

SAMRC ANNUAL PERFORMANCE PLAN: 2021 - 2022

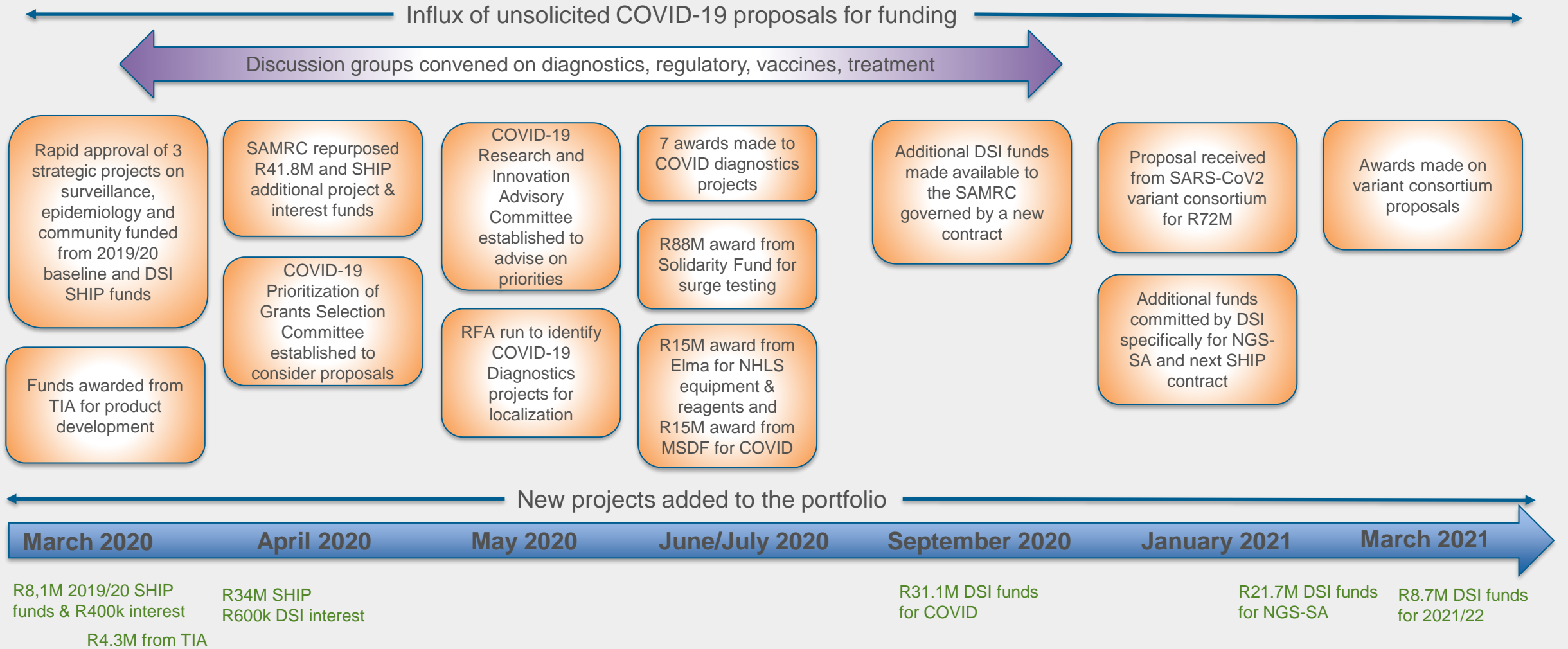
SCOPE

RESPONSE TO COVID-19 IN SOUTH AFRICA

- Part A: SAMRC Mandate 2020 – 2025
- Part B: SAMRC Strategic Focus
- Part C: Key Achievements & Highlights
- Part D: Measuring SAMRC Performance 2020/21

RESPONSE TO COVID-19 IN SOUTH AFRICA

SAMRC-DSI RESPONSE TO COVID



SUMMARY OF COVID-19 FUNDS

Funding Source	Amount	Number of projects supported*
Total SAMRC baseline funds 2019/20	R9M	2
Total SAMRC baseline funds 2020/21	R51.4M	Around 20 projects
Total SHIP funds repurposed 2019/20	R8.5M	2
Total SHIP funds repurposed 2020/21	R34.6M	Around 20 projects
Additional DSI funds provided 2020/21	R31.1M	9 projects
TIA funds 2019/20	R4.3M	7 projects co-funded with SHIP
<i>Additional DSI funds committed for NGS-SA</i>	<i>R21.7M</i>	<i>1</i>
<i>Additional DSI funds to be committed for 2021/22</i>	<i>R8.7M</i>	<i>Not yet allocated</i>
Additional funds from other sources (Solidarity Fund, Elma, MSDF)	R128M	5
Total Funds for COVID to March 2021	R262.6M	Total projects funded: 50
Total SAMRC Contribution	R60.4M	Of which around 30 are DSI funded
Total DSI/SHIP Contribution (to March 2021)	R74.2M	
Total Additional DSI Funds (2021/22)	R30.4M	

*Some projects are double-counted as they are funded from >1 source

**Excludes Sisonke funding raised – R240M

Total funds available for new projects once committed by DSI: R15.58M
 4-5 projects under consideration
 New 2021/22 baseline funds to be motivated



UPDATE ON SURGE TESTING (SOLIDARITY FUND)

- Award of R88M to conduct 158,678 tests
- 38,638 tests conducted from June 2020 in 7 labs
- 96.7% of tests were conducted in TAT of 48 hours or less
- Surge testing largely ceased in September 2020, except for 1 week of testing by 2 labs in Jan 2021 - due to:
 - Reduced overall demand for testing
 - Lack of demand from NHLS (increased own capacity)
 - Regulation 178: NDoH revised minimum guidelines for COVID-19 testing - all labs had to undergo the registration and auditing process facilitated between NHLS and NDoH – 7 labs received approval but no HDIs as yet
- SAMRC built infrastructure capacity at 3 HDIs (UniVEN; SMU; WSU) but they never conducted testing as a result of not receiving R178 approval
- HDI funds also used to fund additional research grants at Univen and WSU for COVID-related projects that will utilize the new infrastructure, including support for wastewater surveillance
- March 2021 – SF reallocated the remaining funds at the SAMRC (R21.2M) + additional R28.8M from remaining allocation to Sisonke study – total R50M

RESPONSE TO COVID-19 IN SOUTH AFRICA

Projects

- Investigating the link and impact of COVID-19 to GBV, mental health, and livelihoods amongst selected population groups
- Sexual and Reproductive Health and Rights of Young Women in eThekweni
- Proposed study on Femicide and child homicide and COVID-19 in SA
- Community stakeholder knowledge, perceptions, beliefs, behavior and responses to COVID-19 in South Africa
- Prevalence, clinical characteristics, immunologic responses and outcomes of children with suspected or confirmed COVID-19
- The impact of the COVID-19 lockdown on access to SRH services, interventions and commodities
- SAMRC and DSI-funded epidemiological study on COVID-19 transmission and natural history in KZN

RESPONSE TO COVID-19 IN SOUTH AFRICA

Diagnostics

- Supporting the development of local capacity to supply reagents for existing gold standard COVID-19 testing
- Offer rapid alternatives for the direct detection of the virus
- Request for Applications published and developers from universities, science councils and local companies invited to apply
- Streamline laboratory testing, validation and registration of local diagnostics & serology tests

