
1.4 The number of scholarly book chapters published by HSRC researchers	50	4	16	26	50
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 datasets downloaded for secondary use	605	N/A	N/A	N/A	605
1.7 The number of events dealing with the eradication of poverty, reduction of inequalities and/or promotion of employment convened by the HSRC	1	0	0	1	1
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	13	0	1	6	13
2.2 The number of structured research engagements with government, policy makers and implementers	8	0	1	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	1	2	4	8

■ Cumulative Year-To-Date ■ Annual ■ Non-Cumulative

Output indicators	Annual target 2024/25	Q1	Q2	Q3	Q4
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3 Recognition as a trusted and engaged research partner within scientific communities and civil society

3.2	The number of solution-orientated 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	2	5	7
3.5	The number of incoming international exchange visits or fellowships active during the period under review)	8	2	2	4	8

4 Transformed research capabilities

4.1	The percentage of senior researchers (SRS/SRM+) who are black	53%	45%	47%	49%	53%
4.2	The percentage of senior researchers (SRS/SRM+) who are female	42%	34%	36%	38%	42%
4.3	The percentage of researchers (excluding trainees) with PhDs	78%	73%	74%	76%	78%
4.4	The number of PhD trainees	32	20	24	28	32
4.5	The number of conferences or training academies for young African scholars	3	N/A	N/A	N/A	3

5 Sustainable income streams

5.1	The percentage of total income that is extra-parliamentary	48%	10%	20%	30%	48%
5.2	The number of internationally funded collaborative projects involving multi-year grants of R5 million or more	7	1	2	3	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) 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 (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 co-operation, 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:

- 1 **High-impact publications and knowledge products**
- 2 **High-quality research** to demonstrate research excellence and the capacity to initiate and lead in convening experts at appropriate fora; and
- 3 **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:

- 1 **High-impact publications and knowledge products** to assist policy-makers through evidence
- 2 **Use mechanisms** for effective knowledge-brokering
- 3 **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:

- 1 **Use mechanisms** to effectively share and enhance the understanding and use of science by communities
- 2 **Partnerships** to enable collaboration and multidisciplinary approaches to solution-oriented research
- 3 **High-quality research** to stimulate and support community innovation
- 4 **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:

- 1 Developing the required internal processes and systems to enable economic, efficient and effective implementation of the HSRC mandate
- 2 Approaching the research life-cycle – including data gathering, reporting and dissemination, data storage and sharing, and knowledge use – in new and innovative ways
- 3 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

Revenue	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rand thousand	Audited performance			Estimated performance	MTEF Targets		
Non-tax revenue	159 606	315 992	485 850	248 473	239 708	248 122	259 815
Research revenue	118 833	280 980	438 243	213 950	195 896	202 054	211 363
Other non-tax revenue	34 262	27 965	32 808	25 394	34 500	36 570	38 764
Interest, dividends and rent on land	6 511	7 047	14 799	9 129	9 312	9 498	9 688
Transfers received	251 587	273 386	279 216	322 332	298 635	309 119	323 685
Total revenue	411 193	589 378	765 066	570 805	538 343	557 241	583 500

7.2 Institutional Expenditure Estimates

7.2.1 Estimates of Expenditure: Programme 1 and Programme 2

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue Rand thousand	Audited performance			Estimated performance	MTEFTargets		
Objective/Activity							
Program 1: Administration	119 502	317 241	233 758	271 239	215 339	222 896	233 401
Program 2: Research, development, and innovation	271 709	226 092	531 969	299 566	323 004	334 345	350 099
Total	391 211	543 333	765 727	570 805	538 343	557 241	583 500
Economic classification							
Current payments	346 348	543 333	765 727	521 720	499 391	516 921	541 280
Compensation of employees	231 606	348 117	276 986	297 505	306 257	323 101	340 871
Salaries and wages	231 606	348 117	276 986	297 505	306 257	323 101	340 871
Social contributions	–	–	–	–	–	–	–
Goods and services	107 788	177 506	471 859	209 824	178 827	179 303	185 674
Of which:							
Agency and support/ outsourced services	477	5 377	9 703	5 934	10 368	8 289	10 903
Audit costs	4 976	4 833	4 797	6 129	5 854	5 511	5 673
Bank charges	3 425	486	556	3 859	4 308	4 414	4 526
Bursaries: Employees	126	–	–	–	–	–	–
Consumables	1 377	–	–	–	2 080	1 632	2 278
Communication	5 734	9 783	7 579	14 019	11 847	10 067	13 975

