HUMAN SCIENCES RESEARCH COUNCIL
STRATEGIC PLAN
2016/2017 – 2020/2021

science
& technology

Department:
Health
REPUBLIC OF SOUTH AFRICA

HSRC
Human Sciences
Research Council

CONTENTS

OFFICIAL SIGN-OFF

I hereby certify that this 5 year strategic plan:

• Was developed by the management of the Human Sciences Research Council (HSRC) under the guidance of the Board of the HSRC and the Department of Science & Technology (DST), based on the National Treasury Framework for Strategic Plans and Annual Performance Plans;

• Takes into account all the relevant policies, legislation and other mandates for which the HSRC is responsible; and

• Accurately reflects the strategic outcome-oriented goals and objectives which the HSRC will en-deavour to achieve over the period 2016 -2021.

Professor Crain Soudien
Chief Executive Officer
Human Sciences Research Council   Signature: _____

Ms Nasima Badsha
Chair of the HSRC Board
Accounting Authority   Signature: _____

Approved by:

Minister Naledi Pandor
Minister of Science and Technology
Executive Authority   Signature: _____

INTRODUCTION

The purpose of this document is to lay out a strategic way forward for the Human Sciences Research Council (HSRC) for the period 2016/17-2020/21. The document is laid out in two parts. The first part provides the context against which the HSRC operates and the second part a description and elaboration of the organisation's strategic and outcome-oriented objectives.

PART A: STRATEGIC OVERVIEW

Preamble

It is important to understand what the HSRC is. It is a statutory council dedicated to conducting human and social science research, contributing to the pool of global knowledge in the interest of improving the quality of life of people on the African continent and particularly of the South African people. The HSRC was established in 1968 through an act of parliament by the apartheid government. The new South African government confirmed its support for the HSRC by providing for its continued existence and legislating its public purpose and objectives in the new HSRC Act 17 of 2008, which repealed and replaced the 1968 Act. Few countries in the world have the benefit of such a structure.

Towards fulfilling the mandate given to it by the Act of 2008, the HSRC is seized with the task of promoting research which advances South Africa and Africa's understanding of and engagement with the social conditions which characterize their contexts. The knowledge it generates seeks, therefore, to contribute to local, regional and global understandings of the human and social conditions of the people of the region, and the processes which will assist in their social improvement. Its primary role, in terms of this mandate, is to be a hub of knowledge production and knowledge translation and dissemination for policy-makers and the broader public. In the context of an environment of skills shortages, it also has to play a critical role in building the capacity of new scholars and researchers to both support and advance the mandate of building new knowledge and taking that knowledge into the public domain.

The scope of the human and social sciences research to which the HSRC is dedicated is broad. It encompasses all the dimensions of those phenomena which give a society its particular character. It, of necessity, includes transversal themes such as poverty, inequality and unemployment; social change and aspects of innovation, development and growth; social cohesion, culture and its uses, citizenship, civic life, how people learn, socialisation and identity, the roles of institutions and individuals in their environments, and changing relationships of power and engagement. For a country such as South Africa, with its history of apartheid, these issues are overlain with the complexities of 'race', class and gender. An understanding of these themes may be best gained from studies conducted in areas such as education, health, cultural studies, political engagement, service delivery, employment and growth, or family studies. They require the participation of scientists from many disciplines with a problem-solving orientation who bring with them both specialist and multi- and trans-disciplinary skills. These scientists have skills to undertake basic or problem-oriented research which is often multi- or interdisciplinary in nature.

Against this broad social landscape to which the HSRC looks, what, in the context of the resources that are at its disposal and in relation to its strengths, will the HSRC focus on for the next period? How, strategically, will it concentrate its resources?

It is imperative that the HSRC, as a publicly funded and publicly mandated entity, orientates and marshals its capacities behind the project of addressing the most urgent social questions facing South Africa and the continent. While there are many issues which can be raised, it is absolutely clear, and this is borne out in many academic and policy related analyses, including the National Development Plan (NDP) and strategies of the Department of Science and Technology, that poverty and inequality are the major questions which the country has to address. Poverty and inequality provide the macro-determinants against which the issues of deprivation, and their opposite, the capacity to flourish, play themselves out.

Needing to be understood are both the structural factors that are in play in producing these conditions and, through various forms of innovation which explore creative and hybrid approaches, how they may be undone. This requires, of course, sophisticated economic, political, historical and social analysis.

How inequality is given life and how it can be disrupted through the structural and the psycho-social realities is what the HSRC urgently has to assist South Africa and the continent in coming to deal with. The HSRC wants to present itself, within the National System of Innovation, as the agency which will help the country understand how key and critical social innovation (as a process in which new and creative approaches to inclusive social development can be explored), alongside of building our knowledge capacity in science and technology, is for addressing poverty and inequality. Flowing from this, two features will distinguish the HSRC's work for the next period of 2016-2020:

(i) a focus on the urgent questions of the social determinants surrounding the persistence of poverty and the deepening of inequality, and

(ii) an emphasis on building the capacity for high-quality problem-identification and high-quality solution-focused research which will assist in understanding and engaging with the questions of poverty and inequality

The guiding theme behind the HSRC's Strategic Plan for the next five years is therefore 'poverty and inequality: diagnosis, prognosis, responses'. This recognises the far-reaching consequences of poverty and inequality for the well-being and life chances of South African citizens and for the stability and cohesion of society. These issues are also hugely and increasingly significant for the rest of Africa and the wider world. In particular, the HSRC's research strategy will continue to seek to:

• Enhance the analysis of current forms, patterns and trajectories of poverty and inequality;

• Improve understanding of the drivers, dynamics and structural constraints underlying the contemporary situation; and

• Explore the opportunities, triggers and tools for transforming current pathways and processes through action by government and other social institutions.

The research agenda will be influenced and inspired by a positive vision of inclusive development and an awareness of the factors in the social, political and economic environment which impede progress towards the attainment of development. Inclusive development is both a process and an outcome. As a concept, inclusive development encompasses the following principles (i) the social ideal that the **entire population shares equitably** in the benefits of economic progress, (ii) the social value of direct and indirect **participation of the people of the country** in the development process, (iii) the building and nurturing of **social trust**, (iv) the consequent development of **legitimacy of public** structures and institutions. As a process it requires wide and inclusive participation both in decision-making and in the practical activities of the social, political and economic domains of everyday life.

Starting with what it has already done, the HSRC will be more deliberate in its attempts to produce and present research-based evidence that can be used to better understand, analyse and address aspects of poverty and inequality in the communities, country, continent and world we live in. It intends to build on the considerable methodological strengths and resources it has developed over time. For instance,

the HSRC has developed the capacity to design and manage large-scale national repeat and longitudinal surveys, to analyse and interpret in both quantitative and qualitative ways the data sets generated by these surveys, and to make the data available for further analysis. It has also built up a considerable body of knowledge based on other studies and discrete small-scale enquiries that have been put at the disposal of government and policy-makers, in accordance with the preamble to the 2008 HSRC Act. These resources are available to provide trend data, basic information and interpretive analyses necessary for engaging with the social conditions of the country and the policies and processes required for changing them. The HSRC also intends to collaborate and learn with researchers, policy makers and communities who share an interest and expertise in addressing these issues, and to contribute to capacity development where it has the specialised resources to do so.

Against this background, the research programme of the HSRC over the next five years will be structured around three broad dimensions of poverty, inequality and inclusive development:

- **economic inclusion** - including growth, competitiveness, regional integration, infrastructure, technological innovation, ICT, resources (natural, human, land), labour markets and spatial dynamics (urbanisation, agglomeration, density);

- **social development** - including well-being (quality of life, security, social and spatial mobility, migration), human capabilities (education, skills, health etc.), social relationships (race, class, gender, identity etc.), social institutions and cohesion (family, community etc.);

- **governance and decision-making** - including political participation, democracy, trust-building, nurturing legitimacy in public structures, capacity-building in the state, enhancing leadership, distributing power, accountability, responsiveness, social movements, multi-level government and coordinated decision-making.

These three dimensions and their sub-elements will be studied both as separate research programmes in their own right but also in terms of their inter-dependent relationships. While the country has access to and insight into the important causal social determinants of the challenges facing it, many of the most interesting and important research questions surrounding the drivers, dynamics and barriers to socio-economic progress relate to the interactions between the three dimensions. This requires understanding the relationship between the structural and the psycho-social factors that are in play in the country. Practically it will mean continuing existing lines of research but also the opening up of new research questions. For example, the relationship between rising inequality, political instability, disinvestment, unemployment and economic stagnation could readily constitute a vicious circle – but how strong are each of these connections in reality, what are the detailed mechanisms at work, and what are the thresholds beyond which inequality is a brake on progress? Conversely, reduced poverty and narrower income gaps could lay the basis for mutual trust, social order, political tolerance and investor confidence. How in this environment one develops social compacts around widely-debated and widely-dialogued initiatives is important. This work will have to be undertaken at the macro-, meso- and micro-levels of social life in the country and calls for a better understanding of the connected nature of the social, political and economic dimensions of development.

In the same way as the dishes and antennas of the Square Kilometre Array (SKA) have produced for the country a powerful image of its intentions to push the frontiers of our understanding of the universe in which we find ourselves, so the alignment of different research units and projects inside and outside of the HSRC around poverty and inequality is intended to produce a new, cohesive and purposeful project for understanding how we ameliorate, mitigate and ultimately do away with the worst effects of the challenges which South Africans face on a daily basis.

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1. VISION

The HSRC intends to serve as a knowledge hub for research-based solutions to inform human and social development in South Africa, the African continent and the rest of the world.

2. MISSION

The mission of the HSRC is to be a research organisation that advances social sciences and humanities to help address pressing social issues such inequality and poverty and enhance human welfare and development, for public use.