IMPACT TO DATE

- Multiple SARS-CoV-2 epidemiological outbreak investigations undertaken, e.g. St Augustine's Hospital that laid the foundation for enhanced infection control practices in health care settings
- Trained Community Health Care workers to undertake door-to-door SARS-CoV-2 education and screening and referral to hospitals or isolation facilities that was the basis for the National active case finding household survey
- The Network for Genomics Surveillance in South Africa (Prof Tulio de Oliveira, KRISP) led the discovery and identification of the SARS-CoV-2 501Y.V2 variant, which has had far reaching policy and research implications for the globe, especially relating to vaccine design.
- The South African component of the ChAdOx1 SARS-CoV-2 vaccine trial (Astra Zeneca vaccine), led by Prof Shabir Madhi, showed the reduced efficacy of the vaccine on the local variants. This changed the country's immediate vaccine strategy, resulting in a move to the Johnson and Johnson vaccine and the design and implementation of the Sisonke study by the SAMRC.
- A project at the University of the Witwatersrand, led by Prof Bavesh Kana, has been instrumental in developing controls for the COVID testing platforms which allows for standardization of the assays. It has now been deployed in the SA healthcare system, as well as several African countries, through the NHLS.

IMPACT TO DATE

- South Africa participated in the global Solidarity Trial, with co-funding from SHIP, which demonstrated that the Remdesivir, Hydroxychloroquine, Lopinavir and Interferon regimens tested on a total of 11,266 adults had little or no effect on hospitalized COVID-19, as indicated by overall mortality, initiation of ventilation and duration of hospital stay
- The SAMRC, in partnership with the DSI and TIA, is funding several product development projects aimed at developing local reagents and/or kits for the gold standard COVID-19 diagnostics as well as novel, rapid, point-of-care tests for the presence of the virus. Several of these are applying for regulatory approval with SAHPRA.
- Hyrax is supporting the South African COVID-19 response through the deployment and utilisation of a SARS-CoV-2 sequence data solution within the Exatype platform, previously developed with SHIP funding. The platform was fully operational and launched within 3 months (<https://sars-cov-2.exatype.com>) and can support all versions of the ARTIC protocol. It is offered for free to any researcher and laboratory technician to remove the complexity and hands-on burden of analyzing NGS data.



SISONKE

GIPD has been instrumental in raising, contracting and managing funding for Sisonke – R240M currently being managed - MSDF and Elma funds only for vaccination component

- Fortnightly reporting to Solidarity Fund
- Monthly calls with MSDF
- Refining proposal with BMGF – will focus on sub-study

Sub-grants:

- 43 sites – funding agreements, disbursements, reporting
- NICD
- CAPRISA
- HCRISA

Procurement managed by GIPD

- Biocair – vaccine courier
- Vodacom – EVDS/Sisonke enrollment platform

Other

- SAHPRA payments
- Training costs
- Data management agreements



PART A: SAMRC MANDATE 2020-2025

ABOUT SAMRC

- **Vision:** Building a healthy nation through research, innovation and transformation
- **Mission:** To advance the nation's health and quality of life and address inequity by conducting and funding relevant and responsive health research, capacity development, innovation and research translation
- **Values:** Pioneering, Partnering, Excellence, Respect, Integrity and Citizenship



CONSTITUTIONAL AND POLICY MANDATES

RSA CONSTITUTION

Chapter 2: Bill Rights

- Equality, human dignity, freedom and security of persons, privacy, freedom of expression, labour relations, environment, and healthcare, food and social security, children, access to information, just and administrative actions, limitation of rights

Chapter 10: Public Administration

- Ethics, efficiency, effectiveness, impartiality, fairness, transparency, timely accessibility to accurate information, accountability, public engagement, good HR management/practices and career development

Chapter 13: Finance

- Procurement that is fair, equitable, transparent, competitive and cost-effective
- Providing preference to certain categories of persons

LEGISLATIVE MANDATE

- National Health Act (Act 61 of 2003)
- The Medical Research Council Act (Act 58 of 1991)
- Intellectual Property, Rights from Publicly Financed Research and Development Act, 2008
- Employment Equity Act 55 of 1998
- Basic Conditions of Employment Act, 75 of 1997
- Public Finance Management Act, No 29 of 1999
- Relevant Treasury Guidelines
- The Patents Act no. 57 of 1978
- Copyright Act no. 98 of 1978 Trademarks Act no. 194 of 1993
- POPI Act (implementation 1 July 2021)
- Others

POLICY MANDATES

- National Development Plan – 2030
- NHI Policy of 2017 and National Health Insurance Bill of 2019
- Sustainable Development Goals
- Medium-Term Strategic Framework 2020-2025
- Government to Government Collaborations
- South Africa – SADC and the Rest of Africa
- South Africa and Global Collaboration
- Communities of Funders
- Other interventions as they arise from time-to-time

PLANNED POLICY INITIATIVES: POLICY AND GOVERNANCE

- Research Misconduct Policy
- Knowledge, Information and Data Management Policy
- Guidelines on Gene Editing
- SA-GCP
- Open Access Policy
- Regulatory Compliance Management Policy
- Business Continuity Plan



PART B: SAMRC STRATEGIC FOCUS

SITUATIONAL ANALYSIS (1)

- Facilitate and support NDOH
- Policies and programs
- Research on top 10 causes of mortality
- Reduce morbidity and improve health outcomes
- Fund innovation
- Capacity development in health research
- Surveys (SADHS, TB Prevalence, NIMS)
- Support NHI/UHC
- Strategic use of Government collaborations
- Align research with the SDGs