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue Rand thousand	Audited performance			Estimated performance	MTEFTargets		
Computer services	104	58	–	1 064	2 674	2 099	2 928
Contractors	–	4 219	1 205	1 873	3 446	2 705	3 774
Inventory	–	3 290	–	6 900	7 476	6 900	7 450
Lease Payments	8 406	322	7 113	10 939	12 270	15 753	16 247
Legal fees	33	2	2 686	576	604	632	661
Non-life insurance	–	1 734	–	–	–	–	–
Repairs and maintenance	5 286	8 077	8 954	8 771	8 937	9 304	8 771
Research and development	47 655	87 801	371 734	59 592	56 778	76 639	59 592
Training and staff development	246	1 514	1 978	14 164	14 353	6 512	14 164
Travel and subsistence	12 169	15 927	12 773	10 252	11 729	5 186	10 252
Venues and facilities	2 866	–	–	5 288	4 151	793	5 288
Other unclassified expenditure	14 908	34 083	42 781	19 832	25 354	18 826	19 832
Depreciation	6 397	16 614	14 752	13 154	13 311	13 473	13 154
Interest, dividends and rent on land	542	1 096	2 130	1 153	1 207	1 263	1 153
Losses from sale of fixed assets	15	–	–	–	–	–	–
Transfers and subsidies	44 852	–	–	49 086	38 952	40 320	42 220
Departmental agencies and accounts	44 852	–	–	49 086	38 952	40 320	42 220
Total Expenditure	391 200	543 333	765 727	570 805	538 343	557 241	583 500

7.2.2 Estimates of Expenditure: Programme 1

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue Rand thousand	Audited performance			Estimated performance	MTEFTargets		
Objective/Activity							
Administration	119 502	317 241	233 758	271 239	215 339	222 896	233 401
Total	119 502	317 241	233 758	271 239	215 339	222 896	233 401
Economic classification							
Current payments	103 839	317 241	233 758	249 444	215 339	222 896	233 401
Compensation of employees	61 529	233 853	133 290	140 308	147 051	155 138	163 671
Salaries and wages	61 529	233 853	133 290	140 308	147 051	155 138	163 671
Social contributions	–	–	–	–	–	–	–
Goods and services	35 371	71 753	87 562	94 745	57 781	57 040	58 795
Of which:							
Agency and support/outsourced services	477	5 375	7 561	3 463	5 255	5 094	4 942
Audit costs	4 703	4 833	4 797	6 129	5 854	5 511	5 673
Bank charges	3 365	483	556	3 859	4 308	4 414	4 526
Bursaries: Employees	–	–	–	–	–	–	–
Consumables	–	–	–	–	–	–	–
Communication	4 406	6 989	5 587	6 098	4 934	3 072	4 214
Computer services	–	1	–	–	–	–	–
Contractors	–	1 765	–	–	–	–	–
Inventory	–	2 080	–	5 542	4 386	4 475	4 066

