



**Presentation to the  
Parliamentary Portfolio Committee  
on Science & Technology  
By  
Dr Albert van Jaarsveld  
30 July 2014**

**Promote and support research**

**through**

funding, human resource development and the provision of  
the necessary research facilities

**in order to**

facilitate the creation of knowledge, innovation and  
development in all fields of science and technology, including  
indigenous knowledge

**and thereby to**

contribute to the improvement of the quality of life of all the  
people of the Republic

- National Research and Development Strategy 2002
- 10-Year Innovation Plan 2012
- DHET funding framework - transformational goals
  - Equitable student access; quality of teaching and research; student progression rates; equity in allocation of government funds; efficiency & effectiveness of use of funds
- The 12 outcomes of government
- The National Development Plan 2030



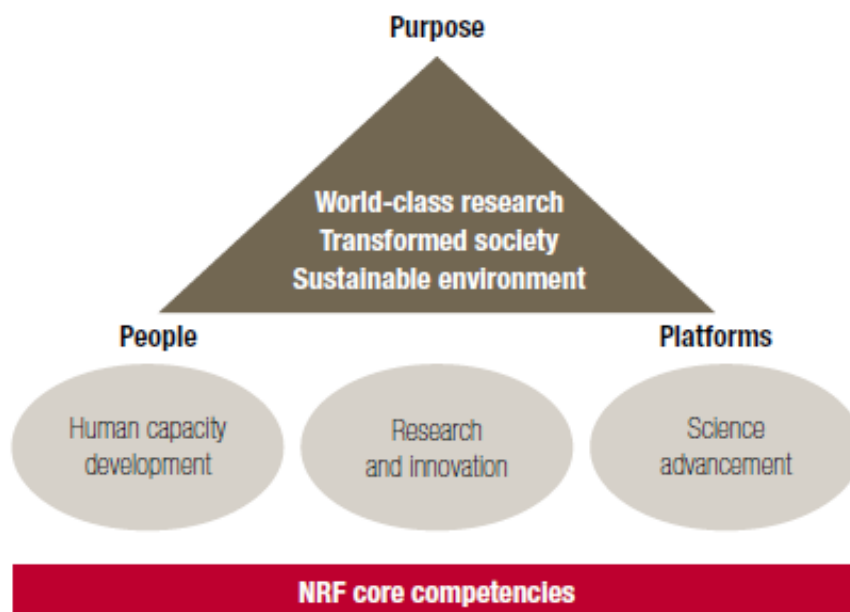
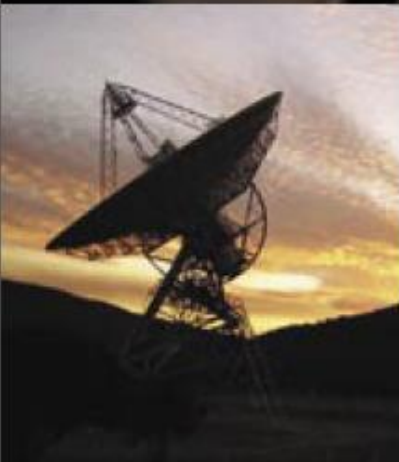
# Strategic Plan

of the National Research Foundation



National  
Research  
Foundation

February 2008



# NRF VISION

# 2015

## System Goals

A prosperous and sustainable African landscape

## Strategic Goals

Internationally competitive science, technology and innovation system

Representative research and technical workforce in SA

World-class science benchmarking and grant systems

Leading edge research, technology and innovation platforms

Vibrant national science system

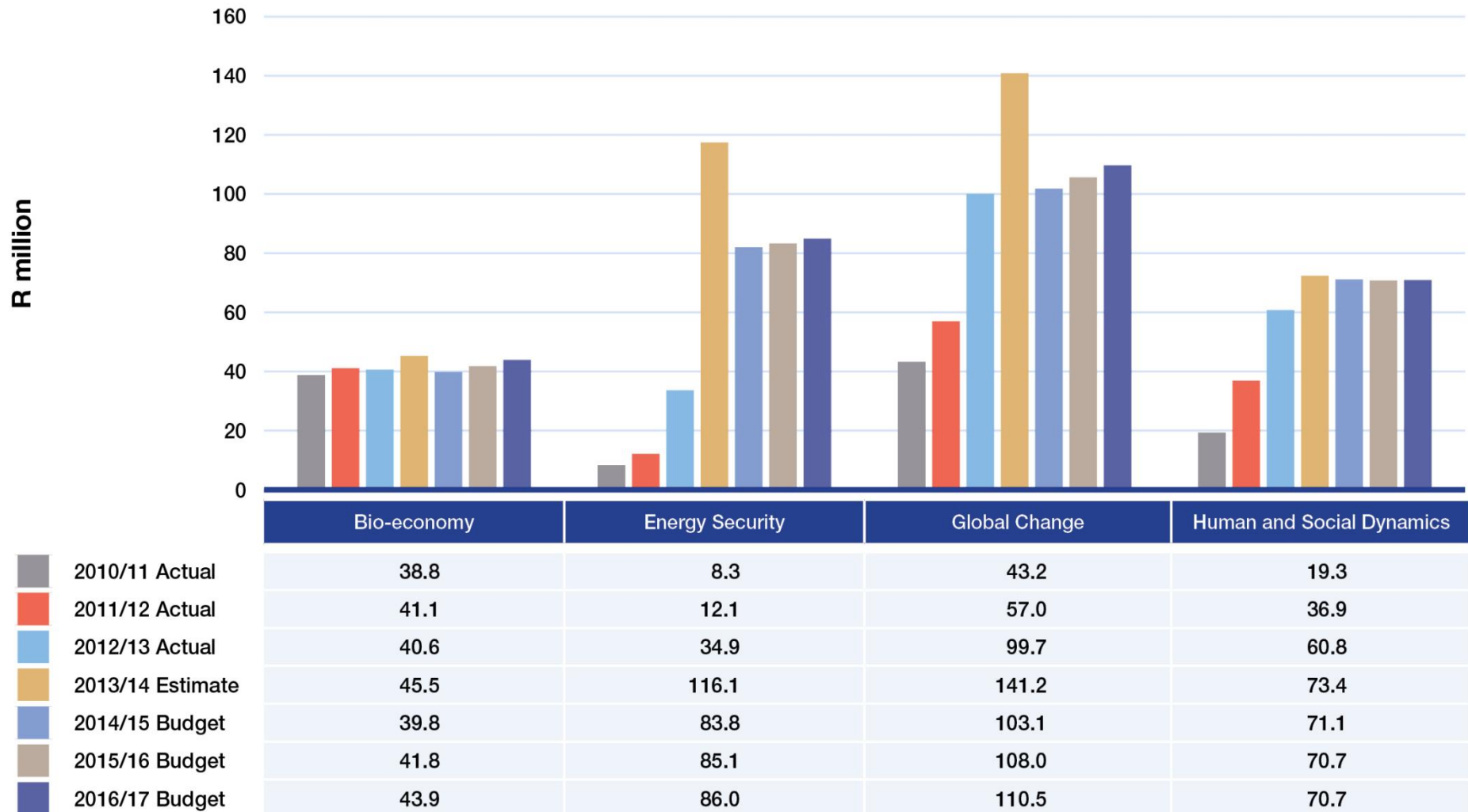


- Grant management systems
- Peer evaluation processes and systems
- Strategic and research information management & dissemination systems
- Providing research platforms
- Science and technology management expertise
- Specialised research capacity
- Catalyst for local & international research collaboration
- Science Engagement expertise and platforms