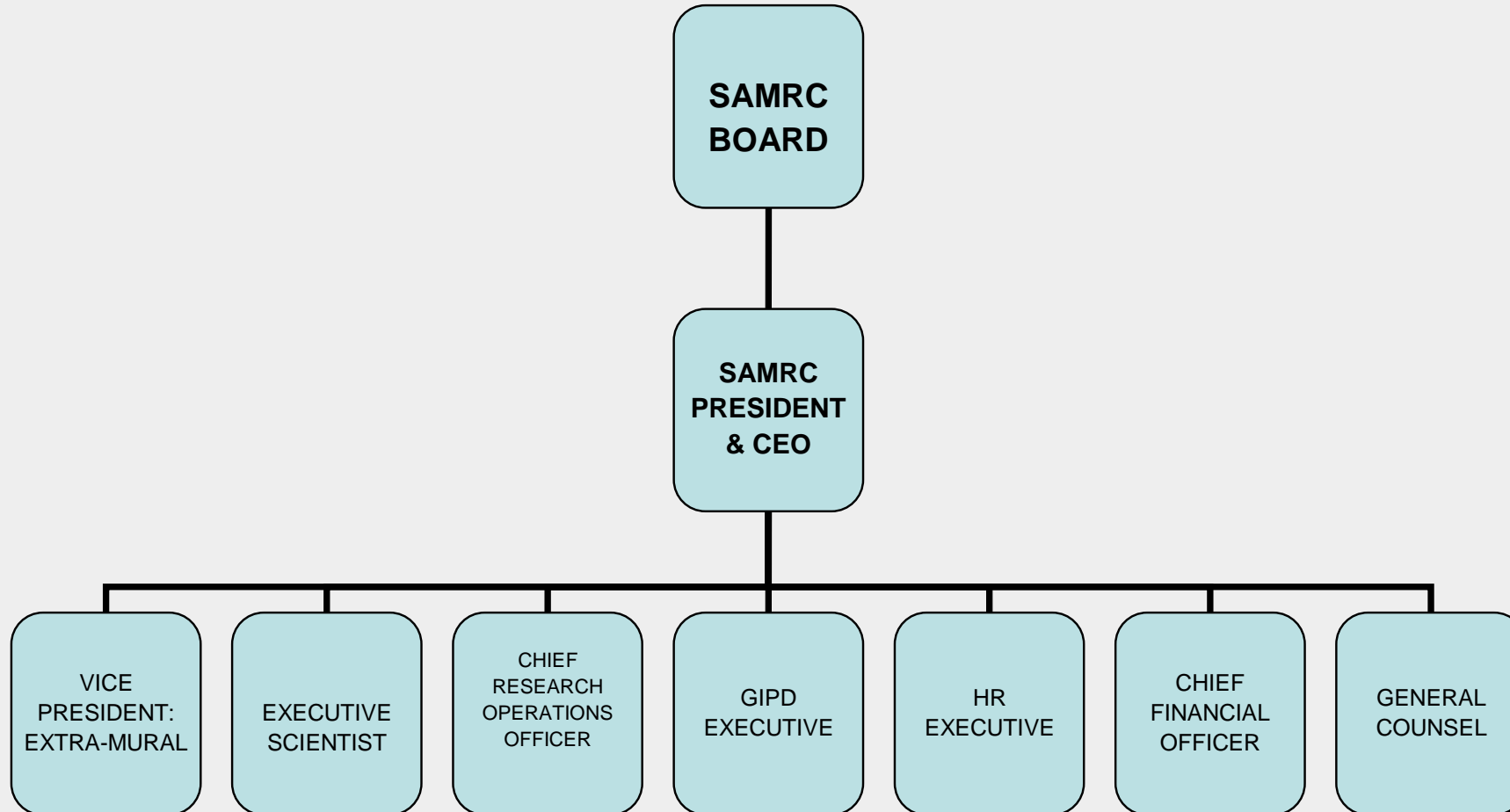
SITUATIONAL ANALYSIS (2)

- Adapt business activities with the 4IR
- Research Translation
- Open Science/Source
- Data sharing/security
- Transformation
- Diversity Management
- Academic and Social Impact
- Increase PhDs in the SAMRC
- Increase NRF-rated scientist

SAMRC 2020 – 2025 PRIORITY AREAS

<ul style="list-style-type: none">• Knowledge Management• Research Translation• Innovation• Transformation,• Diversity Management• Capacity Development• Open Science/Source• Data security and sharing• Balance academic and social impact of research• Environmental health,• Maternal and child health• Mental health	<ul style="list-style-type: none">• NHI and UHC: Focus on key areas to support roll out of NHI• Continue a search for efficacious HIV and TB vaccines• Ensure strategic investments in NCDs research• Responding to emerging national health needs and global trends• Foster ethical research conduct and integrity• Explore the possibility of establishing a SAMRC Foundation• Continue to invest in infrastructure development
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SAMRC STRUCTURE



SAMRC BOARD



Prof Johnny Mahlangu
Chairperson



Prof Linda Skaal
Vice-Chairperson



Prof Sithembiso Velaphi



Prof Brandon Shaw



Prof Tholene Sodi



Prof Lindiwe Zungu



Prof William Rae



Prof Collet Dandara



Dr Mziwandile
Madikizela



Prof Emmanuel
Mukwevho



Prof Ronelle Carolissen



Prof Thandisizwe
Mavundla



Dr Timothy Tucker



Prof Eunice Seekoe



Adv Dorothy Khosa



Ms June Williams



Prof Glenda E. Gray
SAMRC President

CORPORATE GOVERNANCE

- **SAMRC Board:**
 - 17 Board members: 16 non-executive + 1 executive (President & CEO)
 - The NDoH has a seat in an observer capacity
- **Risk management:**
 - Risk workshops conducted at a strategic and operational level - initiated risk mitigation plans
 - Improvement in the SAMRC's National Treasury Rating (NTR) for risk management
 - Audit, Risk & IT Committee reviews legal and regulatory compliance on a quarterly basis

SAMRC BOARD

Board Chairman – Prof Johnny Mahlangu	1
Distinguished Scientists	13
Legal expert	1
Finance/PFMA expert	1
The President – Prof. Glenda Gray	1
TOTAL:	17

SAMRC BOARD SUB-COMMITTEES

- Audit, Risk and IT Committee (ARIC)
- HR and Remuneration Committee (HR & RemCo)
- Research and Development Committee (R & D)

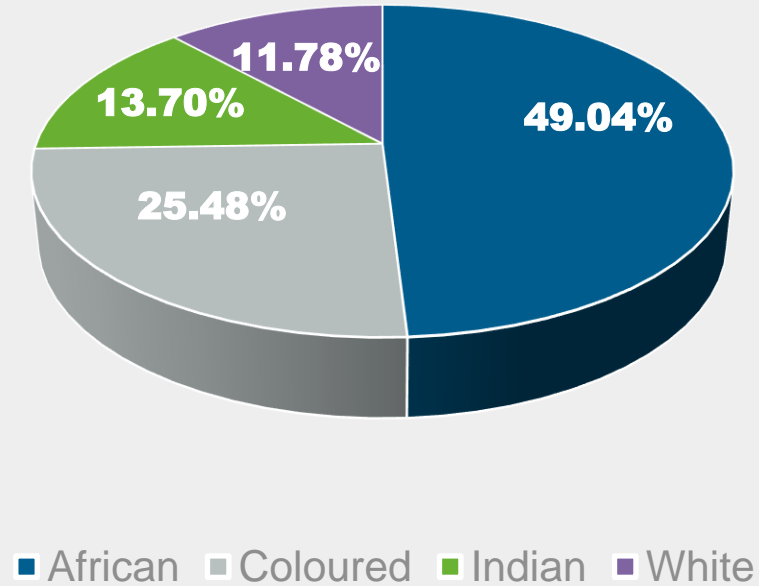
HUMAN RESOURCES

HR PROFILE AS AT 31 MARCH 2020 (1)

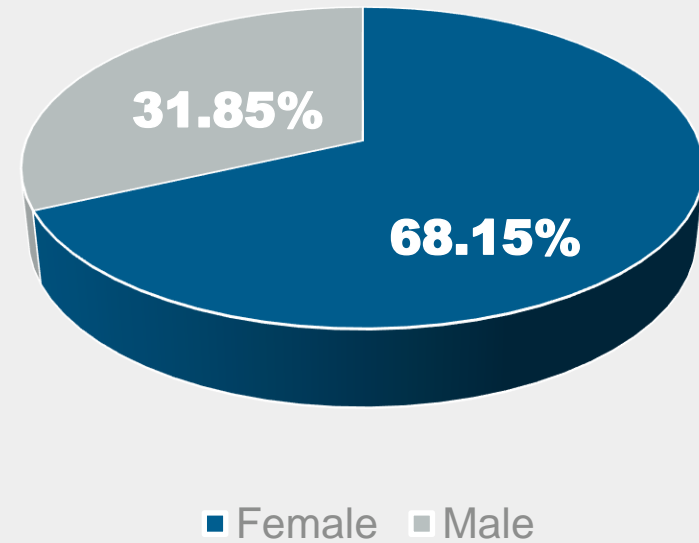
RACE	GENDER	TOP MANAGEMEN T	SENIOR MANAGEMEN T	PROFESSIO NALLY QUALIFIED & SPECIALIST S	SKILLED TECHNICAL & ACADEMICA LLY QUALIFIED	SEMI- SKILLED & DISCRETION DECISION MAKING	UNSKILLED AND DEFINED DECISION MAKING	TOTAL BY RACE & GENDER	TOTAL BY RACE
African	Male	3	4	20	30	41	8	106	308
	Female	0	2	51	94	39	16	202	
Indian	Male	0	4	6	12	1	0	23	86
	Female	0	4	25	32	2	0	63	
Coloured	Male	1	4	11	27	5	3	51	160
	Female	0	7	29	49	14	10	109	
White	Male	2	11	3	3	1	0	20	74
	Female	2	13	31	6	2	0	54	
TOTAL BY LEVEL		8	49	176	253	105	37	628	628