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue Rand thousand	Audited performance			Estimated performance	MTEFTargets		
Lease Payments	8 406	308	7 112	9 410	8 039	8 182	8 328
Legal fees	33	2	2 686	576	604	632	661
Non-life insurance	–	1 530	–	–	–	–	–
Repairs and maintenance	5 286	8 069	8 940	8 677	6 691	7 305	7 026
Research and development	–	–	–	–	–	–	–
Training and staff development	120	1 207	1 491	34 506	6 716	6 938	6 165
Travel and subsistence	2 634	12 544	12 773	3 082	3 230	3 382	3 537
Venues and facilities	–	–	–	–	–	–	–
Other unclassified expenditure	5 941	26 567	36 059	13 403	7 764	8 035	9 658
Depreciation	6 397	10 539	10 776	12 780	9 354	9 511	9 673
Interest, dividends and rent on land	542	1 096	2 130	1 611	1 153	1 207	1 263
Losses from sale of fixed assets	–	–	–	–	–	–	–
Transfers and subsidies	15 663	–	–	21 795	–	–	–
Departmental agencies and accounts	15 663	–	–	21 795	–	–	–
Total Expenditure	119 502	317 241	233 758	271 239	215 339	222 896	233 401

7.2.3 Estimates of Expenditure: Programme 2

Revenue Rand thousand	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited performance			Estimated performance	MTEFTargets		
Objective/Activity							
Research, development, and innovation	271 709	226 092	531 969	299 566	323 004	334 346	350 099
Total	271 709	226 092	531 969	299 566	323 004	334 346	350 099
Economic classification							
Current payments	242 520	226 092	531 969	272 275	284 052	294 026	307 879
Compensation of employees	170 077	114 264	143 696	157 197	159 206	167 963	177 200
Salaries and wages	170 077	114 264	143 696	157 197	159 206	167 963	177 200
Social contributions	–	–	–	–	–	–	–
Goods and services	72 428	105 753	384 297	115 078	121 046	122 263	126 879
Of which:							
Agency and support/ outsourced services	–	2	2 142	2 471	5 113	3 195	5 961
Audit costs	273	–	–	–	–	–	–
Bank charges	60	3	–	–	–	–	–
Bursaries: Employees	126	–	–	–	–	–	–
Consumables	1 377	–	–	–	2 080	1 632	2 278
Communication	1 328	2 794	1 992	7 921	6 913	6 995	9 761
Computer services	104	57	–	1 064	2 674	2 099	2 928
Contractors	–	2 454	1 205	1 873	3 446	2 705	3 774
Inventory	–	1 210	–	1 358	3 090	2 425	3 384

Revenue Rand thousand	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Audited performance			Estimated performance	MTEF Targets		
Lease Payments	–	14	1	1 529	4 231	7 571	7 919
Legal fees	–	–	–	–	–	–	–
Non-life insurance	–	204	–	–	–	–	–
Repairs and maintenance	–	8	14	1 001	2 080	1 632	2 278
Research and development	47 655	87 801	371 734	82 249	59 592	56 778	76 639
Training and staff development	126	307	487	2 024	7 448	7 415	347
Travel and subsistence	9 535	3 383	–	1 377	7 022	8 347	1 649
Venues and facilities	2 866	–	–	4 497	5 288	4 151	793
Other unclassified expenditure	8 978	7 516	6 722	7 714	12 068	17 319	9 168
Depreciation	–	6 075	3 976	–	3 800	3 800	3 800
Interest, dividends and rent on land	–	–	–	–	–	–	–
Losses from sale of fixed assets	15	–	–	–	–	–	–
Transfers and subsidies	29 189	–	–	27 291	38 952	40 320	42 220
Departmental agencies and accounts	29 189	–	–	27 291	38 952	40 320	42 220
Total Expenditure	271 709	226 092	531 969	299 566	323 004	334 346	350 099

7.3 Explanation of the contribution of resources towards achievement of outputs

The spending focus over the medium term will be on funding 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 the 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.

Being a research institute, human capital is central to the Council and as such, expenditure on compensation of employees accounts for an estimated 56%, or R970 million, of the total projected expenditure over the MTEF. Human Capital is central to the core business of the HSRC. As such, the HSRC's capital investment is in staff as opposed to tangible equipment. This results in staff cost being 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.