3. VALUES

As an institution, the HSRC wishes to promote and embody the following values:

- Professional and academic excellence

- Non-partisanship and independence

- Non-discrimination

- Equity

- Honesty and integrity

- Respect

- Fairness that builds trust, and

- Collaboration

The HSRC therefore strives to

- Be a research organisation whose work is viewed as authoritative and non-partisan;

- Use its Parliamentary grant and other public funds to undertake and promote research that will benefit all the people of South Africa, particularly marginalised groups, and promote human well-being and the achievement of social justice by providing scientific evidence to underpin national development as well as international best practice;

- Collaborate with relevant groupings within and outside the borders of South Africa, including government, higher education institutions, donors, non-governmental organisations, media and advocacy groups in the course of its work, while maintaining its independent identity;

- Be guided by its Code of Ethics in introducing, revising and implementing policies and procedures to guide Board members and employees in respect of ethical conduct in their different spheres of activity. The HSRC's policies and procedures will thus seek to integrate ethical issues into day-to-day activities and decision-making processes within the organisation.

4. LEGISLATIVE AND OTHER MANDATES

4.1. Constitutional mandates

The HSRC is not specifically mentioned in the South African Constitution, Act 108 of 1996. However, in the way in which it conducts its work, it is bound by the Bill of Rights contained in the Constitution. The Constitution informs how the HSRC undertakes its research, particularly Section 12(2)(c), which highlights the right of not being subjected to medical or scientific experiments without informed consent, and Section 16 which addresses freedom of expression, including the right to academic freedom and freedom of scientific research.

4.2. Legislative mandates

Acts where specific reference is made to the Human Sciences Research Council (HSRC):

- The Human Sciences Research Council Act, Act 17 of 2008 provides for the continued existence of the HSRC (originally established in 1968) and outlines its purpose and mandated objectives.

  The preamble to the HSRC Act makes reference to the need to promote human science research of the highest quality in South Africa, the need for South African researchers in the human sciences to collaborate with their counterparts elsewhere in Africa and the rest of the world, the need for research to help improve understanding of social conditions and the processes of social change, and the need for programmes of research to address pressing social issues relevant to human welfare and prosperity.

  Against this backdrop, the HSRC Act mandates the Human Sciences Research Council to:
  - o Initiate, undertake and foster strategic basic and applied research in human sciences;

  - o 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;

  - o Inform the effective formulation and monitoring of policy, as well as to evaluate the implementation thereof;

  - o Stimulate public debate through the effective dissemination of fact-based research results;

  - o Help build research capacity and infrastructure for the human sciences;

  - o Foster research collaboration, networks and institutional linkages;

  - o 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;

  - o Develop and make available data sets underpinning research, policy development and public discussion of developmental issues, and to

  - o Develop new and improved methodologies for use in the development of such data sets.

  The HSRC Act also provides specific guidance on the appointment, composition and responsibilities of the HSRC Board as its governing body, and allows the HSRC to undertake or commission research on any subject in the field of the human sciences and to charge fees for research conducted or services rendered at the request of others.

- The AISA Repeal Bill, gazetted on 17 December 2013, resulted in the incorporation of the Africa Institute into the HSRC effective 01 April 2014.

This strengthened the global and continental focus of HSRC research, as already required in terms of the 2008 HSRC Act.

- The Public Finance Management Act (PFMA), Act 1 of 1999 (as amended) applies to the way in which the HSRC operates and accounts for its finances and performance. The HSRC is recognised as a national public entity, and listed in Schedule 3A to the PFMA. The Minister of Science and Technology is the Executive Authority, and the HSRC Board the Accounting Authority of the HSRC.

The Human Sciences Research Council therefore has a clear and strong mandate derived from its own founding legislation. Guidelines emerging from the South African constitution and related legislation provide an enabling framework for an ethical and value-driven approach to research and research dissemination.

4.3. Policy mandates

National and cross-cutting policies

The NDP and the MTSF

The HSRC is required to address developmental issues through research, thereby contributing to policy formulation, public debate, monitoring and evaluation, thereby providing support for the improvement of the quality of lives of vulnerable communities. The HSRC is not a policy implementing agency. Its critical contributions are in providing research-based information that can inform planning, monitor progress and form part of a knowledge-based economy.

The National Development Plan (NDP) makes extensive reference to the need for research to inform better planning, monitoring and implementation support towards Vision 2030. Government's Medium-term Strategic Framework (MTSF) for 2014 to 2019 also speaks strongly to the need for research which addresses the urgent questions raised in the NDP.

While the HSRC has the ability and proven capacity to provide support to virtually all the priority areas highlighted in the NDP and MTSF (see Annexure A), it intends, over the next strategic period, to optimise its effectiveness by having a much stronger focus on the critical issues of poverty and inequality as cross-cutting themes underpinning and emerging from the work it does.

> "On the present trajectory, South Africa will not achieve the objectives of eliminating poverty and reducing inequality. There is a burning need for faster progress, more action and better implementation." (NDP, page 1)

The HSRC intends to work with DST (and other government departments) to help develop a phased, national innovation plan that is aligned with the NDP's Vision 2030. The HSRC and the broader social sciences and humanities research community would be able to add perspectives on social innovation, and more specifically, innovation for inclusive development, through research which is aimed at better understanding of issues around poverty and inequality, translating and communicating findings, identifying opportunities to help address problems, and helping to track progress made in this regard.

The MTSF and Government's Outcomes Approach

The HSRC is committed to the outcomes approach as developed by Government (http://www.info.gov.za/issues/outcomes/index.html). It will contribute towards addressing impact indicators and achieving outputs and targets associated with the fourteen outcomes outlined in Government's Medium-Term Strategic Framework (MTSF) for 2014 to 2019.

The HSRC is recognised as an important role player in a number of annexures to the MTSF where the fourteen outcomes that had been agreed to for the 2014-2019 electoral period are described in more detail, and linked to objectives set in the National Development Plan (NDP).

Annexures where specific reference is made of the HSRC and its work, include those for Outcome 1 (Quality basic education), Outcome 2 (A long and healthy life for all South Africans), and Outcome 5 (A skilled and capable workforce to support an inclusive growth path). The HSRC also has research-based contributions to make in relation to several other outcomes, and the related outputs, impact indicators and targets.

In the appendix to the MTSF dealing with Outcome 1 ("Quality basic education"), performance in the Trends in Mathematics and Science Survey (TIMSS) which is regularly administered by the HSRC, is listed amongst explicit performance targets set for the period.

The appendix for Outcome 5 ("A skilled and capable workforce to support an inclusive growth path") contains specific reference towards an earlier (2005) HSRC study on the employment of artisans, which serves as baseline for further work. Reference is also made to the work of "a credible institutional mechanism for labour market and skills planning", where the HSRC is currently playing an important part. Importantly, the appendix for Outcome 5 also indicates explicitly that "Research and development should be significantly expanded to contribute towards building an inclusive society, providing equal opportunities and helping all South Africans to realize their full potential, in particular those previously disadvantaged by apartheid policies, namely black individuals, women and individuals with disabilities." (page 1). The HSRC's research agenda, but also its commitment to on-going institutional transformation, speak to this ideal.

The report on the HSRC's 2012 South African National HIV Prevalence, Incidence and Behaviour Survey (SABSSM) is cited in the annexure dealing with Outcome 2 ("A long and healthy life for all South Africans"). Work in this area also benefits from HSRC research and surveys that provide scientific evidence to inform approaches aimed at combatting HIV and AIDS and decreasing the burden of diseases from tuberculosis, to get a better understanding of issues associated with infant, child and maternal mortality, as well as chronic lifestyle diseases.

HSRC work also seeks to inform, and respond to, other national strategies including Operation Phakisa (with particular reference to the blue economy) the Human Resource Development Strategy for South Africa, the National Skills Development Strategy, and the National Strategic Plan for HIV and AIDS and Sexually Transmitted Infections (STI) for South Africa as well as the Ten-Point plan for health and basic education.

The HSRC remains committed to providing evidence-based support to Government to better inform planning, policy development and to monitor progress against predetermined objectives. As far as possible, the focus of these activities over the next strategic period will be contextualised around aspects of inequality and how to address these, and on the determinants and impacts of poverty and how to reduce these, in prioritised areas of work.

Policies, strategies and plans specific to the National System of Innovation (NSI)

As a member of the National System of Innovation (NSI) and one of the entities reporting directly to the Department of Science and Technology (DST), the work of the HSRC is guided by the White Paper on Science and Technology (1996), the National Research and Development Strategy (2002), South Africa's Ten-Year Innovation Plan (2008) and the Human and Social Dynamics in Development Grand Challenge Science Plan (2010) of the DST. Strategic Plans and Annual Performance Plans of the Department of Science and Technology provide a more focused strategic context against which the HSRC plans and prioritises its activities.

The 1996 White Paper on Science and Technology paints a picture of "innovation" which includes but also transcends technology transfer and commercialisation. It highlights the importance of the human sciences in a South African system of innovation • *in the understanding of social processes and problems and as a source of social innovation;* • *in facilitating appropriate technological change within society and within the economy;* • *in providing the basis of policy analysis; and* • *as a source of new knowledge and informed critique of the transformation of South African society and its economy* (page 17 of 86). The HSRC's mandated objectives, and its work, are aligned with this view of innovation.

The 2002 Research and Development (R&D) Strategy presents a technology-driven approach to innovation, highlighting the need for more investment in Science, Engineering and Technology (SET), especially in areas where South Africa is deemed to enjoy a geographical advantage such as astronomy, human palaeontology, biodiversity and Antarctic research. The R&D Strategy introduces a number of priority missions requiring support, namely poverty reduction, biotechnology, Information and Communication Technology (ICT), advanced manufacturing, and moving from resource-based industries to knowledge-based industries. However, the Strategy's focus on poverty reduction as a priority mission, is on the "demonstration and diffusion of technologies to impact quality of life and enhance delivery" (page 42), rather than on a broader understanding of social conditions, policy options and (social) aspects of innovation, creativity and social change over time. The HSRC wishes to contribute more strongly to the priority mission of poverty reduction from the perspective of social sciences and the humanities.

The Ten-Year Innovation Plan, "*Innovation Towards a Knowledge–Based Economy, 2008-2018*", addressed opportunities and grand challenges in five prioritised areas namely biotechnology, space science, climate change, energy and "human and social dynamics". In relation to this fifth Grand Challenge, the Plan mentioned the need for South Africans to contribute towards "a greater global understanding of shifting social dynamics, and the role of science in stimulating growth and development" (page ix). In June 2010, DST launched a science plan to support the Human and Social Dynamics in Development "Grand Challenge". This science plan mentions, amongst other modalities, "longitudinal surveys", "targeted research" and "policy dialogues" as important means of achieving objectives set for the HSDD Grand Challenge.