HR PROFILE AS AT 31 MARCH 2020 (2)

EE PROFILE BY RACE
AS AT 31 MARCH 2020

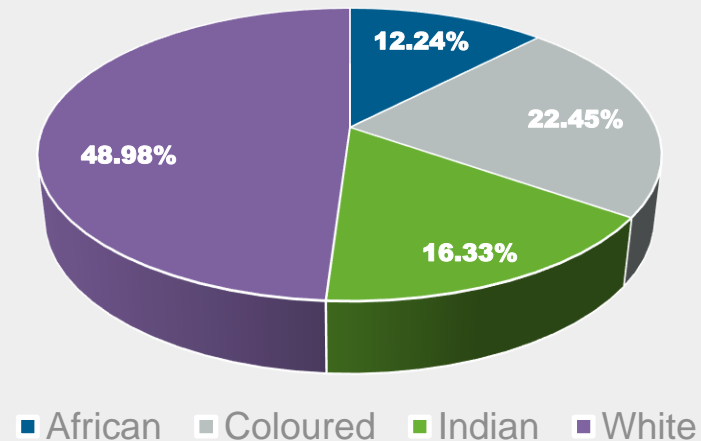
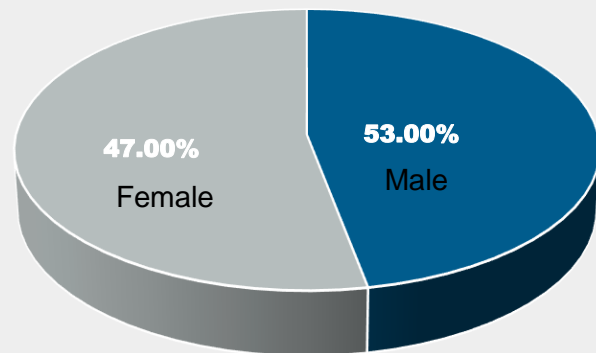


EE PROFILE BY GENDER
AS AT
31 MARCH 2020



SENIOR MANAGEMENT DEMOGRAPHICS (EXCL. TOP MANAGEMENT) AS AT 31 MARCH 2020

African		Indian		Coloured		White	
6		8		11		24	
12.24%		16.33%		22.45%		48.98%	
Male	Female	Male	Female	Male	Female	Male	Female
4	2	4	4	4	7	11	13
8.16%	4.08%	8.16%	8.16%	8.16%	14.38%	22.45%	26.53%



HUMAN RESOURCES

- Transformation through EE targets
- Skills development
- Diversity management
- Career progression (halted by the moratorium)



PART C: KEY ACHIEVEMENTS & HIGHLIGHTS

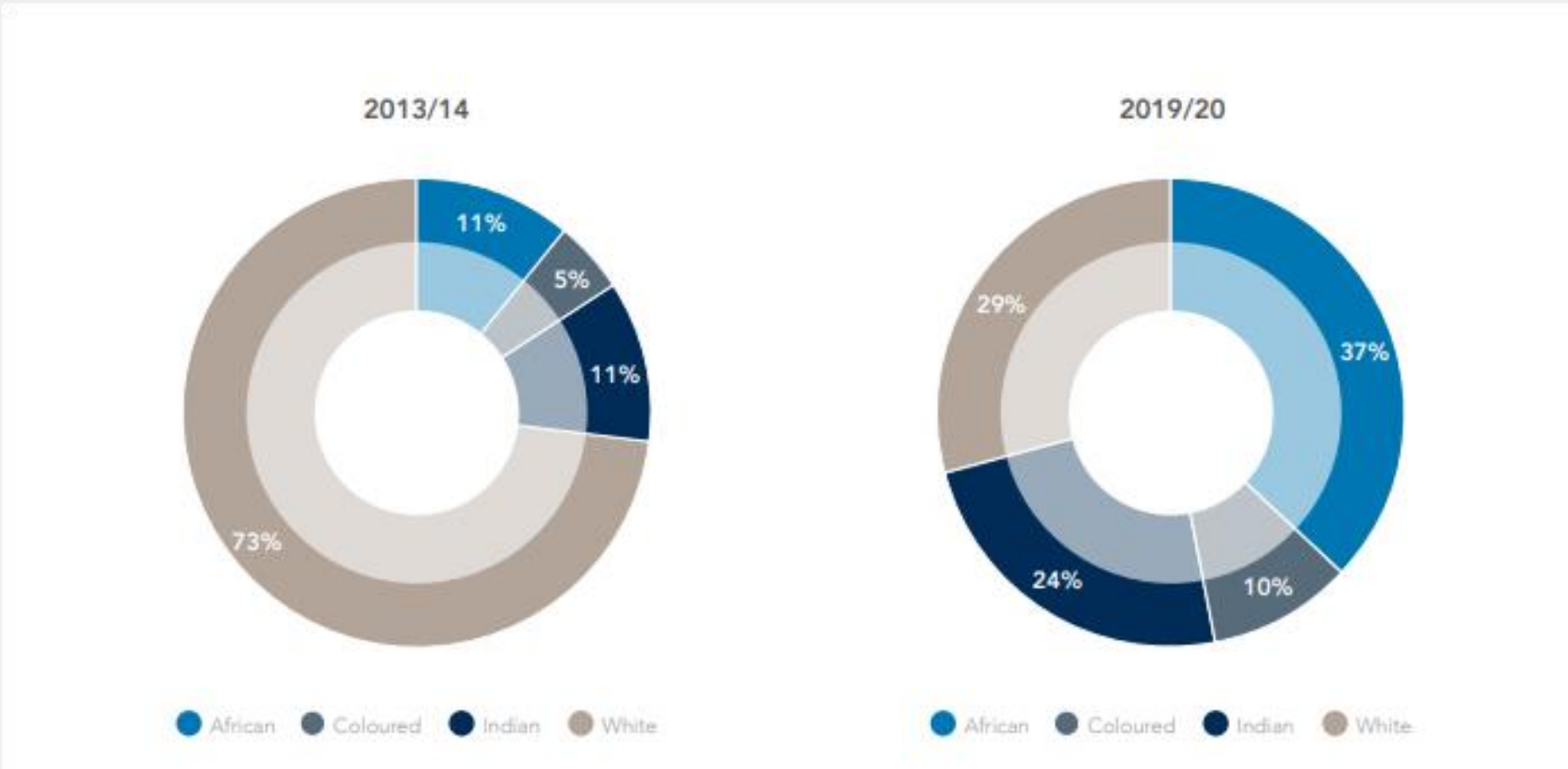
CUTTING EDGE GENOME SEQUENCING

Centre in Africa to decode genes

- SAMRC established the SAMRC-BGI WHOLE GENOME SEQUENCING Platform.
- There is an exponential increase in genomic projects and approximately R100M of SAMRC funded projects involve genomic sequencing at some stage.
- Genomic Centre and other Specialised Facilities launched.
- SAMRC perfectly placed to be custodian of South African-related data health/disease and to integrate data towards improving health care.
- Build towards a future where the 4IR is a major component in African Healthcare.
- **More than 50 whole genome experiments** conducted.