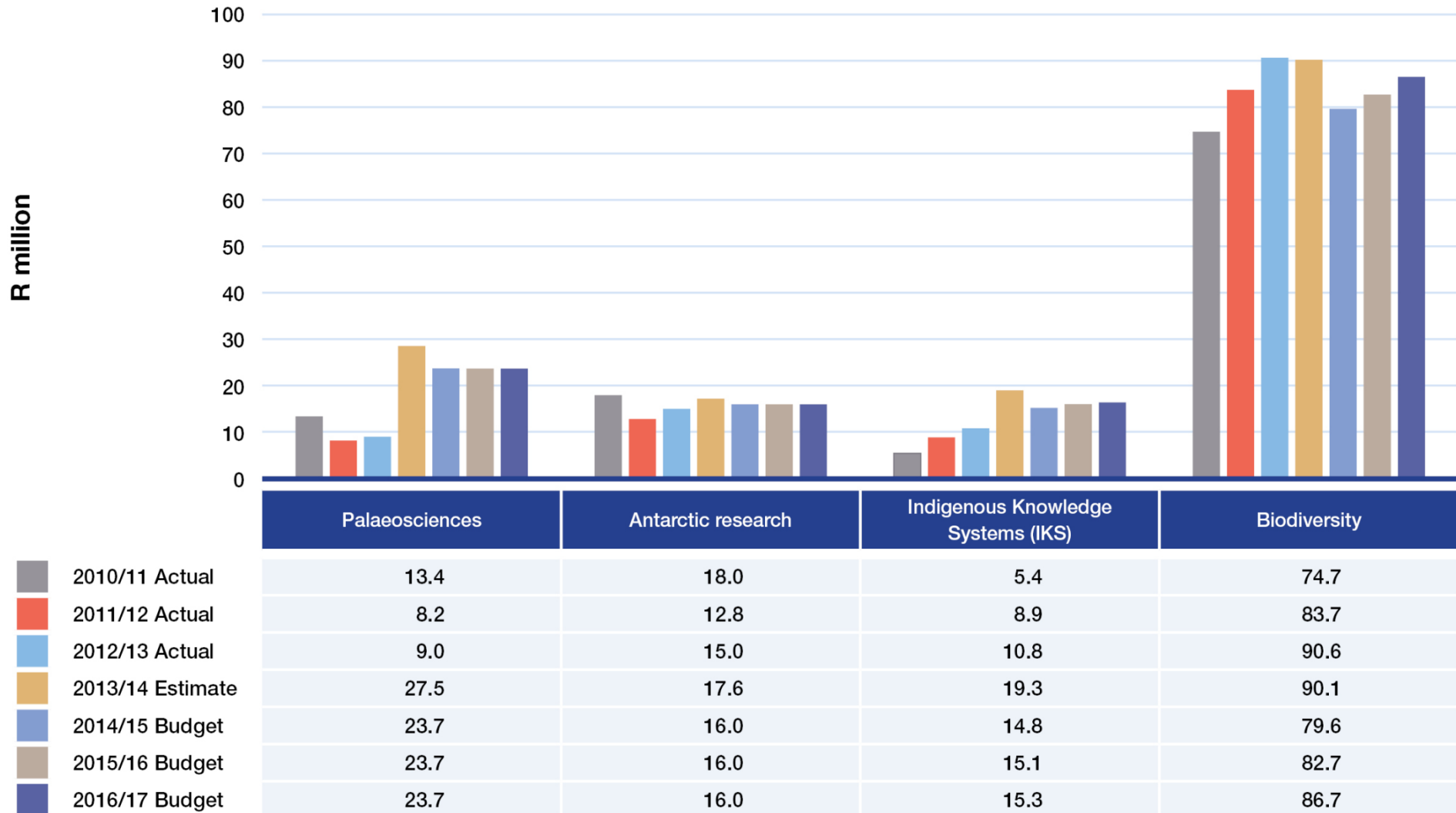
# Performance against NRF Vision 2015

Indicator description		Actual 2008/9	Actual 2009/10	Actual 2010/11	Actual 2011/12	Actual 2012/13	Actual 2013/14	Target 2014/15	Vision 2015
Promoting internationally competitive research									
Proportion of Global R&D outputs		0.48%	0.47%	0.52%	0.57%	0.62%	0.61%	0.60%	1%
Number of NRF rated researchers		1 914	2 142	2 285	2 471	2 638	2 959	2 876	2 500
Growing a representative science and technology workforce in South Africa									
Proportion of NRF rated researchers from designated groups to total rated researchers	Black	16%	17%	19%	20%	22%	23%	21%	25%
			367	433	506	569	668	604	
	Women	26%	27%	28%	29%	30%	30%	30%	35%
			578	634	717	780	889	863	
Operating world-class evaluation and grant-making systems									
Completion rate of applications for NRF rating per annum		95%	99%	99.8%	100%	99.8%	99.8%	95%	95%
Proportion of available grant funding expensed		64%	84%	81%	77%	84%	78%	90%	100%
Providing cutting-edge research, technology and innovation platforms									
Peer-reviewed journal articles (ISI and others) authored or co-authored by National Research Facility researchers		180	181	220	233	271	305	250	250
Contributing to a vibrant national innovation system									
Doctoral students supported		1 370	1 384	1 937	1 979	2 031	2 265	2 665	2 000
PhD's per million of the population		26.0	27.9	28.4	31.2	35.9	Available end of 2014	32.5	35.0

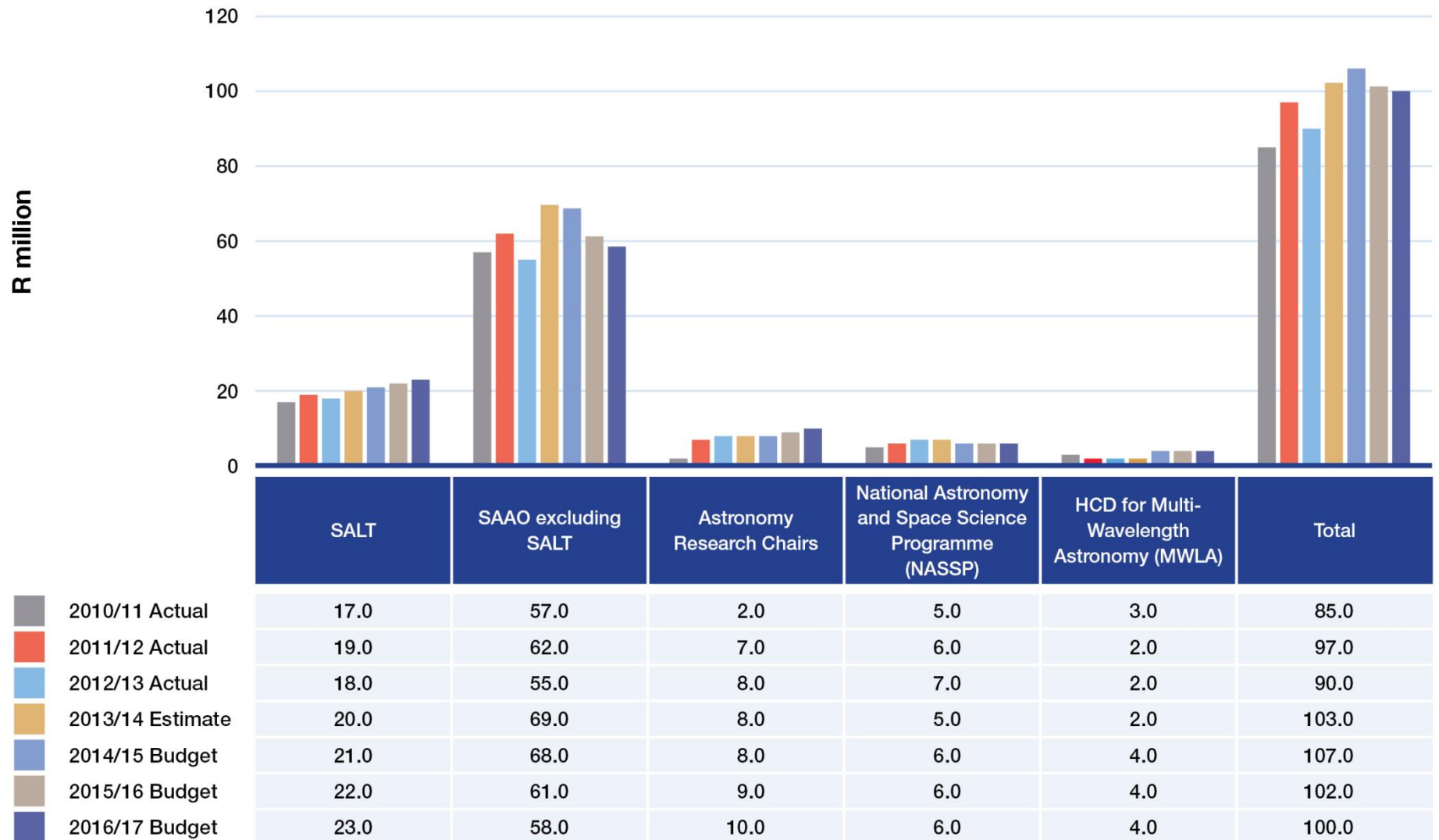
# NRF Investments: DST 10 year Innovation Plan (Grand Challenges)