The 2015/16 Strategic Plan of DST makes reference to the need to develop a new ten-year plan for science, technology and innovation in the context of the National Development Plan (NDP). It is incumbent on the HSRC and other role players in the NSI with a particular interest in social sciences and humanities research, to engage with DST about ways in which the next ten-year plan will be able to address in a meaningful, the problems of poverty and inequality, the dynamics of social change, innovation, and sustainable development.

International context

In terms of its Africa and global research agenda, HSRC work is also guided by the priorities of the National Development Plan (NDP) and the MTSF, as well as work feeding into the DST's Africa strategy. International policies and strategies informing HSRC work include Agenda 2063 of the Africa Union, the Science, Technology and Innovation Strategy for Africa 2024 (STISA), also of the AU[1], and Sustainable Development Goals as developed and adopted by the United Nations.

Once again, the strategic intent of the HSRC is for work in this context to focus on ways to better analyse and address poverty and inequality within and between countries, regions and groups of people.

5. SITUATIONAL ANALYSIS

5.1. Performance environment

As a national public entity, the HSRC reports to Parliament via the Department and Minister of Science and Technology. In terms of mandated objectives listed in the HSRC Act, it is required to undertake research, inform policy, and provide data to help monitor and evaluate the implementation of policies dealing with developmental issues, thereby contributing to the improvement of the quality of life of vulnerable communities. This cross-cutting responsibility implies that HSRC work also supports priorities and deliverables of several other government departments.

The HSRC is, by virtue of its legislated objectives, required to foster and support research, help build capacity and infrastructure in the human sciences in South Africa and elsewhere in Africa, and to foster research networks and collaboration in the human sciences. While its own research agenda needs to be co-financed from external sources (e.g. via contracts and grants for research services rendered), it collaborates with universities and its sister science councils at project level and through memoranda of understanding that would have been developed at institutional level.

The HSRC makes important contributions in key areas in the national innovation system. These include the following:

- The HSRC is recognised for its proven capacity to plan and conduct large-scale repeat cross-sectional and longitudinal surveys on topics that are essential for government planning, monitoring and evaluation, but which also offer rich potential for secondary research analysis and visual representation, e.g. using Geographic Information System (GIS) capabilities. Examples of surveys that have become national and international resources, to explore trends over time, include the regular SABSSM (South African National HIV, Behaviour and Health Survey), SASAS (South African Social Attitudes Survey) and TIMSS (Trends in International Mathematics and Science Study).

- HSRC surveys, and notably the research data that are curated and made available for further analysis, constitute significant research outputs. Such datasets have been described elsewhere as "some of the most sophisticated resources available to policymakers anywhere in the world …the social science equivalent of a space telescope or a deep sea exploration vessel"[2], worthy of recognition and protection as essential national research resources.

- By leveraging additional funding from external, including international sources; the HSRC has contributed to and also helped to inform national priorities, while helping to grow the overall contribution to R&D expenditure in the country. A case in point is the regular SABSSM survey, the first wave of which was conducted at a time when research on HIV prevalence at a national level was not

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1 STISA (2014) replaced Africa's consolidated plan of Action for Science and Technology (2005).

2   Dr Gordon Marshall, (former) Chief Executive of the Economic and Social Research Council (ESRC) in the United Kingdom: Chief Executive's Statement, 1999/2000 Annual Report, page 3. (http://webarchive.nationalarchives.gov.uk/20081007160501/http://esrc.ac.uk/ESserve the function of RCInfoCentre/Images/Annual%20Report%2099-00_tcm6-6040.pdf accessed 14 October 2015)

yet considered a priority. External funds obtained to support research-related work in the HSRC enabled the HSRC to effectively double its overall budget in relation to its annual MTEF allocation from government sources.

- The HSRC's broad but clearly formulated mandate enables it to respond to new opportunities and requests for support in areas of national or global interest. For instance, it played a critical support role in the context of BRICS (Brazil, Russia, India, China and South Africa) vision and strategy formulation, when it served as incubator for the South African BRICS Think Tank during 2013/14 and 2014/15.

- HSRC researchers working on several research and evaluation studies have the ability to extract and reflect on findings from related research conducted over time. Stakeholders and decision makers are informed about findings emerging from HSRC research, and the implications of these for policy and practice. For instance, HSRC policy briefs and presentations to Parliamentary portfolio committees are based on scientific evidence.

- In terms of its mandated objective to inform scientific debate and disseminate research findings, the HSRC regularly hosts seminars and workshops, and publishes a range of informative documents including research reports, policy briefs and more popular reviews. Scholarly books published by the HSRC Press, under the auspices of an independent Editorial Board, are available free of charge in electronic format, but also do well in terms of conventional book sales.

- Conferences and workshops hosted or co-hosted by the HSRC provide opportunities for research dissemination, stimulating policy-relevant debates as well as opportunities for collaboration amongst social scientists. During 2015 it co-hosted the World Social Science Forum (WSSF2015), where critical issues of inequality and social justice were explored by academics, political leaders and development agencies from across the world. The next influential publication by UNESCO and the International Social Science Council (ISSC) that will focus on social science and development challenges, will be based on deliberations and decisions at the 2015 Forum.

- In terms of research capacity building, the HSRC's research internship programme enables young and emerging researchers to obtain first-hand experience in various aspects of research, including research ethics, managing and conducting fieldwork, managing research budgets, funding applications, quantitative and qualitative data analysis, research networking and dissemination and the publication of research.

- Although the number of full-time researchers employed by the HSRC is relatively small compared with all researchers employed in the NSI, they are highly productive. In 2013/14 and 2014/15, publication in ISI-listed journals per 100 FTE HSRC researchers[3] were 68.25 and 69.2 respectively, i.e. exceeding the 2012 national benchmark of 58 per 100 FTE researchers (DST Strategic Plan for 2015/16, page 16).

Constraints experienced by the HSRC have to do with the competitive nature of the performance environment, as well as the funding model of the HSRC. Financial constraints (e.g. the impact of lower growth rates, nationally as well as internationally, on government funds for research) and changes of priorities for research funding remain risks for research institutions such as the HSRC who are dependent on funding from the South African government and international funding agencies.

The HSRC's ability to develop long-term plans involving external collaboration, capacity enhancement and infrastructure development remains relatively constrained by its funding model, and has led to negative perceptions from some role players in the National System of Innovation, about a bias towards "consultancy-driven" rather than strategy-driven collaboration.

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3 If the denominator is researchers from the rank of senior researcher upwards, i.e. excluding junior researchers and researchers, who are typically still on internship programmes and enrolled towards Master's degrees, without any adjustment for FTE, the numbers are 82 and 87.8 respectively.

HSRC research is sometimes described as "expensive" or "not competitive" – especially when compared with budgets prepared by researchers in universities or government departments where salaries and overhead expenses are not always fully costed.

Public procurement regimes make it difficult for HSRC to received sustained funding from government departments for research, including repeat survey and data management services rendered.

The pressure to secure external research funding, alongside other performance imperatives, is regarded as a contributing factor to the relative difficulty to recruit and retain senior researchers and research managers in the HSRC.

New role players in the NSI, for instance three newly-established public universities, and a national institute for humanities and social sciences, offer exciting opportunities for collaboration in areas of common interest, but against a backdrop of relatively limited financial and human (especially research) resources in the HSRC and the country as a whole.

5.2. Organisational environment

The main function of the HSRC is research and the effective communication of its research findings in support of efforts to effect social improvement. Administrative activities are carried out to provide an enabling environment for research, to support infrastructure needs and to ensure compliance with regulatory requirements. Annexure B to this Strategic Plan provides an overview of the current structure of the HSRC.

For purposes of performance planning and reporting over the next five-year period, the HSRC will present and manage its work as follows:

• The HSRC Board serves as governing body of the HSRC. It provides strategic oversight to the work of the HSRC, and serves as accounting authority of the organisation. The four-year term of the current Board commenced on 1 November 2013.

• The Chief Executive Officer (CEO) is an ex officio member of the HSRC Board. He or she is appointed by, and is also accountable to, the Board. The CEO provides strategic leadership to the organisation and, in terms of the HSRC Act, is responsible for the administration and the general management and control of the day-to-day functioning of the HSRC. The five-year term of the current CEO commenced on 1 September 2015. The CEO is supported by an executive with specialist skills in the research and administrative aspects of the work of the HSRC.

• The day-to-day functioning of the HSRC refers to a research programme of work, as well as an administrative programme of work. Further to the incorporation of the Africa Institute of South Africa (AISA) into the HSRC, it was decided to present its work as a separate AISA programme of work, with any future changes subject to guidance from the HSRC Board and Department of Science and Technology.

The HSRC currently has offices in four of South Africa's nine provinces, namely Gauteng (Pretoria HSRC and AISA), KwaZulu-Natal (Durban and Sweetwaters), Western Cape (Cape Town) and Eastern Cape (Port Elizabeth).

The research agenda of the HSRC will be both responsive to and alert to issues identified in the external environment, with particular reference to challenges of poverty and inequality.

In line with the remark that South Africa will require extraordinary efforts to achieve its objectives of eliminating poverty and reducing inequality, the HSRC acknowledges that its own research will have to be both sharpened and co-ordinated more strongly. In the course of the next strategic planning period the HSRC will refine existing performance indicators, or, where deemed appropriate, introduce new ones, to ensure a focus on issues of poverty and inequality, to incorporate humanities and the arts in

its strategic research agenda, to demonstrate its ongoing commitment to research excellence, and to enhance opportunities for collaboration, secondary data analysis, capacity development and engaged science communication.

The HSRC is also keen to collaborate with DST in the development of the next ten-year plan for innovation, and in looking for sources and modalities for sustainable government funding for research, including socio-economic sciences and humanities research.

6. STRATEGIC OUTCOME-ORIENTED GOALS OF THE HSRC

The strategic intent of the HSRC over the five-year period from 2016/17 to 2020/21 is:

> To have addressed, through its research, *key priorities, notably poverty and inequality*, that are facing South Africa, Africa and the world, and to have generated new knowledge that could be used to inform further analysis and help decision makers to plan, implement, evaluate and reflect on interventions aimed at addressing such issues and priorities.
>
> The focus of this new knowledge is on the kinds of social innovations that will need to be foregrounded in shifting and reversing the persistence of poverty and the deepening of inequality, i.e. an emphasis on (social) innovation for inclusive development. This will also include new ideas and actions in civil society and the public and private sectors.