TRANSFORMATION IN SELF-INITIATED RESEARCH GRANTS



THE ROLE OF THE 4IR AND WHAT THE SAMRC IS DOING

- Genome Mapping and Research
- Technological advances for Diagnostics
- Precision Medicine and Drug Safety
- Drug Formulation and Discovery
- Big Data and Bioinformatics
- AI/machine learning
- Regulatory, legal and ethical framework for gene editing

ROLE OF THE 4IR AND WHAT THE SAMRC IS DOING CONT...

- New Genomics and Bioinformatics Centre at UKZN
- KRISP:KZN Research Innovation & Sequencing Platform Laboratory facilities with 4IR robotic equipment
- KRISP is hosted in a ZAR 100 million building together with CAPRISA & AHRI at UKZN
- Genomic Data generated in South Africa published in top scientific journals (Nature) to solve HIV and TB outbreaks



HIGHLIGHTS

Vaccine nationalism, hesitancy and fair allocation

- Virtual conference on framework for fair, equitable and timely allocation of COVID-19 vaccines in Africa held
- Received funding from Open Society Foundation for South Africa to look at equitable access to COVID-19 vaccines in the African Region
- Established Bio-Ethics Advisory Panel
- Working with the AU and Africa CDC

DSI/SAMRC South African Population Research Infrastructure Network

SAPRIN hosted by SAMRC and provides individualised and household micro-data: encompassing whole communities, information is updated on a regular basis, and it provides a platform for intervention testing and policy evaluation.

HUMAN CAPITAL DEVELOPMENT FOR HEALTH

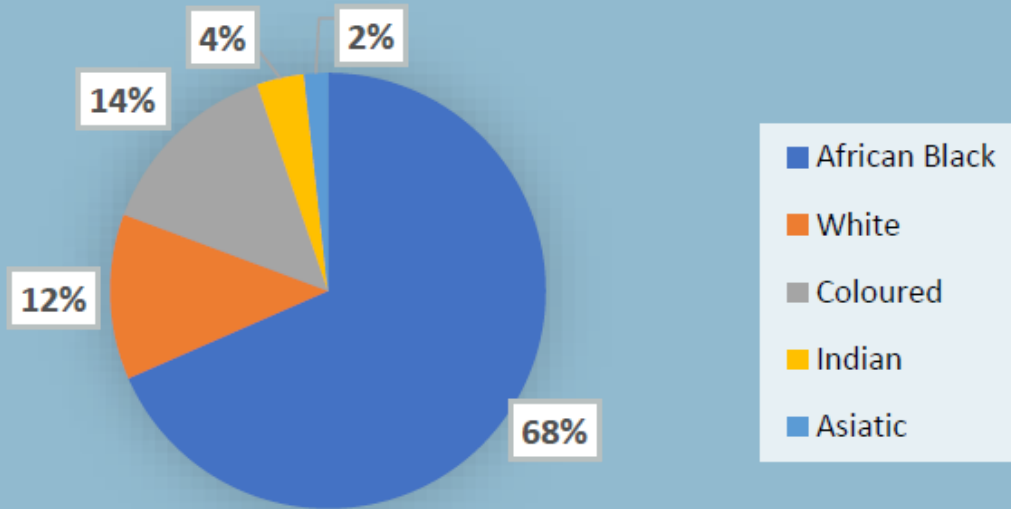
Bongani Mayosi NHSP

- Next generation of African Health and Clinical Scientists
- Produced 47 graduates (87% of which are PhDs) in various health professions
- Fund the training of 1000 PhDs in health and clinical research over the next 10 years
- Strengthen and accelerate progress towards equity in research capacity development within the NDoH Human Capital across South Africa
- Improve the delivery of healthcare, address debilitating diseases and improve accessibility to medical schools for disadvantaged communities
- R10 million boost to assist young South African scientists who are studying towards their PhDs from PHEF

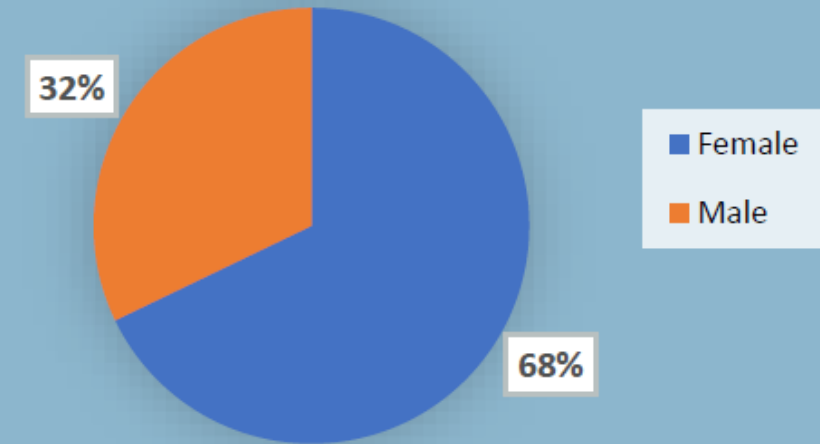


RCD AWARDS PER RACE AND GENDER

2020 GRANTS BENEFICIARIES* PER RACE



2020 BENEFICIARIES* PER GENDER

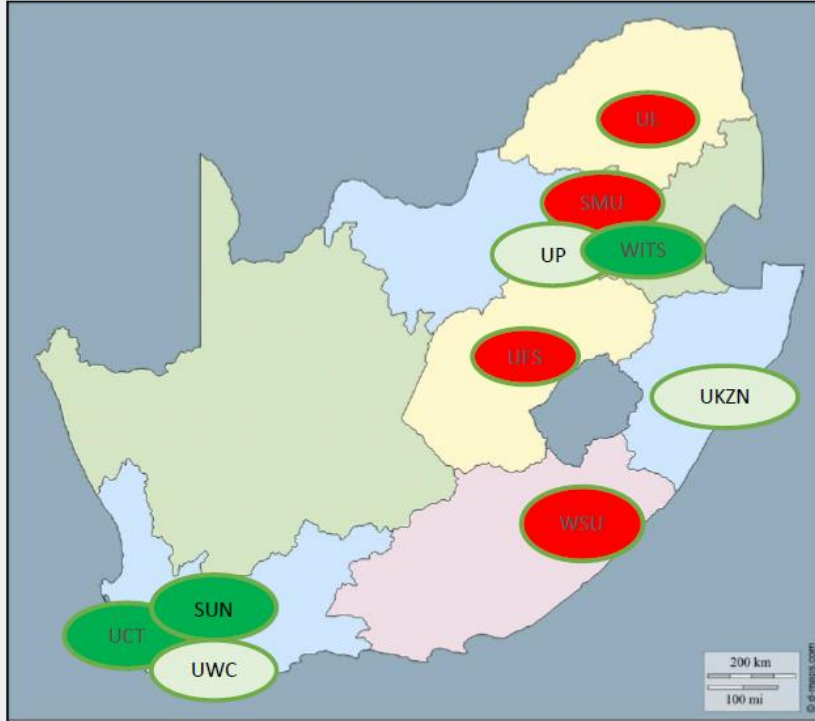


* 51 in total, including 3 RCDI-linked scholarships

HDI'S: STRENGTHENING CAPACITY DEVELOPMENT



CLINICIAN-SCIENTISTS FUNDING IN 2020/21



Clinicians Funding Over Seven Years



- Geographical footprint has improved
- Working on bringing in SMU, WSU and UFS
- Increase of +/- 50 % in total number of scholars funded in one year - 2020-21 compared to numbers using previous funding model.
- Dentistry (UWC) now visible

BUILDING & TRANSFORMING CLINICAL & HEALTH RESEARCH

Class of 2020/21

These are some of the beneficiaries who obtained doctoral or master's-level qualifications in 2020/21.