# NRF Investments: NRDS (Knowledge and Areas of Geographic Advantage)

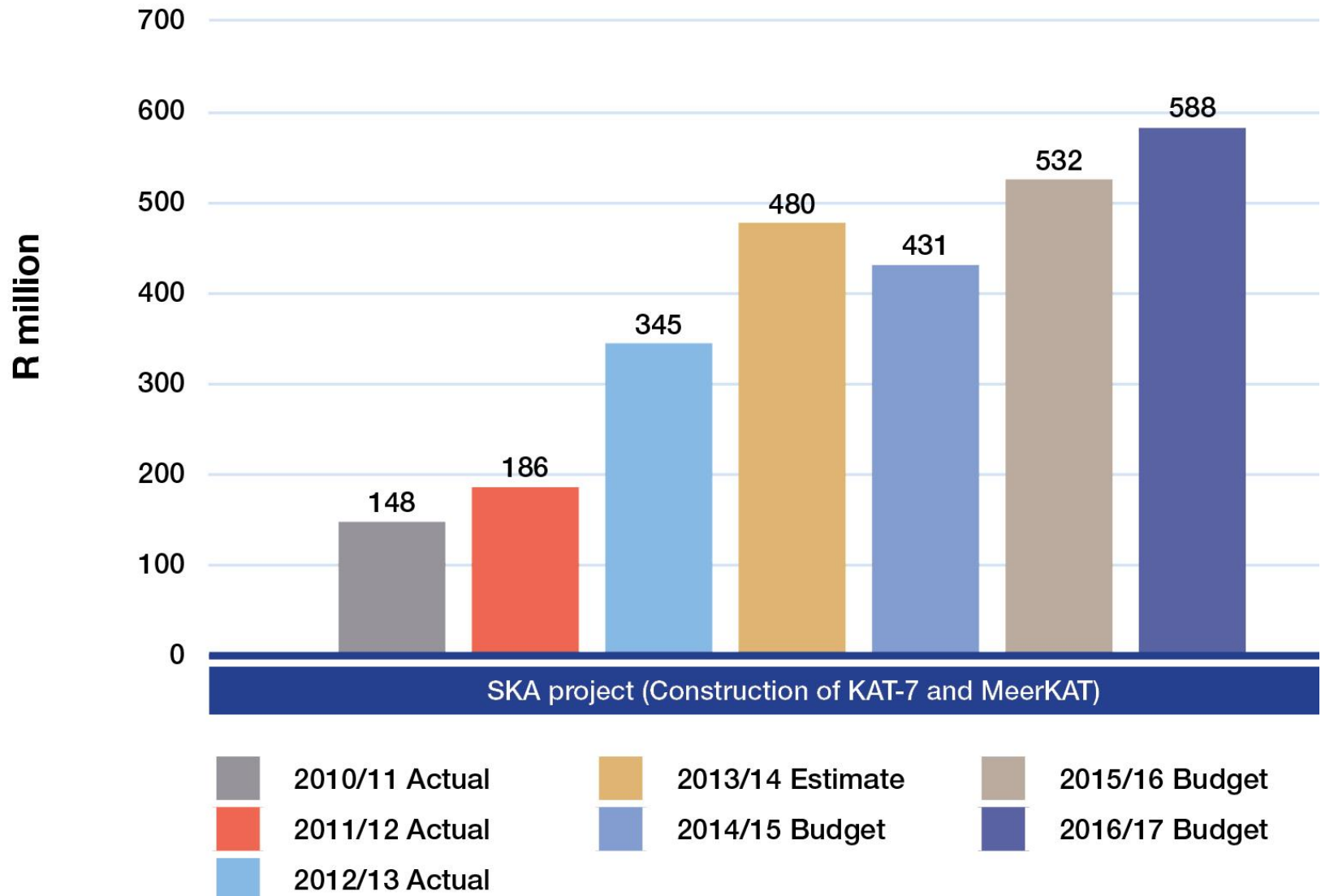


# NRF Investments: NRDS (Knowledge and Areas of Geographic Advantage)

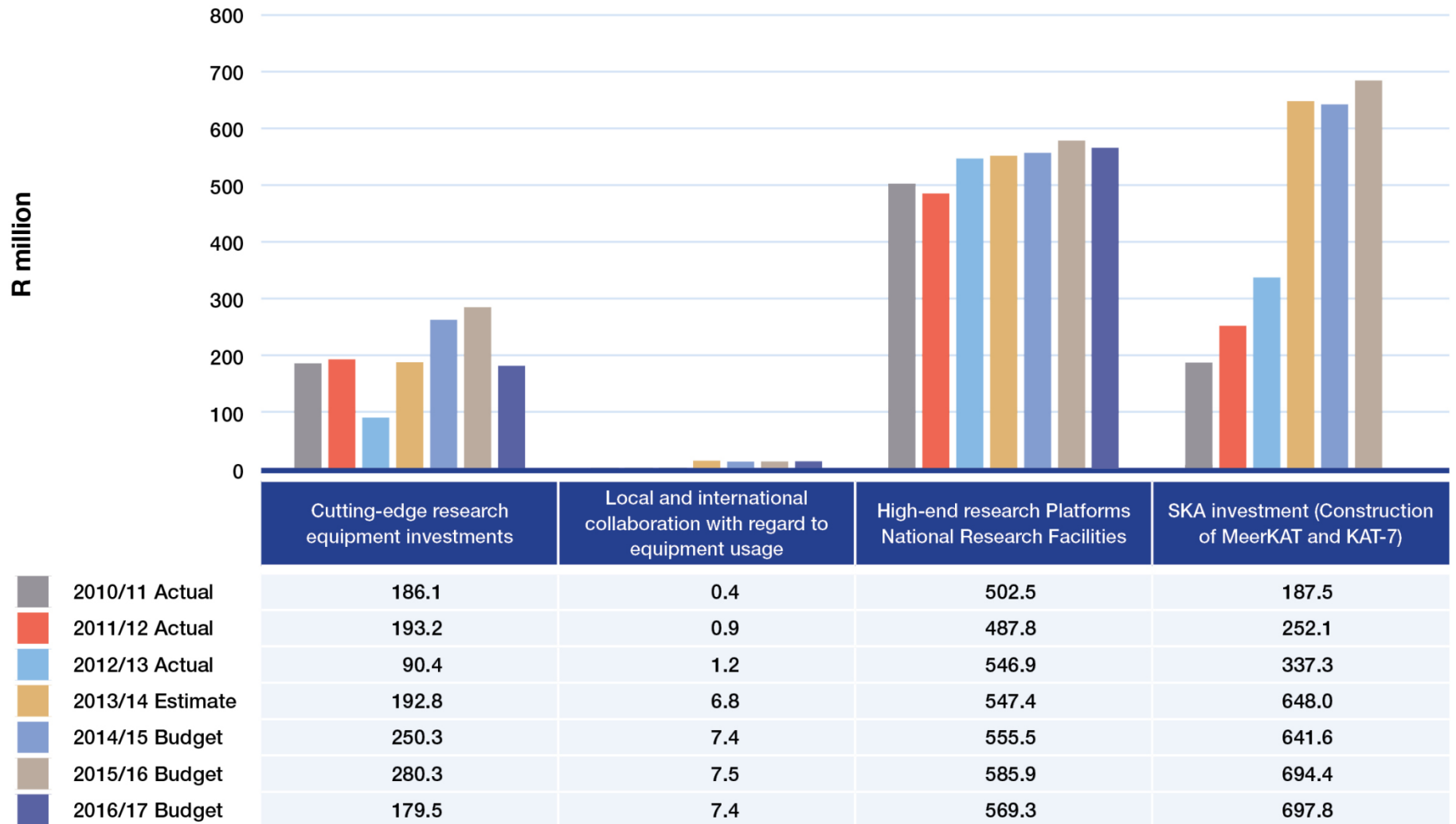




# NRF Investments: NRDS (Knowledge and Areas of Geographic Advantage)

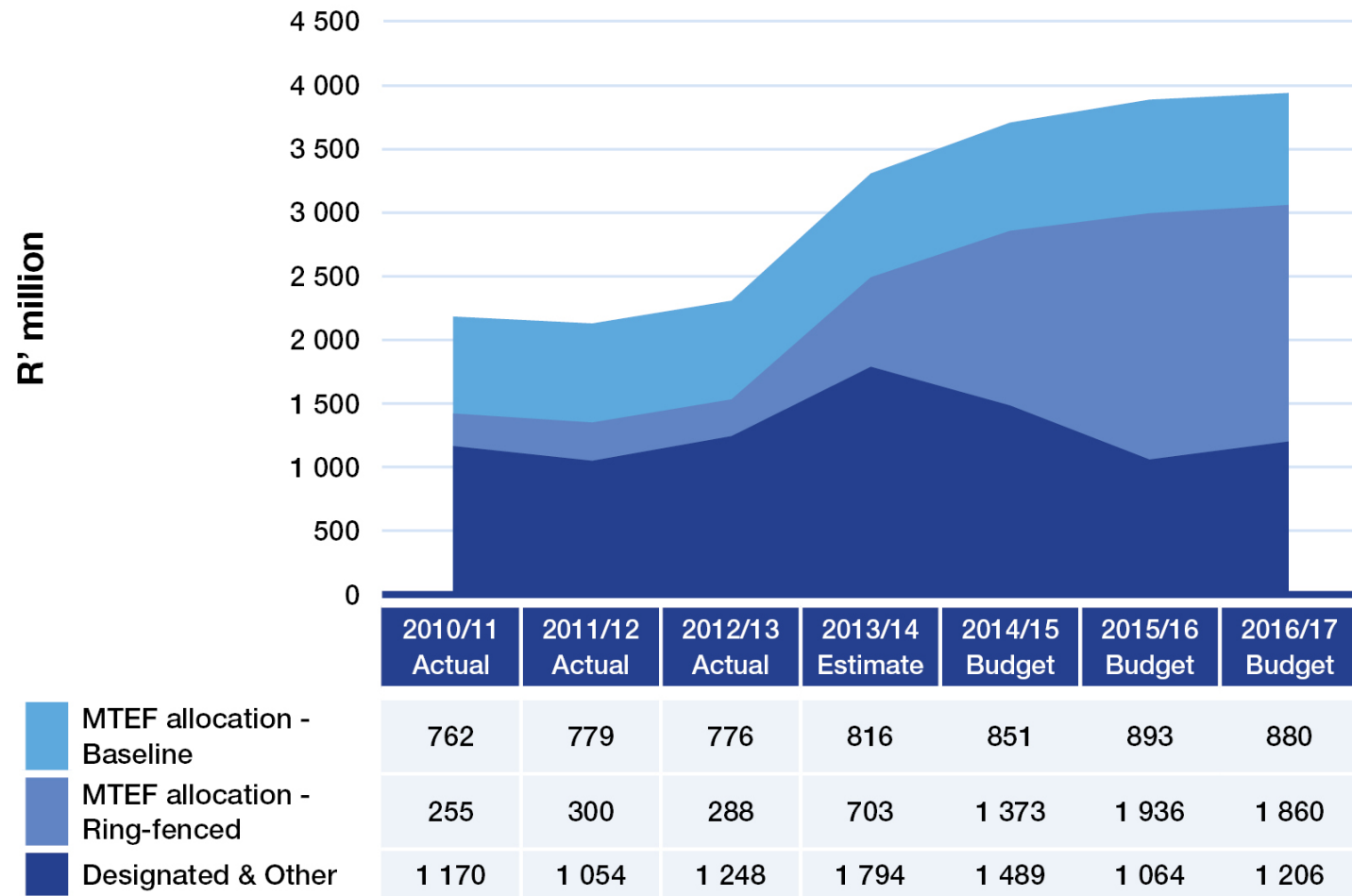


# Investment in Equipment and Infrastructure



# NRF Sources of Income

## 2014/15 to 2016/17

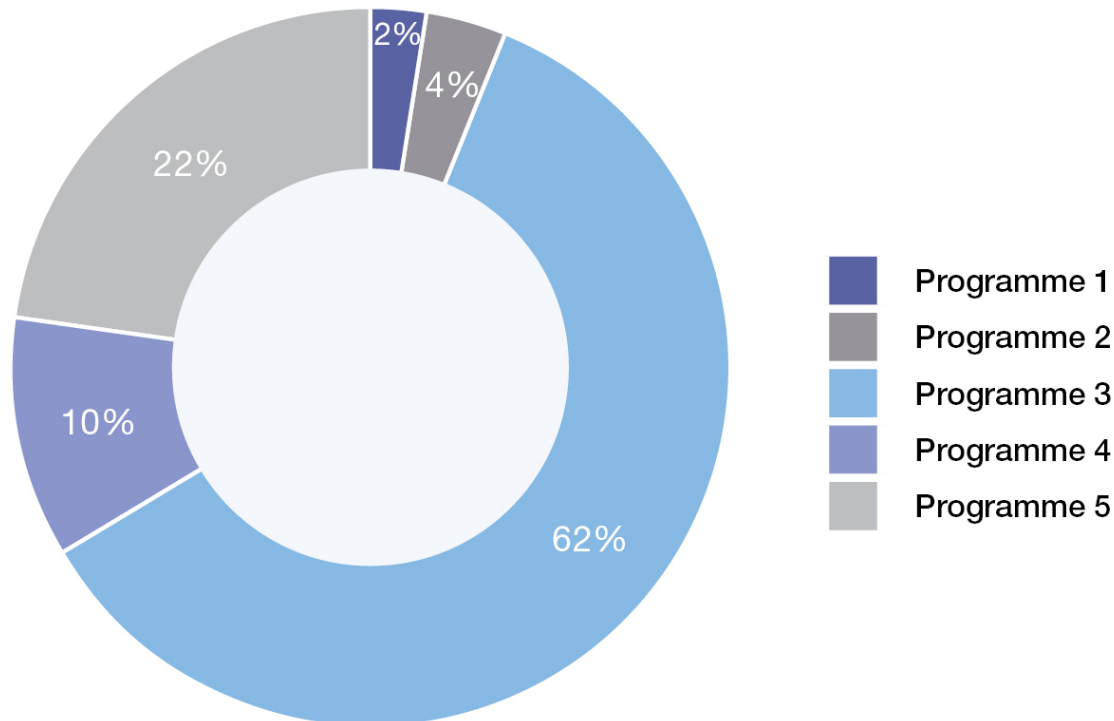


# The NRF Programmes



National  
Research  
Foundation

PROGRAMME 1	PROGRAMME 2	PROGRAMME 3	PROGRAMME 4	PROGRAMME 5
CORPORATE	SCIENCE ENGAGEMENT	RESEARCH AND INNOVATION SUPPORT AND ADVANCEMENT (RISA)	NATIONAL RESEARCH FACILITIES – NUCLEAR, BIODIVERSITY, ENVIRONMENTAL & CONSERVATION SCIENCES	NATIONAL RESEARCH FACILITIES – ASTRO GEOSCIENCES



The recent cost containment instructions from National Treasury are being implemented and policies are being updated.