The HSRC Board will provide the Executive Authority with, amongst others, an annual report that covers every material aspect on which the organisation is expected to report as detailed in the Shareholders' Compact; as well as quarterly reports providing information on progress made against predetermined performance targets accompanied by narrative sections providing more details on achievements and challenges experienced.

The HSRC has identified six strategic outcome-oriented goals. These strategic goals, represented by six letters forming the acronym "ADEPTS", are informed by the mandated goals and institutional imperatives of the HSRC.

Strategic Outcome Oriented Goal 1	A – Advancing knowledge and scientific excellence
Goal Statement:	The HSRC will have advanced excellence in social sciences and humanities for public use by continuing to disseminate its research results through scientific publications, seminars and more popular media, thereby contributing to global knowledge generation and dissemination by end of the 2018/19 financial year.

The HSRC is committed to ensure that the work it undertakes is of the highest quality and integrity, and will be disseminated to stakeholders in ways that scholarly debate and evidence-supported decisions can be supported. This commitment to excellence is a necessary prerequisite for research and collaborative networks that are taken seriously when topical and contentious issues related to poverty, inequality and inclusive development are addressed.

Strategic Outcome Oriented Goal 2	D – Developing collaborative networks and applied research on poverty and inequality
Goal Statement:	The HSRC will have contributed to the development of a programme of work dealing with poverty and inequality by conducting research, analysing and publishing data, identifying priorities, and proposing or reviewing possible interventions that aim to address developmental challenges affecting marginalised of vulnerable groups in South Africa and elsewhere in Africa through knowledge and research partnerships by end of the financial year 2018/19.

The HSRC will use a unifying focus on challenges such as poverty, inequality and inclusive development to enhance synergies between existing work and collaboration in future work/ Collaboration involving counterpart research institutions and centres of excellence within South Africa and the African continent will be prioritised.

Strategic Outcome Oriented Goal 3	E- Enhancing research skills and public awareness
Goal Statement:	By the end of 2018/19 the HSRC will have provided opportunities for masters' and doctoral candidates as well as post-doctoral fellows to do research at the HSRC in order to grow an echelon of suitably qualified and experienced researchers, while also contributing to growing awareness of findings, approaches and career opportunities in social science and humanities research amongst members of the public, students and scholars, and decision makers.

In a country where inequalities persist also in the higher education and training system, the HSRC is committed to employ and help build capacity of postgraduate students who are not otherwise employed. It will participate in outreach activities to grow awareness of the importance of social and human sciences to help understand issues around poverty, inequality and inclusive development.

Strategic Outcome Oriented Goal 4	P - Preserving and sharing data for further analysis
Goal Statement:	The HSRC will have preserved data collected during HSRC research and made it available for further analysis and acknowledgement in publications by end of fiscal year 2018/19.

The HSRC is a custodian of valuable national resources ranging from unique library holdings to research data, notably data from large-scale, repeat surveys. It is committed to preserve these resources for use by current and future generations, and especially to help build and grow the capacity of students and researchers who will improve their own work by accessing and analysing data obtained from completed HSRC surveys.

Strategic Outcome Oriented Goal 5	T- Institutional transformation
Goal Statement:	By the end of the 2018/19 financial year the HSRC will have transformed at senior level to reflect the national demographic composition with respect to race and gender.

Institutional transformation, learning and growth remain on the agenda of the HSRC as learning, growing and transforming knowledge organisation. It will not only address issues of inequality, poverty and development in its research agenda but will also strive to give effect to these principles in the way staff are recruited, appointed and supported within the organisation.

Strategic Outcome Oriented Goal 6	S- Financial sustainability
Goal Statement:	By the end of the 2018/19financial year the HSRC will have ensured sustainability of research funding through long-term research projects and sustainable support for longitudinal studies. It will also have implemented effective and efficient systems of financial management and good corporate governance.

Sufficient and sustainable levels of funding are prerequisites for the HSRC to achieve its objectives set for research, research preservation and dissemination as well as capacity development. The HSRC would support DST in its attempt to grow the investment in R&D as percentage of GDP over the next five to ten years. It will also ensure that its governance, compliance and reporting systems are in place to ensure that it remains a trusted and preferred partner of funding agents and research collaborators.

Since the above strategic outcome-oriented goals are formulated in a generic and aspirational manner, the HSRC also identified a number of proxy indicators that are related to the goals. Each of the indicators are associated with SMART (Specific, Measurable, Achievable, Relevant and Time-bound) performance targets. For purposes of this Strategic Plan, targets for each of the proxy indicators were set over a five-year period, i.e. in terms of desired performance by the end of the 2018/19 financial year.

Strategic Outcome Oriented Goal 1	A – Advancing knowledge and scientific excellence
Goal Statement:	The HSRC will have advanced excellence in social sciences and humanities for public use by continuing to disseminate its research results through scientific publications, seminars and more popular media, thereby contributing to global knowledge generation and dissemination by end of the 2018/19 financial year.
Proxy indicators	
Objective 1A	Disseminating of knowledge through publications and public dialogue
1.1	Number of peer-reviewed journal articles published in internationally-recognised (ISI or IBSS-listed) scientific journals, per senior researcher (SRS/SRM or higher): By March 2019, the HSRC would have maintained the high level of publication outputs in ISI and IBSS listed scientific journals of its senior researchers, at an average of 1.4 such articles per senior researcher per annum.
1.2	Number of scholarly books published By the end of the 2018/19 financial year, HSRC researchers would have authored or edited at least 24 scholarly books that were published during the year under review
1.3	Number of scholarly book chapters published By the end of 2018/19, HSRC researchers would have authored at least 68 scholarly book chapters that were published during the year under review.
1.4	State of the Nation book volumes published By the end of 2018/19, the HSRC would have produced and published one further annual edition of the State of the Nation book during the year, thus having produced and published five such books during the period from 2014/15 until 2018/19.
1.5	Number of HSRC humanities and social sciences research seminars hosted By the end of 2018/19, the HSRC would have hosted at least 50 humanities and social sciences research seminars during the financial year under review.
1.6	Number of HSRC Review publications. By the end of 2018/19, the HSRC would have published at least 4 editions of the HSRC Review publication, thus having produced at least 20 such publications during the five-year period from 2014/15 until 2018/19.
1.7	New publishing imprint. By the end of 2018/19, the HSRC Press would have published at least 5 books under the "Best Red" publishing imprint during the year under review.

Strategic Outcome Oriented Goal 1	A – Advancing knowledge and scientific excellence
Objective 1B	**Informing effective formulation of government policy**
1.8	Number of HSRC policy briefs published By the end of 2018/19, the HSRC would have published at least 15 policy briefs during the year under review.
1.9 (New)	Number of public dialogues on poverty and inequality hosted. By the end of 2018/19, the HSRC would have hosted or co-hosted at least 4 public dialogues dealing with poverty and inequality during the year under review.
1.10 (New)	Number of government services or functions where HSRC research results provided decision support By the end of 2018/19, at least three instances of HSRC research having provided decision support to government services or functions, would have been recorded in the course of the year.
Objective 1C	**Promoting excellence, reach and impact of publications**
1.11 (New)	Number of peer-reviewed journal articles published in acknowledged scientific journals, per HSRC researcher. By March 2019, the number of articles published in acknowledged scientific journals per HSRC researcher during the year under review would have exceeded an average of 0.9 per researcher.
1.12 (Proposed: New from 2017/18)	Number of peer-reviewed journal articles by HSRC author or authors with at least 10 citations listed within 5 years from publication. By March 2019, the HSRC would have introduced a system of tracking and reporting on scientific uptake, with an appropriate performance measurement and target to monitor achievement over time.

Strategic Outcome Oriented Goal 2	D – Developing collaborative networks and applied research on developmental challenges, notably poverty and inequality
Goal Statement:	The HSRC will have contributed to the development of a programme of work to address developmental challenges affecting vulnerable groups in South Africa and elsewhere in Africa through knowledge and research partnerships and conducting research, analysing and publishing data, identifying priorities, and proposing or reviewing possible interventions by end of the financial year 2018/19.
Proxy indicators	
Objective 2A	**Supporting collaborative research networks**
2.1	Number of active Memoranda of Understanding (MoUs) in place During the 2018/19 financial year, the HSRC would have recorded collaborative activities in relation to at least 53 MoUs with other research institutions or associations that were in place during the year under review.
2.2	The number of structured collaborative research projects completed By the end of the 2018/19 financial year, at least 20 research projects involving structured collaboration between research programmes during the year under review would have been completed.

Strategic Outcome Oriented Goal 2	D – Developing collaborative networks and applied research on developmental challenges, notably poverty and inequality
Objective 2B	Promoting an African research agenda
2.3	The number of African Research Fellows employed By the end of the 2018/19 financial year, at least 17 African Research Fellows would have been appointed or employed by the HSRC in the course of the year.
2.4 (New)	Number of peer-reviewed articles co-published with researchers residing outside South Africa, on the African continent By During 2018/19, HSRC researchers would have co-authored at least 8 journal articles published in DHET-acknowledged peer-reviewed journals with researchers who reside outside South Africa, on the African continent.
Objective 2C	Undertaking research and analysis to address prioritised issues, notably poverty, inequality and inclusive development
2.5	The number of research projects completed By the end of the 2018/19 financial year, at least 25 research projects would have been completed during the year under review.
2.6	Number of research reports completed By the end of the 2018/19 financial year, at least 36 research reports would have been completed during the year under review.

Strategic Outcome Oriented Goal 3	E- Enhancing research skills and public awareness
Goal Statement:	By the end of 2018/19 the HSRC will have provided opportunities for masters' and doctoral candidates as well as post-doctoral fellows to do research at the HSRC in order to grow an echelon of suitably qualified and experienced researchers, while also contributing to growing awareness of findings, approaches and career opportunities in social science and humanities research amongst members of the public, students and scholars, and decision makers.
Proxy indicators	
Strategic objective 3A	Attracting skills for the development of a skilled & capable workforce
3.1	Number of Master's level research interns employed By the end of 2018/19, the HSRC would have employed 53 Master's level research interns during the year under review.
3.2	Number of PhD level research interns employed By the end of 2018/19, the HSRC would have employed 55 PhD research interns during the year under review.
3.3	Number of postdoctoral research fellows employed By the end of 2018/19, the HSRC would have employed 36 postdoctoral researchers during the year under review.