WHERE ARE THEY NOW?



DR DARSHINI GOVINDASAMY

Degree: PhD (Bongani Mayosi National Health Scholars Programme)
Current Position: Promoted to Specialist Scientist (Health Systems Research Unit, South African Medical Research Council)



DR LERATO HLAKA

Degree: PhD (SAMRC Internship Scholarship Programme)
Current Position: Postdoctoral Researcher; The Jackson Laboratory for Genomic Medicine (USA)



DR NOKULUNGA HLENGWA

Degree: PhD (SAMRC Internship Scholarship Programme)
Current Position: Lecturer University of Zululand youngest PI – RCD/2021)



DR LYNNSAY DICKSON

Degree: PhD (SAMRC Clinician Researcher Programme)
Current Position: Participant Wits Health Consortium Great leap forward program (form a research syndicate), Honorary appointment at Wits University

BUILDING PHD SUPERVISORY CAPACITY IN IMU'S



Dr Jillian Hill

Unit: NCDRU

Main SAMRC supervisor: Prof. Mieke Faber



Ms Samukelisiwe Madlala



Dr Zandisiwe Magwebu

Unit: PUDAC

Main SAMRC supervisor: Chesa G. Chauke



Ms Sanele Khoza

- ❑ **Objective: Attract young scientists of highest caliber, to complement SAMRC senior researchers and influence sustainable long-term collaboration**

Skills:

- ❑ Supervision experience
- ❑ Ability to recruit and support students
- ❑ Collaboration

PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

- Implementation plan for Biostatistics Capacity Development in collaboration with Hasselt University
- Doctoral scholarships
- Extramural research units
- Collaborating Centres for Cancer
- TB/HIV Collaborating Centres
- Request for Application (RFAs) for research priorities identified through the strategic planning process and National Priorities
- Driving Transformation and Capacity Development
- Funding and budget related issues in key areas of savings and reprioritization

SAMRC SUPPORT FOR WSU

Research Capacity Development Program (since 2016)

Build Research Management Capacity

- Fund 2-3 research support staff
- Training of research support staff
- Training in grants management by WHC

Build Research Capacity

- Training researchers –proposal writing, project management
- Training of clinicians to do research
- Facilitate collaborations

Support Research – Focus on HIV

- Funded A&E HIV prevalence & COVID study
- Funding 8 pilot research grants
- Bridging funding to NeMACRU

Total RDP grant of R9.5M over 5 years
+ R2M for NeMaCRU site
+ R3.2M for AED project

Additional R2,592,000 awarded for 2021/22

Total SAAVI grant to WSU: R17.3M (6 years)

SAMRC SUPPORT FOR WSU – OUTCOMES & IMPACT

Research Development Program

8 Faculty researchers received pilot grants (R3M total)

- Benefited data capturers, research assistants & data analysts
- 14 international, national, and local conference presentations
- 7 journal publications, with a further 6 submitted and awaiting review
- 9 postgraduate students trained
- Invitations to investigators to participate as keynote speakers in conferences
- Involvement of investigators as facilitators in capacity building workshops for the faculty

3 assistant research coordinators supported

- Assist researchers in drafting grant proposals
- Training of and conference attendance by research support staff
- Research strategy developed
- Ethics committee trained
- 5 training sessions by WHC on their procurement and payment systems for grant administration

Organization of faculty research days – around 30 oral and poster presentations were delivered by faculty members and postgraduate students

Population based surveys for HIV in E Cape Accident and Emergency Depts

- Undertaken in 4 hospitals in Mthatha, East London & PE
- Data on HIV prevalence in E. Cape
- Two study coordinators have been trained
- 32 data collectors/HIV counsellors trained on GCP, Data management, Datafax, Protocol adherence, HIPPA
- 4 publications and 4 conference presentations to date
- Faculty researchers who participated are now leading more research in their respective areas

Mentorship and technical skills transfer in data management, biostatistics, genomics and bio information services and laboratory support from John Hopkins University & NIH

NeMACRU


Re-capacitation of the HIV CRU in Mthatha to participate in HVTN 702 and other studies

SAMRC-WSU RESEARCH DEVELOPMENT PROGRAM INNOVATION SUPPORT

2021: expanded RDP to include innovation support – R1M allocated to support innovation projects through the WSU TTO

- RFA to be released shortly
- Focus on health innovations
- Focus will be on direct (non-WSU) costs to take innovations to the next development stage
- Applications to be submitted to TTO
- Applications will be reviewed by WSU, SAMRC and independent experts
- Funds must be used by March 2022





PART D: MEASURING SAMRC PERFORMANCE 2020/21

GOAL 1: ADMINISTER HEALTH RESEARCH EFFECTIVELY AND EFFICIENTLY IN SOUTH AFRICA

Outcome	Outcome Indicator	Baseline SP (2015-2019)	Five-year target
1.1. To ensure good governance, effective administration and compliance with government regulations	1.1.1. A clean audit opinion on the SAMRC from the Auditor-General	Clean audit	Clean Audit
1.2. To promote the organisation's administrative efficiency to maximise the funds available for research	1.2.1. Percentage of the government allocated SAMRC budget spent on administration	20%	20%

GOAL 1: ADMINISTER HEALTH RESEARCH EFFECTIVELY AND EFFICIENTLY IN SOUTH AFRICA

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Year	Estimated performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
1.1. To ensure good governance, effective administration and compliance with government regulations	Clean audit opinion	1.1.1 A clean audit opinion on the SAMRC from the Auditor-General	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit
1.2 To promote the organisation's administrative efficiency to maximise the funds available for research	Efficient expenditure of government allocated budget	1.2.1 Percentage of the government allocated SAMRC budget spent on administration	20%	20%	20%	20%	20%	20%	20%

GOAL 2: LEAD THE GENERATION OF NEW KNOWLEDGE

Outcome	Outcome Indicator	Baseline SP (2015-2019)	Five-year target
2.1. To produce and promote scientific excellence and the reputation of South African health research	2.1.1. Number of accepted and published journal articles, book chapters and books by SAMRC affiliated and funded authors	3150	3550
	2.1.2. Number of accepted and published journal articles by SAMRC grant- holders with acknowledgement of the SAMRC	825	930
2.2. To provide leadership in the generation of new knowledge in health	2.2.1. Number of accepted and published journal articles where the first and/or last author is affiliated to the SAMRC	1830	1925
2.3. To provide funding for the conduct of health research	2.3.1. Number of research grants awarded by the SAMRC	750	750