- Leverage economies of scale by negotiating rates with suppliers
- Video conferencing to reduce travel costs and improve connectivity
- Implementation of the staff plan is in progress
- 5-year review recommendations have been implemented
- Student tracking system is being implemented
- RISA Renewal is on track with pilot studies in progress
- National Facilities' sustainability plans, e.g. NZG, SAIAB, SAAO, SAEON





## OBJECTIVES

2014/15 OBJECTIVES		DESCRIPTION	BUDGET (R million)			
			2013/14	2014/15	2015/16	2016/17
1.	Provide and maintain effective, efficient and transparent systems of administration	The programme will: <ul style="list-style-type: none"> <li>Provide an enabling system of administration for the NRF to ensure that appropriate and relevant policies, procedures and systems exist to enable delivery of the organisational mandate.</li> </ul>	96	100	102	86
2.	Ensure compliance with applicable laws, standards, codes of best practice and non-binding rules	The system of legislation, regulatory frameworks and guidelines that make up the compliance environment must be clearly mapped and incorporated into the standard business processes to ensure transparency, accountability and compliance.				
3.	Cost effective administration	Optimised business processes to ensure efficient and optimal use of resources, thereby keeping overheads as low as possible.				
4.	Corporate Relations	<ul style="list-style-type: none"> <li>Building the NRF brand</li> <li>Positioning the NRF nationally and internationally</li> <li>Building stakeholder partnerships</li> </ul>				
<b>Total</b>			<b>96</b>	<b>100</b>	<b>102</b>	<b>86</b>

## KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR			Actual	Estimated	Target		
			2012/13	2013/14	2014/15	2015/16	2016/17
1.	Unqualified external audit report with no significant issues	Yes	Yes	Yes	Yes	Yes	Yes
		No					
2.	Proportion of South Africans from designated groups in senior management, management and senior supervisory and technical/ professional skill levels	Black	60%	60%	60%	61%	61%
		Women	41%	43%	44%	45%	45%
3.	Customer/reputation surveys		Not measured	Not measured	65%	70%	75%
4.	Total NRF overheads: calculated as a percentage of total expenditure		8.7%	<10%	<10%	<10%	<10%
5.	Corporate overheads: calculated as a percentage of total expenditure		1.5%	<3%	<3%	<3%	<3%

Over the next 3 months and an beyond:

- Finalise the conceptualisation and commence change management in preparation of the launch of the new IPMS (Performance Management) framework;
- Continued drive to adequately capacitate the Corporate office;
- Renewed focus on the management of overheads;
  - Engagement with PURCO to tap into their contracts and systems
- Bolster the business intelligence environment through the roll out of the BIS, investigation into RIMS synergies and the roll out of ERDMS



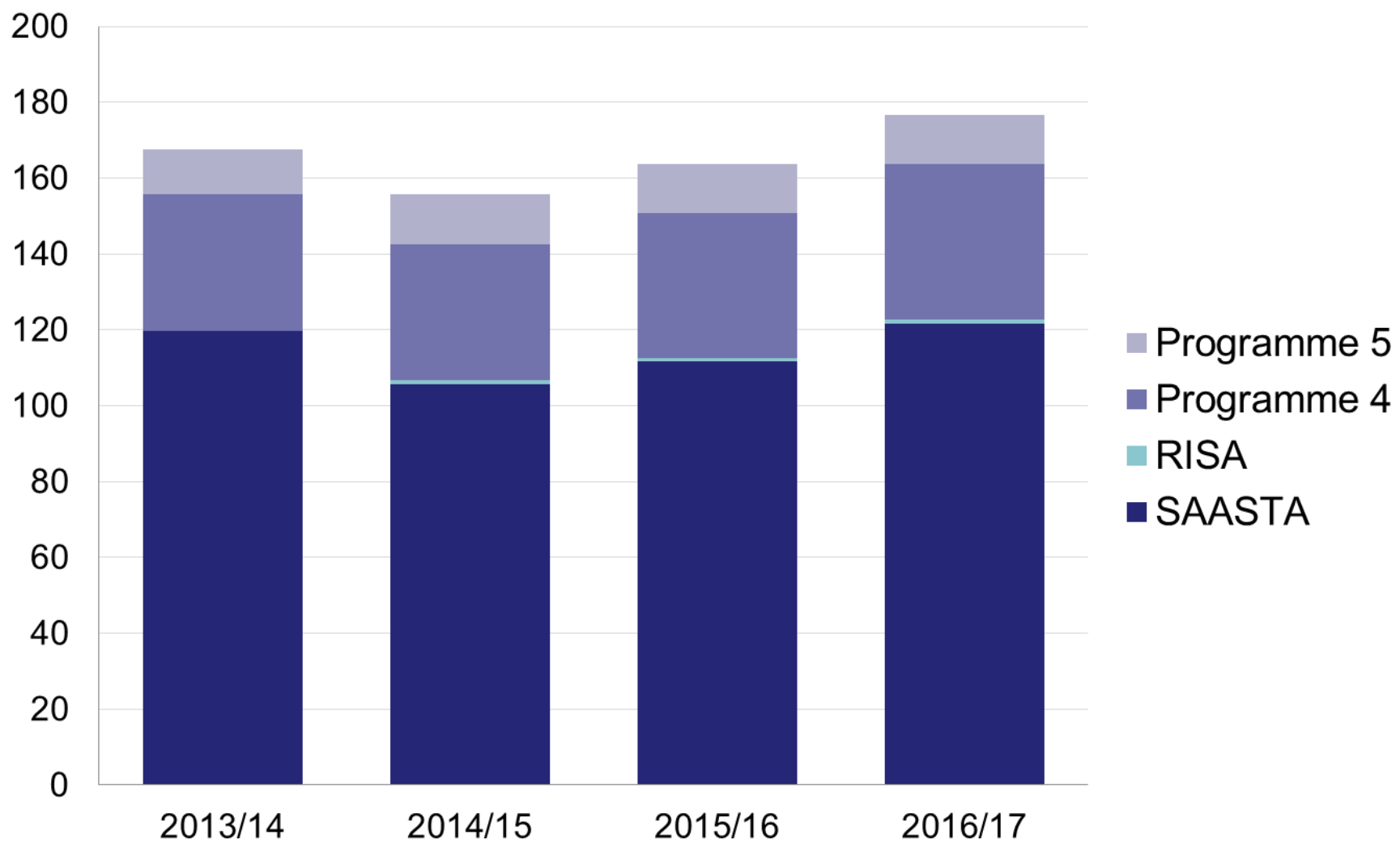




# NRF Programme 2: Science Engagement

2014/15 OBJECTIVES		DESCRIPTION	BUDGET (R million)			
			2013/14	2014/15	2015/16	2016/17
1.	Science Education	<ul style="list-style-type: none"> <li>Improving learner and educator participation in SET-based programmes</li> <li>Increasing learner exposure to SET-based careers</li> </ul>	54	35	39	40
2.	Science Engagement	<ul style="list-style-type: none"> <li>Stimulating the communication of SET to public audiences</li> <li>Provision of public access to relevant scientific and technological information</li> </ul>	30	26	27	29
3.	Science Communication	<ul style="list-style-type: none"> <li>Increasing the quality and quantity of science reporting with regard to print and broadcast media</li> <li>Developing communications media suitable for target audiences</li> <li>Effective profiling of NRF researchers and scientists</li> <li>Building capacity amongst science communication practitioners</li> </ul>	26	34	34	38
4.	Human Capacity Development	The development of human capital in order to: <ul style="list-style-type: none"> <li>Drive research strategy; and</li> <li>Meet the transformation objective of the National System of Innovation.</li> </ul>	0.34	0.37	0.37	0.37
5.	Internationalisation and Mobility	Facilitating national and international research partnership networks	0.27	0.24	0.27	0.27
6.	Support	Providing world class administrative and strategic support to meet business objectives of the program	9	10	11	14
7.	Science Engagement Programme 3	Promoting science awareness	0	1	1	1
8.	Science Engagement Programme 4	Promoting science awareness	36	36	38	41
9.	Science Engagement Programme 5	Promoting science awareness	12	13	13	13
<b>TOTAL</b>			<b>168</b>	<b>156</b>	<b>164</b>	<b>177</b>

# Science Engagement Funding



Over the next 3 months and beyond:

- Focus on the RISA Integration
- NRF Stakeholder surveys
- Mzansi for Science Campaign [production phase]
- Science in Society Lecture Series with DST/NRF CoEs
- 50th Anniversary of the National Science Olympiad and special book launch – 10 July 2014
- National Science Week rollout: 4-9 August 2014 and launch – 02 August 2014
- Science Engagement Framework - implementation plans

- Consolidation and preparation for the implementation phase of an approved science engagement strategy;
- Roll out of the Accreditation of Science Centers across the national network;
- Improved science engagement coordination across NRF – RISA science engagement implementation;
- Celebration of the 50<sup>th</sup> year of the National Science Olympiad;
- Hosting of the 3rd African Science Communication Conference; and
- Ongoing efforts for revitalisation of the Johannesburg Observatory complex.