Strategic Outcome Oriented Goal 3	E- Enhancing research skills and public awareness
Strategic objective 3B	Building research capacity for the human sciences
3.4	Number of completed Master's level internships By the end of 2018/19, 6 Master's level interns would have completed the programme during the year under review.
3.5	Number of completed PhD level internships By the end of 2018/19, 8 PhD level interns would have completed the programme during the year under review.
Strategic objective 3C	Raising awareness of opportunities and contributions in social science and humanities research
3.6	Number of students reached in the campus lecture series By the end of 2018/19 the HSRC would have reached 600 students in the research seminars/campus lecture series during the year under review.
3.7	Number of schools engaged in the outreach programme By the end of 2018/19 the HSRC would have engaged 195 schools in the Outreach Programme during the year under review.
3.8	Annual Social Sciences Research Conference hosted By the end of 2018/19 the HSRC would have hosted at least one annual social sciences research conference during the year under review, i.e. five such conferences over the period 2014/5 until 2018/19.
3.9	Networking platform for engaging policy makers established and / or maintained By the end of 2018/19, the HSRC would have established and / or maintained at least one networking platform for engaging policy makers during the year under review.

Strategic Outcome Oriented Goal 4	P - Preserving and sharing data for further analysis
Goal Statement:	The HSRC will have preserved data collected during HSRC research and made it available for further analysis and acknowledgement in publications by end of fiscal year 2018/19.
Proxy indicators	
Objective 4A	Preserving and curating research data and artefacts
4.1	Number of preserved datasets By the end of 2018/19, the HSRC would have preserved 24 datasets during the year under review.
4.2	Digitised library holdings, maps and photo collection By the end of 2018/19, the HSRC would have digitised an additional 159 library holdings; maps and photo collection during the year under review

Strategic Outcome Oriented Goal 4	P - Preserving and sharing data for further analysis
Objective 4B	Managing and promoting secondary use of research data
4.3 (New)	The number of HSRC datasets that had been preserved and allocated a doi (digital object identifier) that had been appropriately cited. By March 2019, the HSRC would have introduced a system of tracking and reporting on the citing of preserved datasets using the appropriate digital object identifier (doi) reference, with an appropriate performance measurement and target to monitor achievement over time.

Strategic Outcome Oriented Goal 5	T- Institutional transformation
Goal Statement:	By the end of the 2018/19 financial year the HSRC will have transformed at senior level to reflect the national demographic composition with respect to race and gender.
Proxy indicators	
Objective 5A	Ensuring ongoing transformation at the level of senior researchers
5.1	Percentage of senior researchers who are African As at 31 March 2019, 56% of senior researchers employed by the HSRC will be African.
5.2	Percentage of senior researchers who are female As at 31 March 2019, 50% of senior researchers employed by the HSRC will be female.
Objective 5B	Ensuring awareness & reporting on transformation
5.3	Annual employment equity reports produced By the end of 2018/19, the HSRC would have produced 100% of the required Annual employment equity reports.
5.4	Quarterly employment equity reports produced. By the end of 2018/19, the HSRC would have produced 4 quarterly employment equity reports for the year under review.
5.5	Number of diversity awareness events hosted By the end of 2018/19, at least one diversity awareness event will have been hosted by the HSRC during the year under review.
5.6	Number of gender awareness events hosted By the end of 2018/19, at least one gender awareness event will have been hosted by the HSRC during the year under review.
Objective 5C	Supporting ongoing organisational development and transformation
5.7 (New)	Ratio of senior researchers (SRS/SRM or higher) in relation to all HSRC staff. By March 2019, the HSRC would have agreed on the desired proportion of staff that are researchers at the level of SRS/SRM or higher, and introduced steps and associated targets to ensure the achievement thereof within the agreed time frames.

Strategic Outcome Oriented Goal 6	S- Financial sustainability
Goal Statement:	By the end of the 2018/19 financial year the HSRC will have ensured sustainability of research funding through long-term research projects and sustainable support for longitudinal studies. It will also have implemented effective and efficient systems of financial management and good corporate governance.
Proxy indicators	
Objective 6A	Ensuring financial sustainability by securing extra-parliamentary income
6.1	Extra-parliamentary income as percentage of total annual income The percentage of parliamentary income in relation to total annual income of the HSRC for the 2018/19 financial year will be 48%.
6.2	Multi-year grants During the 2018/19 financial year, at least 56% of the externally-funded research undertaken the HSRC will be multi-year grants or contracts.
Objective 6B	Promoting and implementing good corporate governance principles
6.3	Officials attending the anti-corruption campaign By the end of 2018/19, 80% of HSRC staff members would have attended the anti-corruption campaign or workshops offered during the year under review.
6.4	Eligible officials who have declared their interests By the end of 2018/19, 100% of eligible HSRC staff members would have declared their interest for the year under review.
6.5	Compliance reports produced. By the end of 2018/19, the HSRC would have produced 4 compliance reports for the year under review.
Objective 6C	Upholding effective and efficient systems of financial management and internal control
6.6	Unqualified external audit report By the end of 2018/19, the HSRC would have received an unqualified external audit report.
6.7	BBBEE Status By the end of 2018/19, the BBBEE status of the HSRC will be at level 2 or better.
6.8	PPPFA Compliance By the end of 2018/19, the HSRC would have achieved 100% PPPFA compliance.

In the course of the next five years, the HSRC plans to achieve its outcome-oriented goals, as operationalised in the above-mentioned proxy indicators and targets, by continuing to undertake research of high quality and relevance, and by ensuring that administrative support activities remain aligned with organisational and national priorities .

The remainder of this document provides more detail on the three main programmes that will be responsible for implementing this strategy. Annual Performance Plans will be prepared to outline in more detail the specific activities, objectives and targets that will be attended to per year, per quarter and per responsible programme in the HSRC. Pg **19**

PART B: STRATEGIC OBJECTIVES

It should be noted that, following the incorporation of AISA into the HSRC, closer alignment between performance indicators and targets for the Research, Development and Innovation (RDI) programme and AISA programme was purposefully introduced. Hence, there is overlap between strategic goals and objectives set for RDI and AISA, but, under these overlapping objectives, specific targets are assigned per programme and managed separately.

7. PROGRAMME 1: RESEARCH, DEVELOPMENT AND INNOVATION (RDI)

Purpose: This programme facilitates knowledge generation through research and development in key priority areas and also to inform government's policy/planning, monitoring and evaluation in national priority areas. It undertakes large surveys that provide data to underpin evidence-based decision making, and that are preserved for further analysis. This programme also provides a basis from which research is communicated and its impact assessed.

In preparation for the incorporation of AISA into the HSRC with effect from 01 April 2014, it was agreed that AISA and its ring-fenced funding would initially be treated as a distinct programme in the HSRC. Through an on-going process of joint planning, collaboration and capacity building support, the objectives set for these two programmes are increasingly aligned, and research and research communication agendas coordinated.

Under the leadership and strategic oversight of the DCEO: Research, the activities of the RDI programme are distributed between the following sub-programmes that focus in specialist research areas:

(a) Centre for Science, Technology & Innovation Indicators (CeSTII)

The Centre for Science, Technology and Innovation Indicators (CeSTII) is responsible for the production of science, technology and innovation (STI) indicators in South Africa as well as conducting research in the same and related fields. CeSTII was established in 2002 as a long term commitment of the Department of Science and Technology (DST) to produce STI indicators to enable the measurement and assessment of progress of the department's strategic plans. It conducts research based on the data it collects from the R&D and innovation surveys and publishes the results in scientific journals.

The Cabinet Memorandum 14 of 2001 and the subsequent Memorandum of Agreement (MoA) between Statistics South Africa (Stats SA) and DST concluded in 2004, provides the DST with a mandate for the statistical production that covers R&D, innovation, human resources in science and technology and related human mobility data as part of the national STI indicator system. The availability of reliable and consistent information on these STI indicators is critical for policy development and implementation for a developing country like South Africa.

(b) Democracy, governance and service delivery (DGSD)

The Democracy, Governance and Service Delivery (DGSD) research sub-programme actively enhances the contribution of the HSRC as a strategic partner in knowledge production and a resource for informing and deepening public debate, national dialogue and theoretical discourse on key national, regional and international issues and dominant trends related to democracy; development; justice; governance and service delivery. The thematic research thrusts of the programme are as follows:

- *Democracy and Development:*
  The DGSD thematic thrust on democracy and development focuses on the constitutional imperative that all South Africans should have access to and participate in a vibrant democracy that ensures a better life for all.

  Issues of social justice; inequality; citizenship, culture, national identity and social cohesion; and women and gender in a democratic South Africa are examined under this theme. The sub-theme of crime, safety and justice focuses on access to justice; understanding the scale, causes and impact of crime and violence; and examines issues of citizenship, participatory democracy and political violence.

  In conducting research on inequality, poverty and social justice, DGSD researchers seek to define, measure and address (in)equality in South Africa, Africa and globally within the context of democratic politics and transitional and distributive justice.

- *Governance:*
  The thematic thrust of governance focuses on the intersections between national, provincial and local government, and addresses issues related to good governance, cooperative governance and the relationship between modern and traditional institutions of governance. Sub-themes include ethics and accountability, as well as investigations into, and development of, anti-corruption strategies. Researchers in this area also have expertise in impact assessment of government policy and the monitoring and evaluation of institutions of governance. An area of specialisation is the role of women in leadership and governance in South Africa and the continent.

- *Service Delivery:*
  DSGD undertakes evidence-based research to analyse and measure access to public services and to monitor and evaluate the role of the state and other stakeholders in service delivery. Capacity at national, provincial and local government level is assessed in order to contribute to the measurement of performance at all levels of government and the development of strategies for capacity enhancement. Included under this thematic thrust is research into the effectiveness of partnerships involving the public sector, private sector, civil society and communities; the monitoring of service delivery; assessing the fulfillment of socio-economic rights; and the prevention of fraud and corruption within the public service.