GOAL 2: LEAD THE GENERATION OF NEW KNOWLEDGE

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Performance	Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
2.1. To produce and promote scientific excellence and the reputation of South African health research	Published journal articles, book chapters and books	2.1.1 Number of accepted and published journal articles, book chapters and books by SAMRC affiliated and funded authors	936	800	800	750	700	700	600
	Published journal articles by SAMRC grant-holders	2.1.2 Number of accepted and published journal articles by SAMRC grant-holders with acknowledgement of the SAMRC	196	214	200	200	180	180	170

GOAL 2: LEAD THE GENERATION OF NEW KNOWLEDGE

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Performance	Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
2.2	To provide leadership in the generation of new knowledge in health	Published journal articles with the first or last author	2.2.1. Number of accepted and published journal articles where the first and/or last author is affiliated to the SAMRC	538	550	500	450	420	300	255
2.3	To provide funding for the conduct of health research	Research grants awarded	2.3.1 Number of research grants awarded by the SAMRC	176	186	130	140	150	160	170

GOAL 3: SUPPORT, THROUGH FUNDING AND OTHER MECHANISMS, TECHNOLOGY DEVELOPMENT AND IMPLEMENTATION, TRANSLATION OF RESEARCH INTO POLICY AND PRACTICE, AND INNOVATIONS IN HEALTH AND TECHNOLOGY DELIVERY TO IMPROVE HEALTH

Outcome	Outcome Indicator	Baseline SP (2015-2019)	Five-year target
3.1 To support the development of new or improved innovations aimed at improving health and targeting priority health research areas of focus	3.1.1 Number of new innovation and technology projects funded by the SAMRC aimed at developing, testing and/or implementing new or improved health solutions	NEW	20
	3.1.2 Number of ongoing innovation and technology projects funded by the SAMRC aimed at developing, testing and/or implementing new or improved health solutions	NEW	150
3.2 To develop new or improved innovations aimed at improving health priority research areas of focus	3.2.1 Number of innovation disclosures made by the SAMRC intramural research and innovation	NEW	5

GOAL 3: SUPPORT, THROUGH FUNDING AND OTHER MECHANISMS, TECHNOLOGY DEVELOPMENT AND IMPLEMENTATION, TRANSLATION OF RESEARCH INTO POLICY AND PRACTICE, AND INNOVATIONS IN HEALTH AND TECHNOLOGY DELIVERY TO IMPROVE HEALTH

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Performance	Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
3.1 To support the development of new or improved innovations aimed at improving health and targeting priority health areas	Innovation projects and platforms funded by the SAMRC	3.1.1 Number of new innovation and technology projects funded by the SAMRC aimed at developing, testing and/or implementing new or improved health solutions	NEW	NEW	4	4	4	4	4
		3.1.2 Number of ongoing innovation and technology projects funded by the SAMRC aimed at developing, testing and/or implementing new or improved health solutions	NEW	NEW	30	30	30	30	30

GOAL 3: SUPPORT, THROUGH FUNDING AND OTHER MECHANISMS, TECHNOLOGY DEVELOPMENT AND IMPLEMENTATION, TRANSLATION OF RESEARCH INTO POLICY AND PRACTICE, AND INNOVATIONS IN HEALTH AND TECHNOLOGY DELIVERY TO IMPROVE HEALTH

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Performance	Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
3.2 To develop new or improved innovations aimed at improving health in key priority areas	Innovation disclosures made by SAMRC researchers	3.2.1 Number of innovation disclosures made by the SAMRC intramural research and innovation units and platforms	NEW	NEW	1	1	1	1	1

GOAL 4: BUILD HUMAN CAPACITY FOR THE LONG-TERM SUSTAINABILITY OF THE SOUTH AFRICAN HEALTH RESEARCH

Outcome	Outcome Indicator	Baseline SP (2015-2019)	Five-year target
4.1 To enhance the long-term sustainability of health research in South Africa by providing funding and supervision for the next generation of health researchers	4.1.1 Number of awards (scholarships, fellowships and grants) by the SAMRC for MSc, PhD, Postdocs and Early Career Scientists	435	660
	4.1.2 Number awards by the SAMRC to female MSc, PhD, Postdocs and Early Career Scientists	NEW	488
	4.1.3 Number awards by the SAMRC to Black South African citizens and permanent resident MSc, PhD, Postdocs and Early Career Scientists classified as African	NEW	495
	4.1.4 Number of awards by the SAMRC to MSc, PhD, Postdocs and Early Career Scientists from historically disadvantaged institutions (HDIs)	NEW	368

GOAL 4: BUILD HUMAN CAPACITY FOR THE LONG-TERM SUSTAINABILITY OF THE SOUTH AFRICAN HEALTH RESEARCH

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Performance	Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
4.1 To enhance the long-term sustainability of health research in South Africa by providing funding for the next generation of health researchers	SAMRC bursaries and/or scholarships and/or fellowships provided for MSc, PhD, Postdocs and Early Career Scientists	4.1.1 Number of awards (scholarships, fellowships and grants) by the SAMRC for MSc, PhD, Postdocs and Early Career Scientists	141	106	110	130	140	150	130
	Female students and/or Early Career Scientists receiving SAMRC funding	4.1.2 Number of awards by the SAMRC to female MSc, PhD, Postdocs and Early Career Scientists	New	New	80	90	100	110	108
	African South African citizens and/or permanent residents students receiving SAMRC funding	4.1.3 Number of awards by the SAMRC to Black South African citizens and permanent resident MSc, PhD, Postdocs and Early Career Scientists classified as African	New	New	90	100	105	110	90

GOAL 4: BUILD HUMAN CAPACITY FOR THE LONG-TERM SUSTAINABILITY OF THE SOUTH AFRICAN HEALTH RESEARCH

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Performance	Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
4.1 To enhance the long-term sustainability of health research in South Africa by providing funding for the next generation of health researchers	SAMRC scholarships/ fellowships provided for MSc, PhD, Postdocs and Early Career Scientists at HDIs	4.1.4 Number of awards by the SAMRC to MSc, PhD, Postdocs and Early Career Scientists from historically disadvantaged institutions (HDIs)	New	New	60	70	75	80	83
	MSc and PhD students graduated or completed	4.1.5 Number of MSc and PhD students graduated or completed	47	65	70	75	80	85	50

GOAL 5: TRANSLATE NEW KNOWLEDGE INTO POLICIES AND PRACTICES TO IMPROVE HEALTH

Outcome	Outcome Indicator	Baseline SP (2015-2019)	Five-year target
5.1. To facilitate the translation of health research	5.1.1. Number of local or international policies, reports and guidelines that reference SAMRC research	27	27
	5.1.2. Number of reports and guidelines (co)produced by the SAMRC intramural researchers	NEW	25
	5.1.3. Number of national or international bodies/committees that SAMRC employees serve on national or international bodies/committees	NEW	250
	5.1.4. Number of conferences, seminars and continuing development points workshops supported by the SAMRC	NEW	50

GOAL 5: TRANSLATE NEW KNOWLEDGE INTO POLICIES AND PRACTICES TO IMPROVE HEALTH

Outcome	Outputs	Output Indicator	Audited/Actual Performance		Current Performance	Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
5.1 To facilitate the translation of SAMRC research findings into public understanding, policy and practice	Local or international policies, reports and guidelines that reference SAMRC research	5.1.1 Number of local or international policies, reports and guidelines that reference SAMRC research	6	7	5	5	5	6	6
	Reports and guidelines produced by SAMRC intramural authors	5.1.2 Number of reports and guidelines (co)produced by the SAMRC intramural researchers	NEW	NEW	5	5	5	7	9
	SAMRC researchers invited/serving on national and international bodies/committees	5.1.3 Number of national or international bodies/committees SAMRC employees serve on	NEW	NEW	50	50	50	50	50
	SAMRC supported conferences, seminars and CPD workshops	5.1.4 Number of conferences, seminars and continuing development points workshops supported by the SAMRC	NEW	NEW	10	10	10	10	10