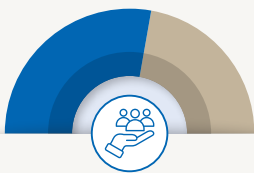
The HSRC strongly supports the cost containment initiatives being considered and implemented by the National Treasury. Cost containment is a critical aspect of responsible fiscal management, and its successful execution is pivotal to achieving the country's financial goals and long-term sustainability. Expenditure amounting to R1 billion or 58% of total projected spending over the MTEF, is allocated to the implementation and support of research activities, program 2. The main cost drivers include direct research costs funded by non-governmental resources, which incorporate fieldwork expenses, travel, accommodation, and other sundry research costs. Goods and services encompass expenses required to run the institution optimally, namely, research costs, operating costs, administrative costs, depreciation and amortisation.

Human capital is central to the Council

Expenditure on compensation of employees accounts for an estimated

56%

of the total projected expenditure over the MTEF



8 Updated Key Risk

Table: Key risks and mitigation

Key risk	Outcome	Risk mitigation
Financial sustainability of the HSRC is compromised	<ul style="list-style-type: none"> Sustainable income streams 	<ul style="list-style-type: none"> Medium-term funding from Government
	<ul style="list-style-type: none"> Relationship of trust and influence with government 	<ul style="list-style-type: none"> Securing of multi-year external grants
	<ul style="list-style-type: none"> Transformed research capabilities 	<ul style="list-style-type: none"> Known HSRC value proposition
		<ul style="list-style-type: none"> Limited expenditure through cost containment measures captured in policies
		<ul style="list-style-type: none"> More frequent budget monitoring and reporting
Lack of relevance and Impact of the HSRC	<ul style="list-style-type: none"> Relationship of trust and influence with government 	<ul style="list-style-type: none"> Impact Centre established and resourced
	<ul style="list-style-type: none"> Trusted and engaged research partner with communities and civil society 	<ul style="list-style-type: none"> Focussed HSRC research topics to prioritise poverty and inequality
	<ul style="list-style-type: none"> National, regional and global leadership in production and use of targeted knowledge 	<ul style="list-style-type: none"> Approved and benchmarked research methodologies
		<ul style="list-style-type: none"> Signed strategic partnerships (MOU's)
Human Resources: A Insufficient senior researcher capacity B Inability to achieve desired transformation targets	<ul style="list-style-type: none"> National, regional and global leadership in production and use of targeted knowledge 	<ul style="list-style-type: none"> Approved talent management plan
	<ul style="list-style-type: none"> Transformed research capabilities 	<ul style="list-style-type: none"> Approved mechanisms to provide tenure to productive researchers

Key risk	Outcome	Risk mitigation
Human Resources: A Insufficient senior researcher capacity B Inability to achieve desired transformation targets		<ul style="list-style-type: none"> Continuous monitoring of exit interview results and implementation of appropriate interventions
		<ul style="list-style-type: none"> Organisational wide Job Evaluation Process to provide fair, equitable and competitive service
		<ul style="list-style-type: none"> Implementation of performance assessment and reward processes
		<ul style="list-style-type: none"> Approved EE plan and strategic performance indicator targets for transformation
Inability to operate during disruptions	<ul style="list-style-type: none"> National, regional and global leadership in production and use of targeted knowledge 	<ul style="list-style-type: none"> Penetration and vulnerability test completed in November 2022
		<ul style="list-style-type: none"> Disaster Recovery Plan (DRP- IT)
Non- compliance with laws, policies and practices	<ul style="list-style-type: none"> Relationship of trust and influence with Government 	<ul style="list-style-type: none"> Continuous review of organisational policies
	<ul style="list-style-type: none"> Trusted and engaged research partner with communities and civil society 	<ul style="list-style-type: none"> The Board approved management's implantation plan
	<ul style="list-style-type: none"> Sustainable income streams 	<ul style="list-style-type: none"> Management is monitoring audit findings on a quarterly basis at RMC, EXCO, and ARC.