The National Research Facilities will continue to invest in Science Engagement activities through:

- Targeted workshops and activities for learners such as, the Summer School for Grade 11 learners (iThemba LABS), Science competitions and Science camps;
- Annual undergraduate conferences where students using the national facility platforms have an opportunity to present their research;
- Workshops, winter schools and science activities for learners in the Northern Cape (hosted by the SAAO and SKA SA); and
- The development of a public lecture series (iThemba LABS).





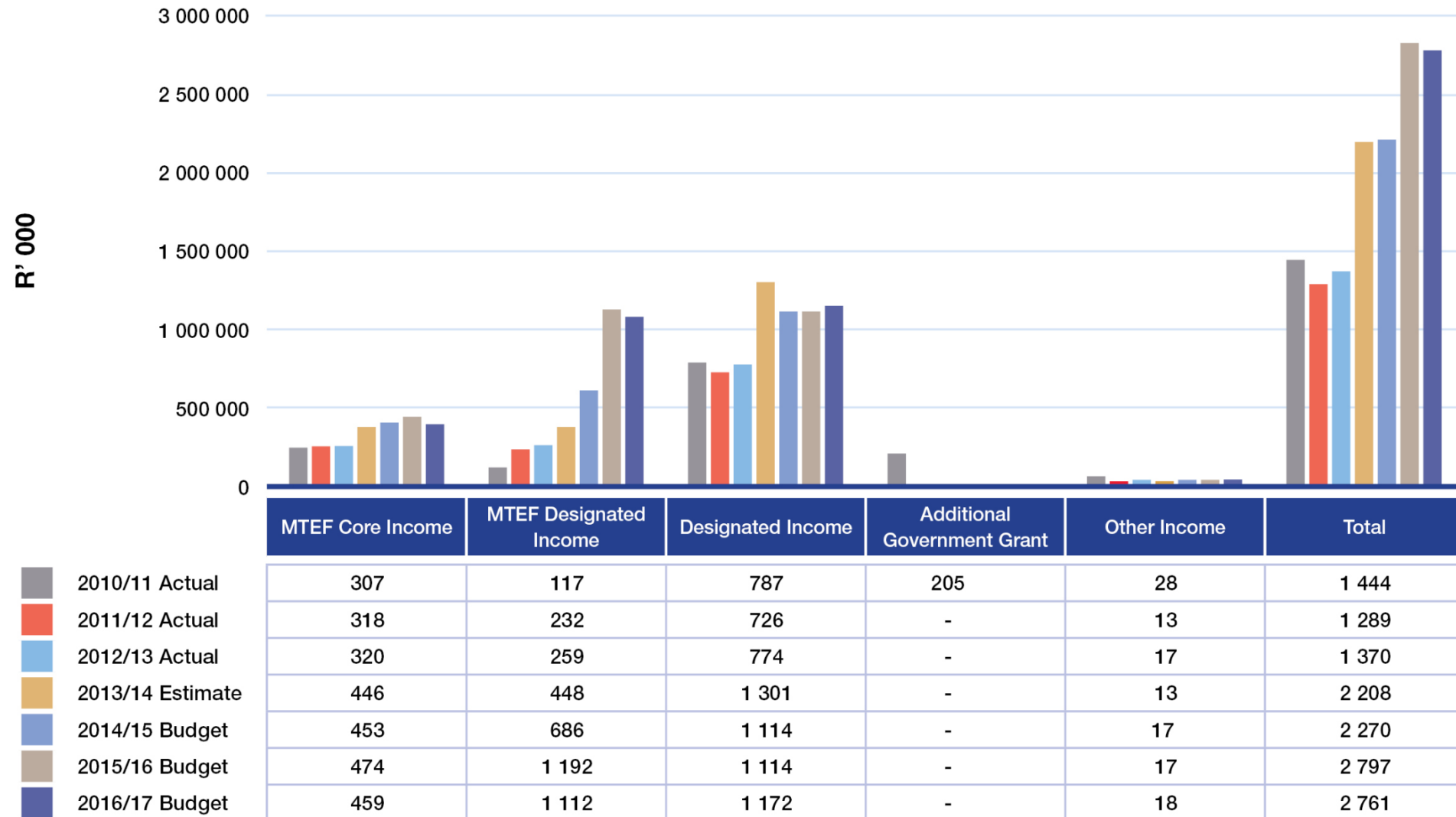
## OBJECTIVES

2014/15 OBJECTIVES		DESCRIPTION	BUDGET (R million)			
			2013/14	2014/15	2015/16	2016/17
1.	Human Capacity Development	The development of human capital in order to: <ul style="list-style-type: none"> <li>• Drive research strategy; and</li> <li>• Meet the transformation objective of the National System of Innovation</li> </ul>	1 222	1 261	1 491	1 588
2.	Research Infrastructure	Providing cutting edge research platforms and technology	229	278	308	208
3.	Knowledge Generation	The NRF supports knowledge generation through: <ul style="list-style-type: none"> <li>• The creation of capacity;</li> <li>• Investment in new fields of knowledge; and</li> <li>• Investment in advancing existing fields of knowledge.</li> </ul>	688	796	778	934
4.	Internationalisation and Mobility	Facilitating national and international research partnership networks	177	141	147	164
5.	Support and Administration	Providing world-class grant administration, evaluation and evaluation and rating systems to support the business objectives of the programme	73	54	59	43
<b>TOTAL</b>			<b>2 389</b>	<b>2 530</b>	<b>2 784</b>	<b>2 937</b>

## KEY PERFORMANCE INDICATORS

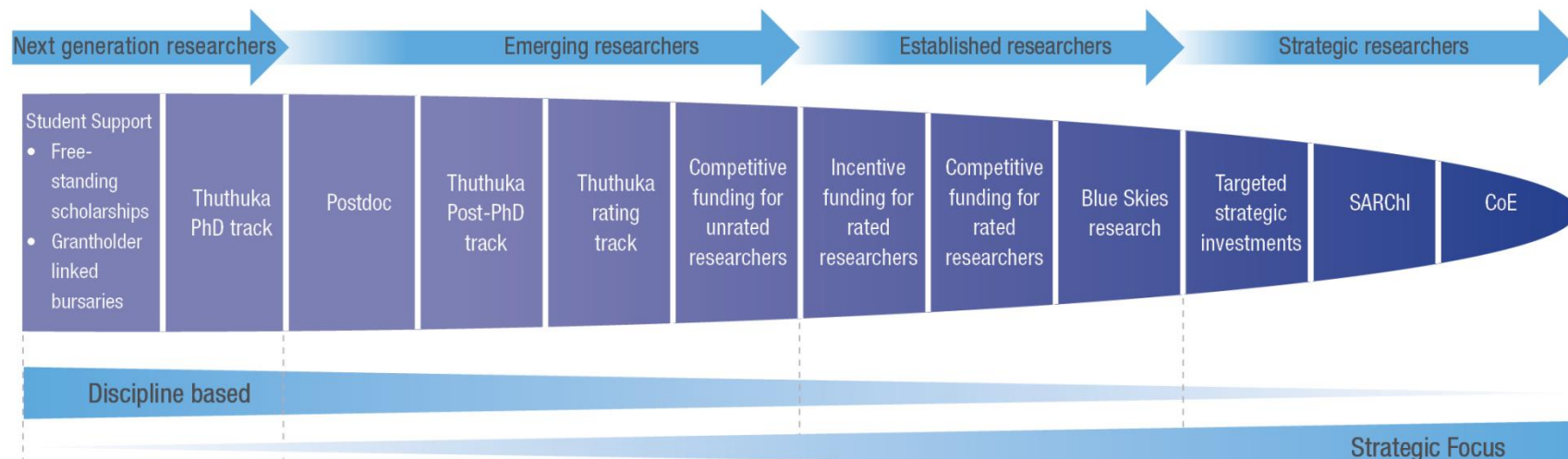
KEY PERFORMANCE INDICATOR				Actual	Estimated	Target		
				2012/13	2013/14	2014/15	2015/16	2016/17
1.	Number of ISI publications published by NRF-funded researchers			5 188	5 500	5 700	6 000	6 200
2.	Available grant funding awarded			84%	90%	90%	90%	90%
3.	Number and proportion of NRF-funded researchers from designated groups to total number of NRF-funded researchers *	Black	%	26%	31%	34%	37%	40%
			no.	790	1 185	1300	1450	1650
		Women	%	34%	41%	44%	47%	50%
			no.	1 044	1 567	1700	1850	2075
4.	Number and proportion of postgraduate students from designated groups to total NRF-funded postgraduate students *	Black	%	63%	62%	65%	68%	71%
			no.	5 541	6 914	7 400	7 850	8 150
		Woman	%	52%	51%	53%	54%	55%
			no.	4 557	5 722	6 100	6 250	6 350
5.	Total infrastructure investment (Rand)			91 516	19 225	257 672	287 758	187 074
6.	Rating applications reviewed			786	790	800	815	830
7.	Number of grant applications processed through NRF Online			5 634	6 176	7 846	8 663	8 663
8.	Number of postgraduate students from designated groups to total NRF-funded postgraduate students	Black		3 397	4 200	4 600	4 700	4 800
		Woman		2 031	2 645	2 665	2 680	2 800