KEY RISKS WHICH MAY AFFECT ACHIEVEMENT OF THE OUTCOMES

Goal 1

- Potential non-compliance to legal and regulatory requirements as well as policies and procedures
- Sustainability of the Defined Benefit (DB) fund
- Lack of a broader SAMRC business continuity programme
- Inefficiencies within various corporate processes
- Insufficient facility management, including movable and immovable assets
- Loss/theft of data
- Relationship between SAMRC and organised labour

KEY RISKS WHICH MAY AFFECT ACHIEVEMENT OF THE OUTCOMES continued

Goal 2

- Poor research governance
- Inferior quality of research output of extramural research units
- Inefficiencies within various research processes
- Maintaining research integrity
- Transformation and diversity challenges
- Inability to sustainably grow funding

KEY RISKS WHICH MAY AFFECT ACHIEVEMENT OF THE OUTCOMES continued

Goal 3

- Ineffective support for, collaborative partnerships, platforms and technology development
- Lack of further development and commercialization of (a) SAMRC-owned and (b) SAMRC-funded innovations

Goal 4

- Limited research capacity

Goal 5

- Lack of research impact on strengthening policy and practice

FINANCE

BUDGET STRATEGY (1)

- Over the period 2017/18 to 2020/21, the SAMRC's income grew by 7,8% (R88m), with an average growth rate of 2,5% p.a.
- Over the MTEF period 2021/22 to 2023/24, the SAMRC's estimated funding will increase by 2,5% (R30m), with an average growth rate of 0,8% over the period
- Over the period 2017/18 to 2020/21, the expenditure of the SAMRC increased by 6,6% (R78m) with an average growth rate of 2,2%
- Over the MTEF period 2021/22 to 2023/24, the SAMRC's budgeted expenditure is estimated to increase at an average growth rate of 0,5%
- Figures in the Statement of Financial Performance do not include COVID-19 baseline allocations from NT, R150m in 2020/21 and R100m in 2021/22

BUDGET STRATEGY (2)

- Only critical new posts to be funded from the reduction in vacant posts
- Salaries will increase at an average rate of 5,5% and goods and services is estimated to decrease at an average rate of 2,7%
- Priority should be given to projects which leverage funding at a rate of at least 1:1 when funding available
- Budgeted for deficit of R3,3m in 2021/22 to be funded from reserves to maintain current contracted funding commitments

EXPENDITURE ESTIMATES (R'000)

Statement of financial performance	Budget	Audited Outcome	Budget	Audited Outcome	Budget	Audited Outcome	Budget estimate	Approved budget	Revised budget	Outcome/Budget Average %	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/total: Average (%)	
													2017/18	2018/19	2019/20			2020/21
R thousand																		
Revenue																		
Non-tax revenue	372 762	512 203	418 386	564 706	423 680	550 907	499 465	499 465	499 465	124,1%	-0,8%	44,6%	530 961	551 466	532 685	2,2%	42,6%	
Sale of goods and services other than capital assets	342 414	467 078	387 436	517 258	395 812	500 598	476 057	476 057	476 057	122,4%	0,6%	41,1%	483 073	505 466	486 684	0,7%	39,3%	
Other non-tax revenue	30 348	45 125	30 950	47 448	27 868	50 309	23 408	23 408	23 408	147,7%	-19,7%	3,5%	47 888	46 000	46 001	25,3%	3,3%	
Interest, dividends and rent on land	23 950	42 271	25 950	34 548	24 600	32 630	23 350	23 350	23 350	135,7%	-17,9%	2,8%	30 617	31 635	33 885	13,2%	2,4%	
Transfers received	614 961	614 961	624 829	624 828	687 247	686 666	715 700	715 700	715 700	100,0%	5,2%	55,4%	709 128	713 229	713 229	-0,1%	57,4%	
Total revenue	987 723	1 127 164	1 043 215	1 189 534	1 110 927	1 237 573	1 215 165	1 215 165	1 215 165	109,5%	2,5%	100,0%	1 240 089	1 264 695	1 245 914	0,8%	100,0%	
Expenses																		
Current expenses	976 185	1 098 082	1 070 580	1 111 219	1 042 330	1 104 966	1 158 248	1 158 248	1 158 248	105,3%	1,8%	92,9%	1 150 901	1 171 665	1 175 562	0,5%	92,6%	
Compensation of employees	337 545	359 068	361 957	372 725	396 022	405 771	418 851	418 851	418 851	102,8%	5,3%	32,3%	443 975	469 728	492 276	5,5%	36,3%	
Goods and services	617 640	716 924	687 123	723 590	623 577	682 142	716 106	716 106	716 106	107,3%	-0,0%	59,0%	683 258	677 487	658 836	-2,7%	54,4%	
Depreciation	21 000	21 340	21 500	14 591	22 731	16 855	23 291	23 291	23 291	85,9%	3,0%	1,6%	23 668	24 450	24 450	1,6%	1,9%	
Interest, dividends and rent on land	–	750	–	313	–	198	–	–	–	–	-100,0%	0,0%	–	–	–	–	–	
Tax payment	75 439	75 562	76 733	81 501	90 426	89 565	93 268	93 268	93 268	101,2%	7,3%	7,1%	92 495	93 030	93 030	-0,1%	7,4%	
Total expenses	1 051 624	1 173 644	1 147 313	1 192 720	1 132 756	1 194 531	1 251 516	1 251 516	1 251 516	105,0%	2,2%	100,0%	1 243 396	1 264 695	1 268 592	0,5%	100,0%	
Surplus/(Deficit)	(63 901)	(46 480)	(104 098)	(3 186)	(21 829)	43 042	(36 351)	(36 351)	(36 351)		-7,9%		(3 307)	–	(22 678)	-14,6%		

BUDGET PER STRATEGIC GOAL (R'000)

	Audited Outcome	Audited Outcome	Audited Outcome	Revised budget	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/ total: Average (%)
	2017/18	2018/19	2019/20	2020/21	2017/18-2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
R thousand											
Administration	211 056	195 485	228 464	208 535	-0,4%	17,5%	210 373	224 028	238 203	4,5%	17,5%
Core research	639 238	687 121	598 200	684 254	2,3%	54,2%	652 410	661 923	643 402	-2,0%	52,5%
Innovation and technology	255 667	248 344	290 296	274 697	2,4%	22,2%	289 496	287 498	295 371	2,4%	22,8%
Capacity development	67 683	61 770	77 571	81 730	6,5%	6,0%	88 817	88 946	89 316	3,0%	6,9%
Research Translation	-	-	-	2 300	-	0,0%	2 300	2 300	2 300	-	0,2%
-	-	-	-	-	-	-	-	-	-	-	-
Total expense	1 173 644	1 192 720	1 194 531	1 251 516	2,2%	100,0%	1 243 396	1 264 695	1 268 592	0,5%	99,9%

THANK YOU

DELEGATION

South African Medical Research Council

Led by: President & CEO, Professor Glenda E. Gray