Key risk	Outcome	Risk mitigation
Interdependence on electricity	<ul style="list-style-type: none"> National, regional and global leadership in production and use of targeted knowledge 	<ul style="list-style-type: none"> Generators at all the HSRC buildings to operate.
	<ul style="list-style-type: none"> Relationship of trust and influence with Government 	<ul style="list-style-type: none"> UPS devices for staff working from home.
		<ul style="list-style-type: none"> SLA with a service provider to ensure swift IT backup in case of the emergency
Cybersecurity risks	<ul style="list-style-type: none"> National, regional and global leadership in production and use of targeted knowledge 	<ul style="list-style-type: none"> Assigned additional roles and outsourced some roles
	<ul style="list-style-type: none"> Relationship of trust and influence with Government 	<ul style="list-style-type: none"> ICT Strategy and Plan approved by Board
		<ul style="list-style-type: none"> Penetration and vulnerability test completed in November 2022
		<ul style="list-style-type: none"> Additional budget allocated to ICT
		<ul style="list-style-type: none"> Continuous alerts to staff regarding general cyber security

PART D

Technical Indicator Descriptions (TIDs)

Table: Technical indicator descriptions

Indicator title	1.1 The number of peer-reviewed journal articles published per HSRC researcher
<p>Definition</p>	<p>A Peer-reviewed journal articles:</p> <p>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.

Indicator title	1.1 The number of peer-reviewed journal articles published per HSRC researcher
Definition	<p>B Researchers:</p> <p>These are HSRC research staff on the 'permanent' payroll (1 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	<p>A Count total number of recognised articles</p> <p>B Count total number of researchers</p> <p>Calculate ratio: A / B expressed as a decimal fraction</p>
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	Peer-reviewed journal articles: As per Indicator 1.1 (a) 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.
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 • e-Research 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 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 the 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 datasets downloaded for secondary use
Definition	This is the number of instances where HSRC-curated datasets 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	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 ten new datasets 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	<ul style="list-style-type: none"> A Policy briefs and B Evidence reviews published by HSRC and made available on the HSRC website
Method of calculation/assessment	<ul style="list-style-type: none"> 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 <p>Total: A + B</p>
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 on-line • 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 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 on-line • 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. HSRC evidence reviews will be planned by Executive-led research teams, and results published on-line 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 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 on-line 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 is 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-orientated communities of practice created or supported with active involvement of HSRC researchers
Definition	<p>A solution-orientated community of practice (COP) is a fit-for-purpose, short-term 'think tank', usually multi-disciplinary and problem orientated 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 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.</p> <p>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

Indicator title	3.3 The number of innovations with community participation supported or enabled by HSRC research
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 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 on-going 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 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 co-ordination, 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, to express it 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 (1 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: $\frac{B}{A} \times 100$</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 (1 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: $\frac{B}{A} \times 100$</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 (1 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: $\frac{B}{A} \times 100$</p>
Means of verification	<ul style="list-style-type: none"> Staff database (HR) showing appointment level during year under review Supporting documents in HR staff files: 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 Reported performance as captured in the RMS
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 This indicator aims to increase the number of youth employed as PhD trainees towards workplace development as well as support towards their PhD degrees (see annual and quarterly targets set) 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.</p> <p>A recognised conference and/or training event will involve:</p> <ul style="list-style-type: none"> • A planning or steering committee representing at least two institutions (the HSRC and at least one counterpart institution) • 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 This indicator aims to provide a number of opportunities for African youth to participate in research events towards their development as emerging researchers (see annual targets set) • 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 co-ordinate 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	Identify the following sources of income: A Research revenue B Parliamentary grants C Other income Percentage: $[(A + C) / (A + B + C)] \times 100$
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>RMS (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)



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