# RISA Funding Summary





# Human Capacity Development Excellence Pipeline



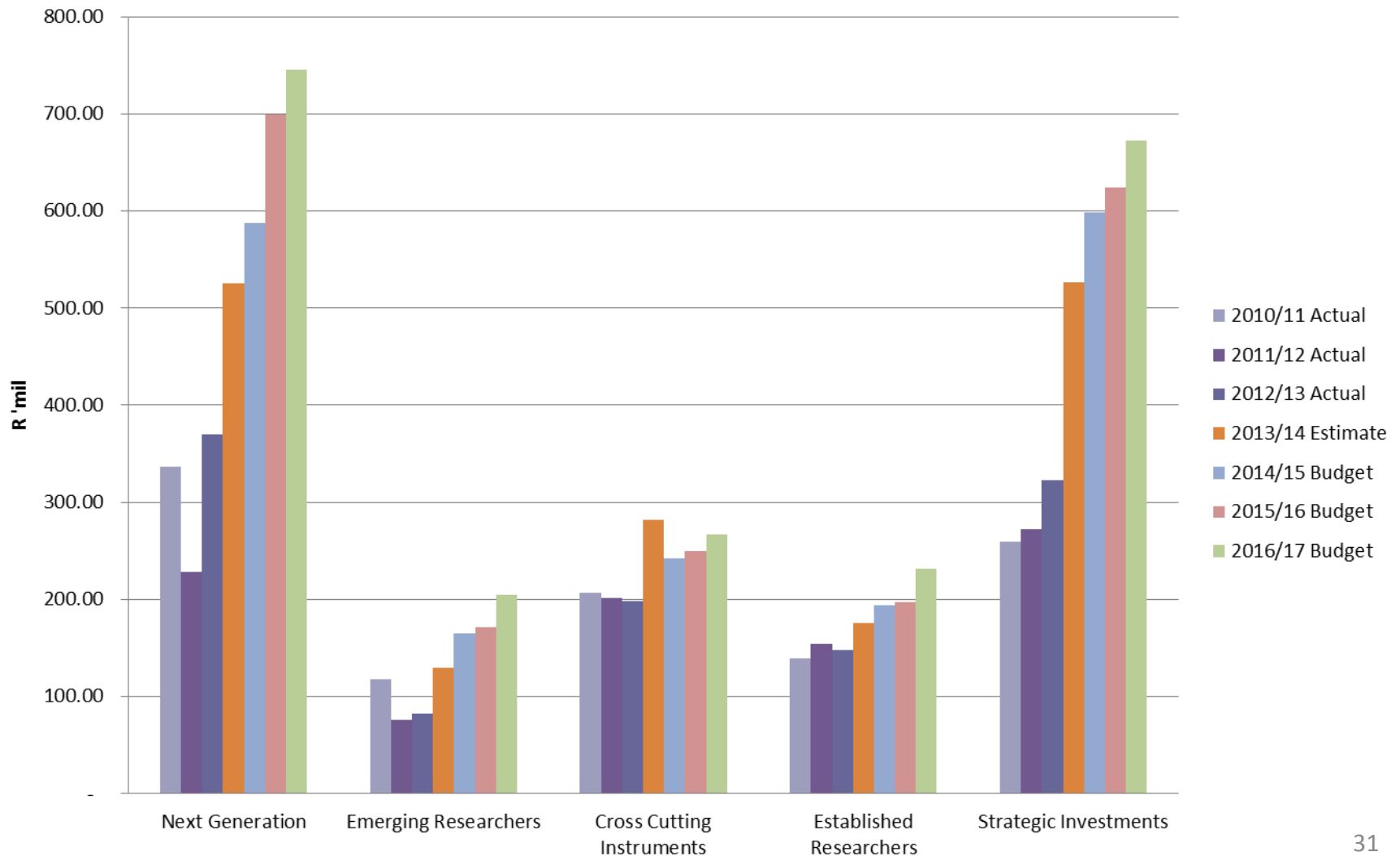
Pipeline Trend (R'million)

Year	Next Generation		Emerging				Established			Strategic investments		
	Studentship Support	Thuthuka PhD Track	Postdoc	Thuthuka Post-PhD track	Thuthuka Rating track	Competitive Funding Unrated	Incentive Funding Rated	Competitive Funding Rated	Blue Skies Research	Targeted strategic investments	SARCHI	CoE
2010/11 Actual	307.3	4.2	48.3	2.4	5.7	5.2	71.0	5.1	3.5	49.7	141.4	68.8
2011/12 Actual	222.9	5.4	39.8	6.0	6.0	5.1	83.7	14.9	8.4	44.1	156.0	72.5
2012/13 Actual	328.1	7.4	47.6	9.3	5.5	6.4	97.6	29.1	3.1	69.2	170.6	83.2
2013/14 Estimate	444.0	13.3	76.2	17.7	7.1	10.4	114.0	37.9	5.5	138.3	296.7	91.2
2014/15 Budget	436.7	18.1	96.1	24.6	8.6	22.3	110.0	62.3	11.7	100.0	354.1	144.6
2015/16 Budget	450.9	18.3	99.7	24.8	8.4	22.9	110.0	64.5	12.3	101.1	381.3	142.0
2016/17 Budget	485.8	18.4	110.7	24.7	8.4	40.0	110.0	99.7	11.7	104.6	407.3	160.5

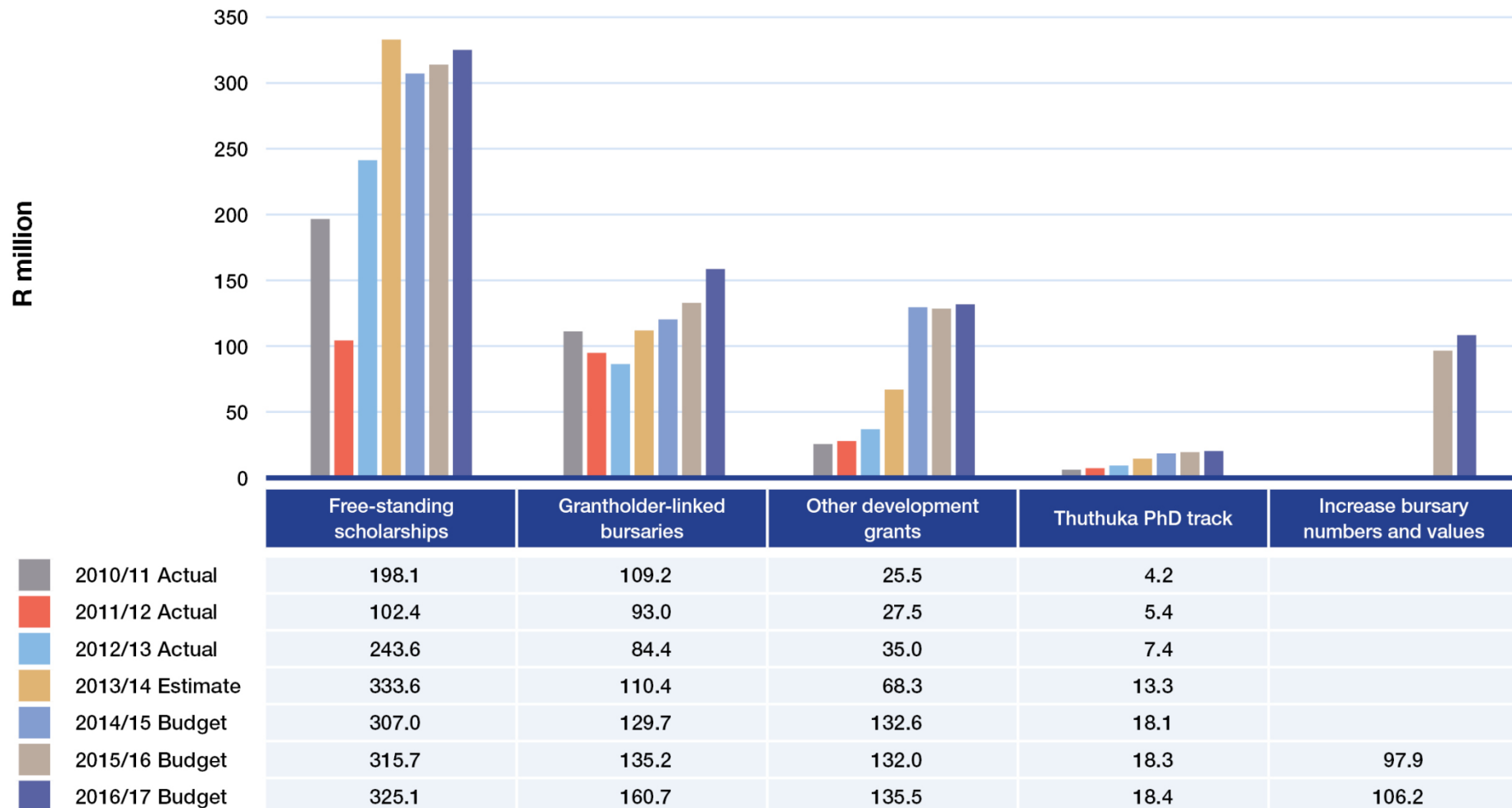
# Human Capacity Development Excellence Pipeline - Investment