(c) Economic performance and development (EPD)

This sub-programme is mandated to generate robust knowledge, evidence and policy proposals through rigorous research for lasting solutions to the pressing economic and developmental challenges of unemployment, inequality, poverty and growth facing South Africa and the rest of Africa. The thematic research thrusts of the programme are as follows:

- *Macro-micro dynamics of structural change:*
  This theme involves the analysis of the structural dynamics of the economy and the kinds of shifts required to improve productivity and innovation, while creating employment, reducing inequalities and poverty.

- Spatial development and migration:
  This theme analyses the interactions between the spatial economy, settlement patterns and migration trends with a view to creating more prosperous and vibrant places, and tackling entrenched geographical inequalities.

- Sustainable development:
  This theme's objective is to understand and improve the functioning of social programmes with broader developmental objectives, including policies to improve the social wage, to protect vulnera-

ble groups, to promote food security, to promote rural development in order to reduce poverty and address environmental and ecological concerns. In general, to enhance social protection and improve livelihoods and assets.

- Labour market dynamics:
  This theme focuses on the how, why and what of sustainable employment creation. It explores the role of different stakeholders in job creation, retention and progression. It includes issues of decent jobs, and various labour market policies and programmes.

(d) Education and skills development (ESD)

The Education and Skills Development research sub-programme researches education, skills development and capability enhancement at the individual, institutional and systemic levels. It is unique in its ability to harness research work both across and at the interface of these three areas as well as across multiple levels of provision. Education and skills development promote individual, social and economic development and are key to the exercise of citizenship.

High-quality education and appropriate competences and capabilities held by both individuals and firms are a prerequisite for growth, development and citizenship, which in turn can afford more people the opportunity to learn, more firms to enhance their capabilities, and for both to contribute to a productive society. For these reasons, the research within this programme focuses on national priorities related to both an Improved Quality of Basic Education for all, and a Skilled and Capable Workforce to Support an Inclusive Growth Path. The thematic research thrusts of the programme are as follows:

- Education and training for development, with an emphasis on understanding how contexts, policies, institutions and systems shape and distribute educational and training opportunities;

- Ensuring equitable access for individuals to basic, intermediate and high level learning and skills;

- Skills and capability development in educational institutions and firms in the context of changing technological opportunities and a knowledge-based economy; and

- Transitions through education and from education to the world of work

(e) HIV/AIDS and Sexually transmitted diseases and Tuberculosis (HAST)

HAST is a research sub-programme that undertakes applied social sciences and public health research on HIV/AIDS, STIs and TB (HAST) within South Africa. It also provides experiential training to young researchers and expert consultation to government, civil society organisations and international agencies on these issues. It also provides some technical assistance and advice to the government, South African National AIDS Council (SANAC), civil society and donors/research grant makers within South Africa, throughout Sub-Saharan Africa through the Social Aspects of HIV/AIDS Research Alliance (SAHARA), and also globally through its collaborating status with the Global HIV Prevention Working Group and other international organisations. There are four main focus areas:

- Biological and behavioural surveillance of HIV (and TB) in the general population and different sectors of the economy

- Social and behavioural prevention intervention research on HIV/AIDS, STIs and TB

- Monitoring and impact evaluations of national and provincial HIV/AIDS, STIs and TB programmes as well as those run by donor organisations and NGOs

- Operational and implementation research on new evidence-based interventions

(f) Human and social development (HSD)

Human and Social Development (HSD) is a research sub-programme that promotes social science and humanities research concerning the social conditions and identity markers that shape people's life opportunities (or human development) and promote social cohesion in the midst of ongoing and dynamic change, alongside the social movements that emerge in response to these challenges. This research provides unique and important perspectives on aspects of poverty, inequality and inclusive development. Arising from the current movement toward a knowledge-based economy and from the renewed focus on Human and Social Dynamics as one of the grand challenges identified by the Department of Science and Technology, the HSD research programme researches individuals, social contexts and public policies in six main areas. These thematic thrusts include two cross-cutting themes namely the humanities and diversity, along with four focused research target groups, namely children, youth, families and communities.

- *Humanities:*
  The humanities focus permeates all research in this sub-programme, and includes work on sport, performing arts, the role of music in cultural reproduction, and identity. Its approach is historical, anthropological and philosophical with a strong emphasis on contemporary narratives and the role of fiction and media in shaping dialogues and social discourse.

- *Diversity*:
  In understanding the social conditions of people's lives, the HSD programme is interested in considering how diversity in gender, culture, language and identity shape social cohesion while also examining social discourse and policies that contribute to change at multiple levels in South African society. To build a socially cohesive society following a legacy of historic racial and ethnic division requires an investigation of our divided history, marginal sexualities, moral values, and views regarding justice, equity, restitution, and reconciliation (including xenophobia).

- *Children:*
  A spotlight on childhood vulnerabilities, including those orphaned and made vulnerable by HIV/AIDS and poverty, is central in our approach to children. Social and emotional learning, early childhood development, resilience in the face of poverty, and the mental health of children and caregivers, as part of families and society form the mainstay of our research.

- *Youth:*
  The focus on young people includes providing up-to-date data on their status as well as providing an evidence-base for positive youth development. Studies are conducted on the resources and assets of youth, including their demographic presence, navigational capacities for employment and transitions, moral values, capacity to cope with rapid change, and their openness to the future. These include quality work-oriented education, employment, civic participation, and health and well-being.

- *Families:*
  Families are the fundamental building block for positive human development and the principal safety net for people facing chronic and acute challenges. They are also the repository of social values, livelihoods, and legacy. The work of HSD focuses on work-family combinations for men and women, care and care-giving including interactions between services and home care, reproductive choices, the role of men in families and patterns of fathering, and intergenerational relations in families.

- *Communities:*
  In understanding the dynamics of social and individual change (including urbanisation, migration, climate change and technological change) HSD seeks to address both the disjunctures and opportunities for civil society and the State. Furthermore researchers in the sub-programme are interested in understanding social movements: how they develop, operate and impact on people's life opportunities in the context of change, and the values that drive and sustain them. Of special interest are the social aspects of climate change in South Africa and Africa.

(g) Population health, health systems and innovation (PHHSI)

PHHSI is a research sub-programme that conducts primary and secondary research on public health, non-communicable diseases, population studies and innovation, which enables evidence-based decision-making by our partners. PHHSI works with external partners; the research programmes of the HSRC and, through various networks, health expertise in South Africa and the continent. The principal activities in this research programme involve:

- Developing innovative research methods and strategies to analyse population health and to make recommendation on necessary, evidence based, interventions;

- Contributing to the better understanding and use of the health care systems and health financing in South Africa and the African continent with the aim of achieving better population health;

- Defining the social and environmental determinants of health in South Africa and the continent;

- Designing, implementing and analysing quantitative and qualitative data of national surveys in the Health domain. The data from such surveys are used for evidence based policy formulation;

- Designing and validating primary and composite indicators in health;

- Conceptualising and implementing research project, programme and strategic evaluations and promotion of monitoring and evaluation;

- Working with peers across the African continent and internationally to promote social scientific research, grow capabilities and share knowledge and experience across our fields of expertise.

The thematic research thrusts of the programme are as follows:

- Life course, life styles and health

- Demographic profile of South Africa

- Infant, child and maternal health including reproductive health

- Population health including malaria

- Determinants of health: smoking, alcohol, stress, drugs, physical activity/fitness and other social factors

- Environmental health

- Mental health

- Nutrition

- Health systems
    1. Access to health care
    2. Human resource (include community health workers, mid-level workers)
    3. Quality of health services
    4. Management of health care
    5. Equipment

- Financing of health care [National Health Insurance (NHI)]

(h) Research Use and Impact Assessment (RIA)

The Research Use and Impact Assessment unit consolidates the dissemination and knowledge management activities of the HSRC into a single unit that plays a strategic role in supporting researchers in maximising the impact of their research by engaging in activities such as knowledge exchange, synthesis and application. The specific focus areas of this sub-programme are as follows:

- Building the bridge between research, policy and action

- Research use and impact assessment

- Knowledge management

7.1. Strategic objectives

This programme has the following strategic objectives aligned to the strategic outcomes-oriented goals of the HSRC:

Objective 1A	Disseminating of knowledge through publications and public dialogue
Objective statement	To disseminate knowledge through scholarly and popular publications and effective dialogue with fellow academics, decision makers and other stakeholders
Baseline	In 2013/14 the HSRC produced the following research outputs: Published 114 journal articles by senior researchers (1.83 per senior researcher) in internationally accredited journals; Hosted 51 research seminars; Published 5 editions of the HSRC Review news magazine In 2014/15 (following AISA incorporation) the HSRC (RDI) achieved 1.9 journal articles per senior researcher, with AISA achieving 0.25 per senior researcher. In 2014/15 the RDI programme in HSRC (with some support from AISA for some seminars and some articles appearing in the HSRC Review) hosted 58 seminars and published 6 editions of the HSRC Review.

Targets	By March 2019, the HSRC would have maintained the high level of publication outputs in ISI and IBSS listed scientific journals of its senior researchers, at an average of 1.4 such articles per senior researcher per annum.
	By the end of the 2018/19 financial year, HSRC (RDI as well as AISA) researchers would have authored or edited at least 24 scholarly books that were published during the year under review
	By the end of 2018/19, HSRC researchers would have authored at least 68 scholarly book chapters (60 by RDI, 8 by AISA) that were published during the year under review.
	By the end of 2018/19, the HSRC (RDI) would have produced and published one further annual edition of the State of the Nation book during the year, thus having produced and published five such books during the period from 2014/15 until 2018/19.
	By the end of 2018/19, the HSRC (RDI, with support from AISA) would have hosted at least 50 humanities and social sciences research seminars during the financial year under review.
	By the end of 2018/19, the HSRC (RDI) would have published at least 4 editions of the HSRC Review publication, thus having produced at least 20 such publications during the five-year period from 2014/15 until 2018/19.
	By the end of 2018/19, the HSRC Press (RDI) would have published at least 5 books under the "Best Red" publishing imprint during the year under review.
Performance indicators	Number of peer-reviewed journal articles published in internationally-recognised (ISI or IBSS-listed) scientific journals, per senior researcher (SRS/SRM or higher)
	Number of scholarly books published
	Number of scholarly book chapters published
	State of the Nation book volumes published
	Number of HSRC humanities and social sciences research seminars hosted
	Number of HSRC Review publications
	New publishing imprint.
Justification	This suite of indicators refers to productivity, quality and relevance of HSRC research.
	This is in line with the requirement for academic publications which are monitored by the Department of Higher Education and Training. It is also linked to the Department of Science and Technology requirements for South Africans to contribute to scientific outputs that are comparable internationally.
	Achieving the objective will help contribute to increasing research outputs in a global context, thereby enhancing the global knowledge base in social science and humanities; and also to inform government's policy/planning, monitoring and evaluation in national priority areas.