National  
Research  
Foundation

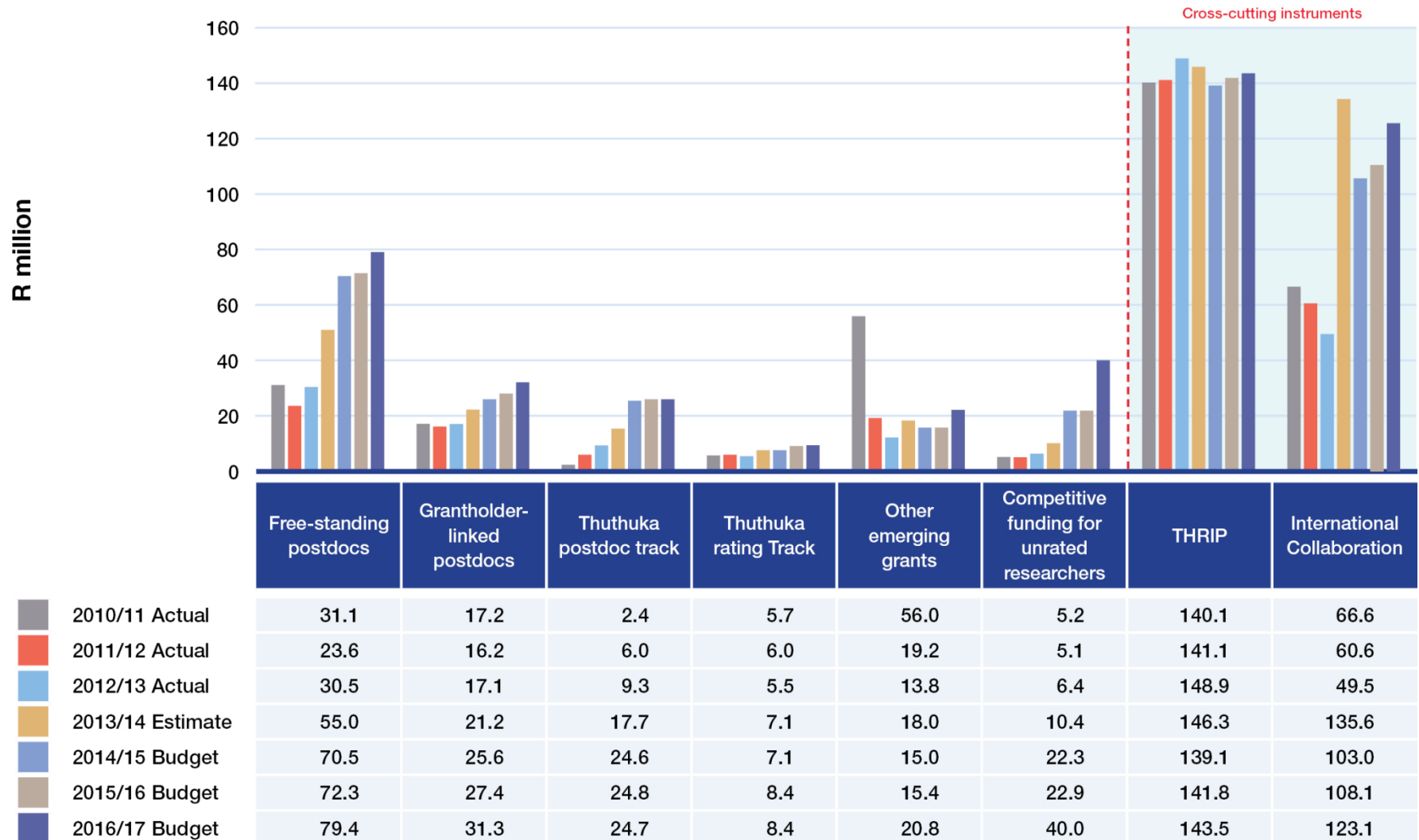


# Next Generation Researchers

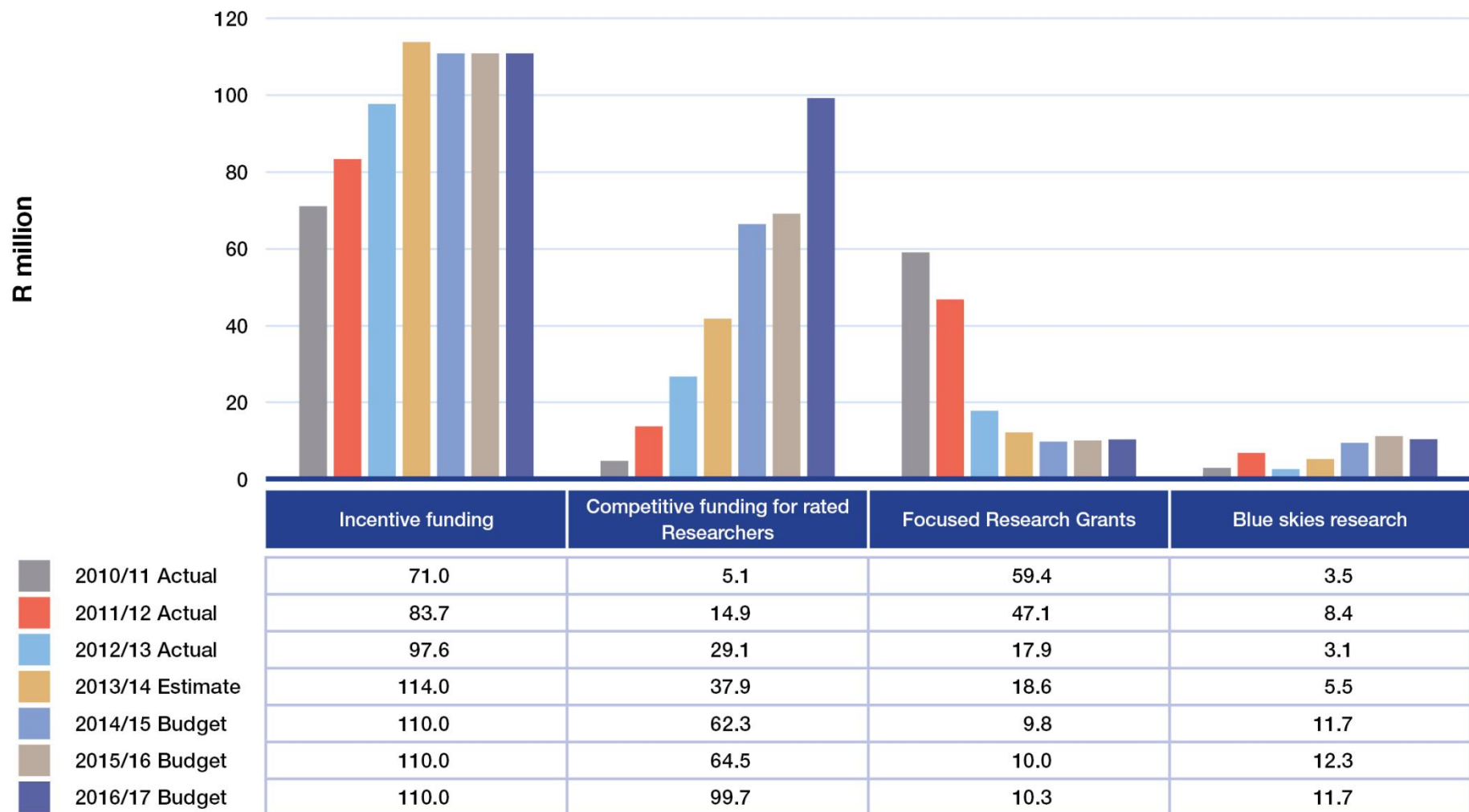




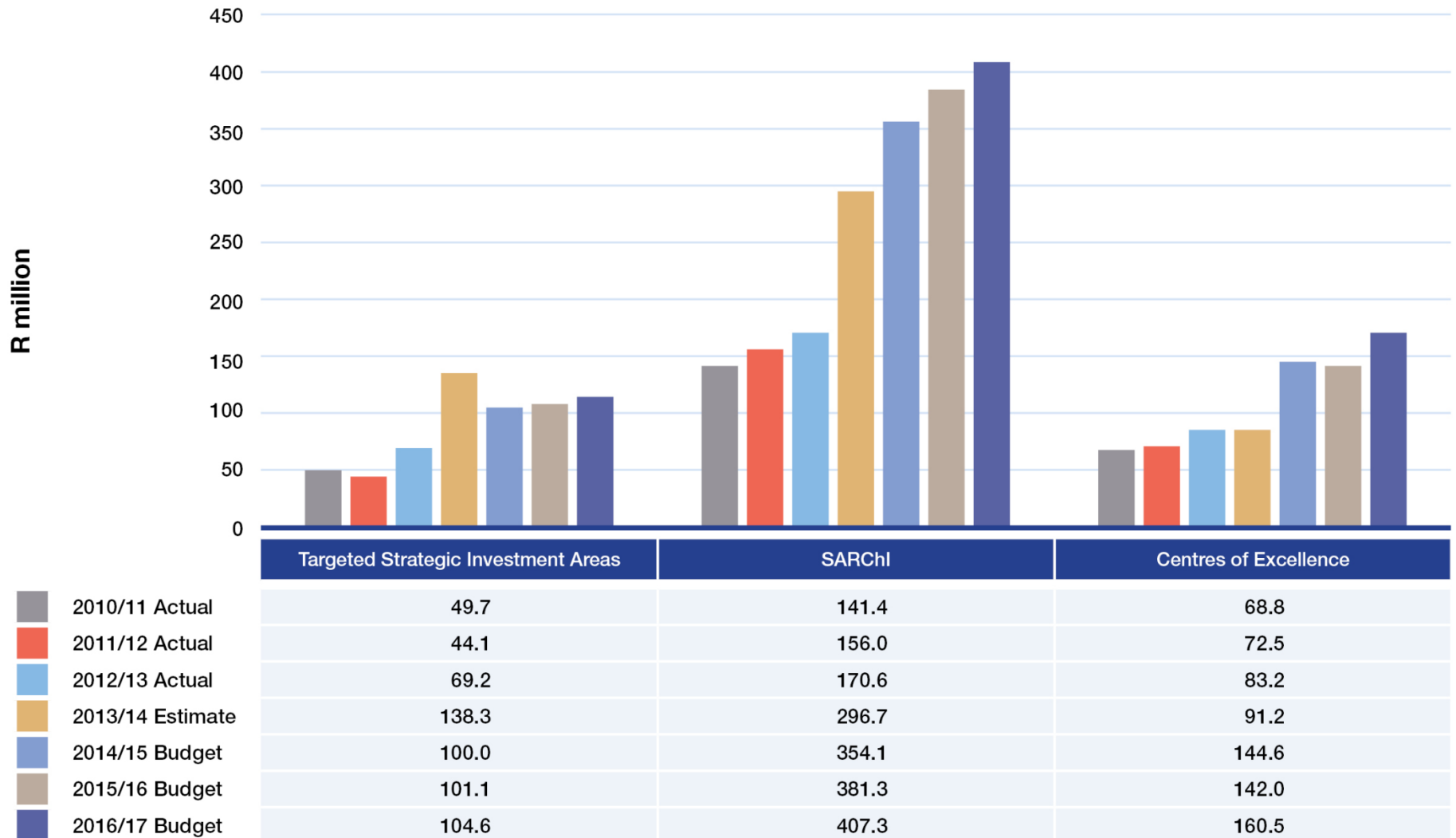
# Emerging Researchers and Cross Cutting Investments



# Established Researchers



# Strategic Investments



## South African Research Chairs Programme

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Number of operating Research Chairs	34	69	69	77	74	90
Female	40 (36%)	150 (45%)	202 (47%)	222 (43%)	256 (49%)	223 (49%)
Male	68 (62%)	183 (55%)	230 (53%)	299 (57%)	266 (51%)	236 (51%)
Not specified	2 (2%)	-	-	-	-	-
	201	147	154	172		
Black	52 (47%)	192 (58%)	231 (53%)	295 (57%)	299 (57%)	265 (58%)
White	55 (50%)	140 (42%)	197 (46%)	223 (43%)	220 (42%)	194 (42%)
Not specified	3 (3%)	1 (0%)	4 (1%)	3 (1%)	3 (1%)	0
<b>Total</b>	<b>110 (100%)</b>	<b>333 (100%)</b>	<b>432 (100%)</b>	<b>521 (100%)</b>	<b>522 (100%)</b>	<b>459 (100%)</b>

## Centres of Excellence

CoE Outputs	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Postgraduate students supported	395	401	418	476	492	652
Female students	170	192	199	239	257	284
Black students	211	206	229	243	240	341

Over the next 3 months and beyond:

- There is a need to continue feeding the entire research ecosystem on a balanced basis through the investment in next generation, emerging researchers, established researchers;
- Special emphasis on excellence and needs-based bursary allocations with the continued student support adhering to Ministerial Guidelines (targets for African students, foreign students and students with disabilities);
- Continued focus on roll out of the new Centres of Excellence (CoEs);
- Continued prioritisation of SARChI . The Communities of Practice (CoPs) Research Chairs were established with the first chair dealing with “Poverty and inequality” which has a direct link to the National Planning Commission;
- Launch the new Research Career Advancement Fellowships (RCAF) for emerging researchers.







## OBJECTIVES

2014/15 OBJECTIVES		DESCRIPTION	BUDGET (R million)			
			2013/14	2014/15	2015/16	2016/17
1.	Human capacity development	Development of human capital in order to: <ul style="list-style-type: none"> <li>• Drive the research strategy; and</li> <li>• Meet the transformation objective of the NSI.</li> </ul>	6	5	5	5
2.	Research infrastructure	Providing cutting-edge research platforms and technology	135	128	154	134
3.	Knowledge generation	Support for knowledge generation through: <ul style="list-style-type: none"> <li>• Investment in new fields of knowledge; and</li> <li>• Investment to advance existing fields of knowledge.</li> </ul>	116	118	119	123
4.	Internationalisation and mobility	Facilitating national and international research partnership networks.	14	11	11	0.43
5.	Retail opportunities	Retail operations within the facility (kiosks, etc)	10	12	12	13
6.	Support and administration	Providing efficient operational, management and business system support.	126	130	136	144
<b>Total</b>			<b>407</b>	<b>404</b>	<b>437</b>	<b>419</b>

# NRF Programme 4: National Research Facilities



## KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR			Actual	Estimated	Target		
			2012/13	2013/14	2014/15	2015/16	2016/17
1.	Number of ISI publications emanating from the facilities		157	160	170	180	190
2.	Platform provisioning (R'000)	New infra-structure (CAPEX) and Repairs	39,221	63,569	44,266	75,673	55,231
		Number of platform users	957	1,041	1,060	1,112	1,164
3.	Number of students supervised by facility staff	Total	195	201	227	237	247
		Black	56%	56%	56%	57%	57%
		Women	37%	37%	37%	38%	39%
4.	Number of students using the facilities for their degree purpose	Honours	38	39	42	45	47
		Masters	138	144	214	220	227
		Doctoral	96	102	115	121	125
5.	Proportion of South Africans from designated groups in management and senior supervisory levels	Total	289	294	299	304	310
		Black	52%	53%	54%	55%	56%
		Women	30%	30%	31%	32%	32%
6.	Number of joint international agreements		46	51	57	60	62
7.	Targeted science engagement interactions	Number of learners	262 886	237 686	238 170	248 864	260 067
		Number of educators	5,135	4 835	7 223	8 332	9 441
		Public	568 969	553 980	562 462	576 300	585 550



# NRF Programme 4: Nuclear, Biodiversity, Environmental and Conservation Sciences



## INFRASTRUCTURE INVESTMENT

Expenditure Type	2012/13			2013/14			Budget		
	2013/14	Actual Expenditure	NET VAR.	Budget	Latest Projection	NET VAR.	2014/15	2015/16	2016/17
Capital	28.8	29.1	(0.2)	20.7	45.7	(24.9)	43.3	68.1	34.7
Repairs, maintenance and upgrades	19.9	10.0	9.8	12.2	17.8	(5.5)	13.3	14.4	20.4
<b>TOTAL</b>	<b>48.8</b>	<b>39.2</b>	<b>9.5</b>	<b>32.9</b>	<b>63.5</b>	<b>(30.5)</b>	<b>57.0</b>	<b>82.5</b>	<b>55.2</b>

# NRF Programme 4: Nuclear, Biodiversity, Environmental and Conservation Sciences



Over the next 3 months and beyond:

- Implementation of AMS system at the 6 MV accelerator facility in Gauteng
- Replacement of:
  - 5.5 MV Van De Graaff accelerator with 3 MV Tandem accelerator
  - Finalisation of the particle therapy strategy for iThemba LABS
- Commercialisation of Radio-isotope production (iThemba/NECSA)
- Finalisation of the transfer of the NZG to SANBI
- Conversion of the animal Hospital into Centre for Wildlife Health Research
- Upgrade of the marine platform to include state of the art oceanography equipment
- Development of eco-physiology lab with Rhodes University and isotope lab in collaboration with IsoEnvironmental.





## OBJECTIVES

2014/15 OBJECTIVES		DESCRIPTION	BUDGET (R million)			
			2013/14	2014/15	2015/16	2016/17
1.	Human capacity development	Development of human capital in order to: <ul style="list-style-type: none"> <li>• Drive research strategy; and</li> <li>• Meet the transformation objective of the NSI.</li> </ul>	35	36	30	24
2.	Research Infrastructure	Providing cutting-edge research platforms and technology.	475	450	302	338
3.	Knowledge Generation	Support of knowledge generation through: <ul style="list-style-type: none"> <li>• The investment in new fields of knowledge; and</li> <li>• Investment to advance existing fields of knowledge.</li> </ul>	53	67	62	65
4.	Internationalisation and mobility	Facilitating national and international research partnership networks.	45	265	345	291
6.	Support and administration	Providing efficient operational, management and business system support.	109	86	113	116
Total			717	904	852	833

## KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR			Actual	Estimated	Target		
			2012/13	2013/14	2014/15	2015/16	2016/17
1.	Number of ISI publications emanating from the facilities		110	115	125	130	140
2.	Platform provisioning (R'000)	New infrastructure (CAPEX) and repairs	224,665	457,134	432,468	293,431	316,571
3.	Number of students supervised by facility staff	Total	57	57	60	70	80
		Black	44%	44%	45%	48%	48%
		Women	19%	19%	22%	24%	26%
4.	Number of students using the facilities for their degree purpose.	Honours	38	39	45	57	57
		Masters	28	30	34	38	42
		Doctoral	20	20	22	24	26
5.	Proportion of South Africans from designated groups in management and senior supervisory levels	Total	142	169	173	178	183
		Black	45%	45%	46%	47%	48%
		Women	22%	23%	23%	24%	25%
6.	Number of joint international agreements		25	25	25	25	25
7.	Targeted science engagement interactions	Number of learners	78 044	65 500	69 475	72 737	75 617
		Number of educators	3 496	4 950	4 899	5 20	5 351
		Public	23 645	19 200	18 805	19 732	20 681

## INFRASTRUCTURE INVESTMENT

Expenditure Type	2012/13			2013/14			Budget		
	2013/14	Actual expenditure	NET VAR.	Budget	Latest projection	NET VAR.	2014/15	2015/16	2016/17
Capital	489.6	203.1	286.4	303.1	451.5	(148.3)	453.0	288.7	311.8
Repairs and maintenance	216.7	21.4	0.18	18.1	5.5	12.5	4.7	4.6	4.7
<b>TOTAL</b>	<b>511.2</b>	<b>224.6</b>	<b>286.6</b>	<b>321.2</b>	<b>457.1</b>	<b>(135.8)</b>	<b>457.7</b>	<b>293.4</b>	<b>316.5</b>

The investments are dominated by the SKA SA, the scheduled MeerKAT and the commencement of the infrastructure projects for SKA Phase I.



# Programme 5: The Astronomy Sub Agency

Over the next 3 months and beyond:

- Catch up the backlog with MeerKAT Construction;
- Conversion of dishes for Ghana and Mozambique;
- Construction of a VLBI 2010 antenna system at HartRAO;
- Funding for a 4-m class optical telescope is being pursued;
- New 1.0-m telescope to replace the 0.5-m and 0.75-m telescopes;
- Active participation in the SA Gravity Wave Astronomy (GWA) project;



- Programme 1
  - Constant fluxes in compliance and reporting environments in the public sector have resulted in an increased cost of doing business;
  - Expansion of the Pretoria NRF Office is necessary.
- Programme 2
  - The NRF Act does not explicitly include science advancement – strengthened;
  - The budget limitation of SAASTA and for science advancement in total, limits the coverage of science communication and engagement, especially for rural and disadvantaged communities.

- Programme 3
  - The anticipated growth in funding for Human Capital developments is welcomed;
  - We do need to ensure we maintain a balanced portfolio of investment to develop a healthy research ecosystem;
  - The future of the SANAP programme is still unresolved;
  - RIMS funding not yet out of the woods.
- Programmes 4 & 5
  - Transferring the NZG to SANBI
  - Refocussing the National Facilities on their respective science plans is a priority
  - Rolling out the first year of operations for the Astronomy sub-agency
    - Advisory Council
    - Deputy CEO

- The NSI should continue to strive for the 1.5% of GDP investment in R&D to ensure global competitiveness;
- The outsourcing of non-critical functions will be pursued (radio-isotope production and radio-therapy);
- Shedding all long-term lease agreements, especially for office space;
- NZG transfer to be effected;
- “Mzansi for Science” offers an important impact opportunity for the NSI;
- Appropriate cost containment measures to be implemented;
- New NRF Board should be in place by October 2014.

- The NRF is appreciative of the close collaborative relationship that is developing between the DST and the NRF;
- Incremental growth in funding is encouraging, not yet optimal
- The NRF will embark on a consultation exercise with the Higher Education sector in the run-up to the new strategic plan to replace “Vision 2015” during 2014;
- Unsustainable MTEF baseline funding (< 5%) still a concern;
- The NRF Board has requested the NRF to expand its strategic capabilities over the next few years.

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