Links (to government plans, policies, outcomes)	MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path
	MTSF outcome 14: A diverse, socially cohesive society with a common national identity (notably reference to "active citizenship")
	National Research and Development Strategy (NRDS)
	Ten-year Innovation Plan (TYIP)
	National Development Plan (NDP)

Objective 1B	Informing effective formulation of government policy
Objective statement	To support the effective formulation of government policy by providing research-based information in policy-relevant formats
Baseline	In 2013/14 the HSRC produced 8 policy briefs (23 in 2014/15).
Targets	By the end of 2018/19, the HSRC would have published at least 21 policy briefs (15 for RDI, 6 for AISA) during the year under review
	By the end of 2018/19, the HSRC would have hosted or co-hosted at least 4 public dialogues dealing with poverty and inequality during the year under review.
	By the end of 2018/19, at least three instances of HSRC research having provided decision support to government services or functions, would have been recorded in the course of the year.
Performance indicators	Number of HSRC policy briefs published
	Number of public dialogues on poverty and inequality hosted.
	Number of government services or functions where HSRC research results provided decision support
Justification	In line with the mandated objective of the HSRC (appearing in Act 17 of 2008) to inform effective formulation of policy as well as evaluate the implementation thereof.
	In support of objectives associated with "socio-economic Innovation Partnerships" promoted by the Department of Science and Technology.
Links (to government plans, policies, outcomes)	In terms of delivery of research-based support :
	MTSF Outcomes 5, 11, 12 and 14 in particular
	In terms of content of the policy-relevant recommendations:
	MTSF 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 and 14 may all be covered in terms of HSRC research and policy briefings.
	National Research and Development Strategy (NRDS)
	Ten-year Innovation Plan (TYIP)
	National Development Plan (NDP)

Objective 1C	Promoting excellence, reach and impact of publications
Objective statement	To ensure that all HSRC researchers contribute to the production of acknowledged journal articles, and to introduce benchmarks to compare productivity and impact of publications.
Baseline	New indicators
Targets	By March 2019, the number of articles published in acknowledged scientific journals per HSRC researcher during the year under review would have exceeded an average of 0.9 per researcher. By March 2019, the HSRC would have introduced a system of tracking and reporting on scientific uptake, with an appropriate performance measurement and target to monitor achievement over time.
Performance indicators	Number of peer-reviewed journal articles published in acknowledged scientific journals, per HSRC researcher. (New) Number of peer-reviewed journal articles with at least 10 citations listed within 5 years from publication. (New)
Justification	Measures on scientific productivity and academic impact of all researchers allow for the recognition of excellence at all levels in the research career path. One of the strategic outcome-oriented goals of the DST is "Increased knowledge generation". More detailed analysis of academic outputs will inform more nuanced reporting and benchmarking across the National System of Innovation (NSI), an initiative also relevant to the Research Development and Support programme of DST.
Links (to government plans, policies, outcomes)	MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path NRDS TYIP NDP

Objective 2A	Supporting collaborative research networks
Objective statement	To ensure that the HSRC plans and conducts research in collaboration with other units or counterparts from government, university, non-governmental or donor organisations, thereby helping to strengthen research capacity and to bridge the gap between research theory, policy and practice.
Baseline	In 2013/14, there were 41 active Memoranda of Understanding (MoUs) between the HSRC and counterparts from other institutions or associations in government, university or NGOs in place. (47 for 2014/15, of which 45 were for RDI, 2 for AISA) In 2013/14, 42 research projects involving structured collaboration between HSRC research programmes were completed. (27 for 2014/15, all for RDI)
Targets	During the 2018/19 financial year, the HSRC would have recorded collaborative activities in relation to at least 53 MoUs (47 for RDI, 6 for AISA) with other research institutions or associations that were in place during the year under review. By the end of the 2018/19 financial year, at least 20 research projects involving structured collaboration between research programmes would have been completed during the year under review.

Performance indicators	Number of active Memoranda of Understanding (MoUs) in place (RDI and AISA) The number of structured collaborative research projects completed
Justification	This objective is linked to the mandated objective of the HSRC; to foster and support research collaboration, networks and institutional linkages within the human sciences research community. It also relates to a recommendation of the 2010/11 Institutional Review of the HSRC namely that more intra- and inter- institutional research collaboration should take place.
Links (to government plans, policies, outcomes)	NDP ("Research institutions and the national science and innovation system must be coordinated and collaborative." – chapter 9, page 297; see also chapter 7) MTSF (Outcome 5 in particular) NRDS TYIP

Objective 2B	Promoting an African research agenda
Objective statement	To promote an African research agenda through knowledge and research partnerships elsewhere in Africa and by encouraging comparative work and the involvement of expert participants and reviewers from other parts of Africa
Baseline	In 2013/14, the HSRC employed 11 African Research Fellows (14 in 2014/15; all RDI)
Targets	By the end of the 2018/19 financial year, at least 17 African Research Fellows would have been appointed or employed by the HSRC (11 RDI, 6 AISA) in the course of the year. By During 2018/19, HSRC researchers would have co-authored at least 8 journal articles (4 RDI, 4 AISA) published in DHET-acknowledged peer-reviewed journals with researchers who reside outside South Africa, on the African continent.
Performance indicators	The number of African Research Fellows employed Number of peer-reviewed journal articles co-published with researchers residing outside South Africa, on the African continent (New)
Justification	The 2008 HSRC Act makes it clear that its work should also involve a focus on Africa – in terms of shared developmental challenges, and opportunities for collaboration and capacity development. The incorporation of AISA into the HSRC strengthens this mandate and focus. Even without a legislative mandate, the work of the HSRC, to be relevant and excellent, would have to involve collaboration with experts in other parts of the continent. Research opportunities and developmental challenges identified in South Africa cannot be contained by the physical boundaries of one single country.

Links (to government plans, policies, outcomes)	NDP (notably chapter 7)
	MTSF (notably outcome 11)
	NRDS
	DST Africa Strategy
	AU Agenda 2063

Objective 2C	Undertaking research and analysis to address prioritised issues, notably poverty, inequality and inclusive development
Objective statement	To undertake relevant research projects (which may include longitudinal or cross-sectional surveys) providing critical data to inform planning or monitoring progress in relation to prioritised Government outcomes. Issues of poverty, inequality and inclusive development will be highlighted where possible.
Baseline	In 2014/15 the HSRC completed 35 research projects (34 RDI, 1 AISA) and produced 49 research reports (46 RDI, 3 AISA).
Targets	By the end of the 2018/19 financial year, at least 25 research projects (24 RDI, 1 AISA) would have been completed during the year under review.
	By the end of the 2018/19 financial year, at least 36 (33 RDI, 3 AISA) research reports would have been completed during the year under review.
Performance indicators	The number of research projects completed
	Number of research reports completed
Justification	Research is the core business of the HSRC and this strategic goal is in line with the mandated objectives of the HSRC in terms of the HSRC Act, 2008.
	(As of 2016/17, more coordinated efforts will be made across research programmes to identify projects providing a better understanding of, and possible implications for policy and planning, in relation to poverty, inequality and inclusive development.)
Links (to government plans, policies, outcomes)	NDP
	MTSF
	TYIP
	NRDS

Strategic objective 3A	Attracting skills for the development of a skilled & capable workforce
Objective statement	To recruit masters' and doctoral candidates as well as post-doctoral fellows to do research at the HSRC and benefit from its capacity building programme (working alongside .
Baseline	In 2013/14, the HSRC employed
	37 Master's level interns, 43 PhD interns and 23 postdoctoral fellows
	(In 2014/15, the numbers for RDI were 42, 45 and 21, respectively.)

Targets	By the end of 2018/19, the HSRC (RDI and AISA) would have employed 53 Master's level research interns during the year under review.
	By the end of 2018/19, the HSRC (RDI and AISA) would have employed 55 PhD research interns during the year under review.
	By the end of 2018/19, the HSRC (RDI and AISA) would have employed 36 postdoctoral researchers during the year under review.
Performance indicators	Number of Master's level research interns employed
	Number of PhD level research interns employed
	Number of postdoctoral research fellows employed
Justification	In the light of pressures to appoint and retain sufficiently qualified senior African and female researchers, the HSRC is committed to contribute to the development of young researchers to work with, and learn from, a small and also ageing group of productive and experienced senior researchers.
	This commitment also provides employment, relevant experience and career growth opportunities to young graduates, hence contributing to employment creation.
Links (to government plans, policies, outcomes)	MTSF outcome 4: Decent employment through inclusive economic growth
	MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path
	NDP
	TYIP
	NRDS
	Human Resource Development Strategy

Strategic objective 3B	Building research capacity for the human sciences
Objective statement	To provide mentorship support for masters' and doctoral students enrolled towards their postgraduate degree studies at universities, thereby encouraging and capacitating them to successfully complete their formal studies during their internship period with the HSRC.
Baseline	In 2013/14, 8 Master's level interns and 3PhD interns successfully completed their formal degree studies while employed at the HSRC.
	(Corresponding numbers for 2014/15: 6 and 9.)
Targets	By the end of 2018/19, 6 Master's level interns would have completed the programme during the year under review.
	By the end of 2018/19, 8 PhD level interns would have completed the programme during the year under review.
Performance indicators	Number of completed Master's level internships
	Number of completed PhD level internships

Justification	Although the main purpose of an HSRC research internship programme is to gain experience in all the aspects and phases of social science or humanities research, it is also important that the formal academic studies of interns are completed, to ensure that the future career opportunities of interns are further enhanced, while contributing to the "pipeline" leading to South Africa's ambitious targets of growing the number of PhD graduates.
Links (to government plans, policies, out-comes)	MTSF outcome 4: Decent employment through inclusive economic growth MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path NDP TYIP NRDS Human Resource Development Strategy

Strategic objective 3C	Raising awareness of opportunities and contributions in social science and humanities research
Objective statement	To contribute to a broader awareness of the importance of social sciences and humanities research to underpin better understanding, policy and practice, by communicating with selected stakeholder groups through relevant media and platforms.
Baseline	In 2013/14, the HSRC had hosted one annual social science conference. In 2014,/15 (following AISA incorporation) the HSRC Reached 579 students via campus lecture series (AISA) Engaged 191 schools by means of its outreach programme, (AISA) and Hosted an annual social sciences research conference (RDI)
Targets	By the end of 2018/19 the HSRC (AISA) would have reached 600 students in the research seminars/campus lecture series during the year under review. By the end of 2018/19 the HSRC (AISA) would have engaged 195 schools in the Outreach Programme during the year under review. By the end of 2018/19 the HSRC (RDI to coordinate) would have hosted at least one annual social sciences research conference during the year under review, i.e. five such conferences over the period 2014/5 until 2018/19. By the end of 2018/19, the HSRC would have established and / or maintained at least one networking platform for engaging policy makers during the year under review.

Performance indicators	Number of students reached in the campus lecture series
	Number of schools engaged in the outreach programme
	Annual Social Sciences Research Conference hosted
	Networking platform for engaging policy makers established and / or maintained
Justification	The public understanding of social science and humanities research is important, also to improve the likelihood of acceptance of scientific evidence to inform planning, and to create interest in future career paths in the social and human sciences.
	Platforms and media for engagement other than academic publications should be sought. This include, but is not limited to, face-to-face engagement, outreach programmes, conferences and workshops involving established and emerging researchers, and using electronic or social media.
Links (to government plans, policies, outcomes)	NDP
	MTSF (including outcomes 5, 11, 12 and 14)
	NRDS
	TYIP

Objective 4A	Preserving research data and artefacts
Objective statement	To contribute towards the creation and preservation of scientific memory in the social sciences and humanities for future access and use, by digitising scarce library artefacts and to preserve data from social science and humanities research projects.
Baseline	By the end of 2013/14, the HSRC had preserved 23 datasets.
	By the end of 2014/15 (following AISA incorporation) it had preserved a further 23 datasets (RDI) and digitised 654 artefacts from maps and photo collections in its library holdings (AISA).
Targets	By the end of 2018/19, the HSRC would have preserved 24 datasets during the year under review. (primary responsibility: Admin, with data obtained from RDI and AISA)
	By the end of 2018/19, the HSRC would have digitised an additional 159 library holdings; maps and photo collection during the year under review (primary responsibility: AISA with support from Admin).
Performance indicators	Number of preserved datasets
	Digitised library holdings, maps and photo collection

Justification	The HSRC is the custodian of valuable resources ranging from physical artefacts such as rare books, photo collections and maps, to data captured in relation to surveys or interviews undertaken in the course of social science or humanities research,
	These resources, once properly captured, described, preserved and managed, will become accessible for future use and for future generations, hence adding value to investments already made in the research and the collection of rare resources to describe human and social conditions in the African continent over time.
	Preserved datasets from repeat cross-sectional HSRC surveys provide rich data for further analysis that may be used to monitor trends over time, especially in the context of collaborative research intended to address aspects of poverty, inequality and inclusive development.
Links (to government plans, policies, outcomes)	NDP
	MTSF
	TYIP
	DST Research infrastructure Roadmap (including cyberinfrastructure)
	Legislation and regulations regarding protection of private information, public access to information, records management and cultural heritage

Objective 5A	Ensuring ongoing transformation at the level of senior researchers
Objective statement	To achieve and maintain a level of representivity amongst senior researchers that are aligned with demographics of South Africa, with targets set for 56% of senior researchers (SRS/SRM and above), who are African and 50% senior researchers who are female by 2018/19.
Baseline	In 2014/15 the HSRC (RDI) achieved 42% of all researchers at senior level (SRS/SRM and above) who are African and 36% of all senior researchers who are female. Corresponding figures for AISA were 85% and 25%, respectively.
Targets	As at 31 March 2019, 56% of senior researchers employed by the HSRC will be African.
	As at 31 March 2019, 50% of senior researchers employed by the HSRC will be female.
Performance indicators	Percentage of senior researchers who are African
	Percentage of senior researchers who are female
Justification	South Africa underwent democratic change in 1994 and the HSRC also began its programme of transformation to ensure race and gender representation towards achieving democratic representation. Much progress has been made at lower levels of the organisation, however, in the top and management of the organisation and senior research echelons there is still underrepresentation by race, particularly African women.
Links (to government plans, policies, outcomes)	NDP
	MTSF Outcomes 5 and 14 in particular
	Employment Equity Act (as amended)

Objective 5C	Supporting ongoing organisational development and transformation
Objective statement	To monitor and reflect on actual figures and ratios of selected categories of HSRC staff in relation to all HSRC staff members.
Baseline	New indicator – no formal baseline as yet.
Targets	By March 2019, the HSRC would have agreed on the desired proportion of staff that are researchers at the level of SRS/SRM or higher, and introduced steps and associated targets to ensure the achievement thereof within the agreed time frames. (To be reported on by Admin, all programmes responsible for implementation.)
Performance indicators	Ratio of senior researchers (SRS/SRM or higher) in relation to all HSRC staff.
Justification	The ratio of senior researchers in relation to all researchers has decreased from about 25% in 2006 to about 12.6% in 2015. This relative under-representation of senior researchers in relation to all HSRC staff members will have to be analysed and targets to support corrective action introduce where possible.
Links (to government plans, policies, outcomes)	NDP MTSF (particularly outcome 5)

Objective 6A	Ensuring financial sustainability by securing extra-parliamentary income
Objective statement	To achieve sustainable levels of funding, by means of external income and longer-term research grants.
Baseline	In 2013/14, 43.7% of the HSRC's total budget came from external sources, and 44.7% of research contracts were for longer term periods.
Targets	The percentage of parliamentary income in relation to total annual income of the HSRC for the 2018/19 financial year will be 48%. During the 2018/19 financial year, at least 56% of the externally-funded research undertaken the HSRC will be multi-year grants or contracts.
Performance indicators	Extra-parliamentary income as percentage of total annual income Multi-year grants
Justification	To achieve sustainable levels of funding, the HSRC will have to earn almost the same amount in external income, as the amount secured via the MTEF allocation. To reduce the strain on HSRC staff, an increasing ratio of external income secured should be for longer-term periods.
Links (to government plans, policies, outcomes)	NDP (chapter 9) – higher levels of investment in research MTSF (outcome 5) NRDS TYIP

7.2. Resource considerations

7.2.1. Expenditure trends

For the HSRC to conduct longitudinal studies and cross-sectional national surveys it needs to secure long-term funding. While the HSRC has made progress in securing long-term research funding largely from international development agencies and private foundations, it is important that the proportion of these types of grants should not be increased.

Research and administrative expenses of this programme are expected to support:

• More large-scale, longitudinal and cross-sectional studies aimed to support government's monitoring and evaluation mandate;

• More innovative and collaborative research dissemination work;

• Infrastructure for data curation and dissemination; and

• Activities aimed at enhancing inter-institutional collaboration and capacity enhancement nationally as well as globally.

7.2.2. Trends in key categories of staff

Appropriately skilled and experienced staff and sufficient levels of funding are key inputs to support the work of the HSRC. There is a great deal of competition for the services of highly qualified research staff in academia, the public sector as well as in the private sector resulting in the number of senior research staff having declined over time, hence the need to focus on growing new research staff by means of trainee programmes, retain the services of good researchers and to increase joint appointments.

7.2.3. Trends in the supply of key inputs

According to current projections, the HSRC will have to secure a greater portion of external research income in the next few years if it is to retain its current staffing and budget levels. This pressure is bound to increase if major additional capital or research expenses have to be incurred.

DST provides primary sources of funding for CeSTII for the purposes of conducting the National Research and Experimental Development Surveys (R&D Surveys) and the South African Innovation Surveys as well as other related STI activities. Annual business plans serve as a basis for funding allocation both through the parliamentary grant to the HSRC and funding directed at specific projects.

7.3. Risk management

In pursuit of its strategic mandate, the HSRC Board continues to further strengthen the enterprise risk management infrastructure of the organisation. Such infrastructure is in the form of the Risk Management Committee (RMC) as well as the Audit and Risk Committee (ARC) that are chaired by respective independent directors. And both these two forums sit on a regular basis during the course of the year.

From a guidance perspective, the Board still regards King III, ISO 31000, the Public Finance and Management Act (PFMA), the Treasury Regulations, etc. as critical referral sources for risk management purposes.

Key strategic risks associated with the research programme of the HSRC include:

(a) **Research Funding Liquidity:**

This risk refers to the probability of loss resulting from lack of funds or reduced funds to finance a project as a result of donors cutting back on funds.

The HSRC research, development and innovation programme is vulnerable to changes in the external funding environment. For instance, the running costs of large surveys are dependent on funding from international agencies, where funding may dry up if global priorities for support change.

Mitigating efforts include the objective of securing more multi-year grants for externally-funded research. Longer periods of secured funding will provide the HSRC with more time to redirect its funding efforts if any notice of changes in research resourcing is received.

The HSRC's on-going efforts, in collaboration with the Department of Science and Technology, to secure more sustained support from South African government departments for its core set of longitudinal and repeat cross-sectional surveys, are also intended to address this risk.

(b) **Donor-driven research agenda:**

This risk relates to the probability of the HSRC research agenda being donor-driven due to the large portion of research revenue that is generated from external funding agencies.

Because of its dependence on research funding for new projects that are secured in the course of a financial year, the HSRC is not able to predict in advance exactly which projects will be undertaken and which national priorities will receive most attention by means of the projects that are funded in a particular year.

This risk is addressed by the HSRC's overall commitment to undertake only work that is aligned with its mandated objectives and in support of national priorities. The newly-introduced focus on poverty, inequality and inclusive development as cross-cutting lenses to provide greater coherence to HSRC work, is also intended to provide a stronger focus on national priorities and to extract synergies from related work undertaken over time.

(c) **Limited pool of senior researchers:**

This risk relates to the decrease in the number of senior researchers in relation to the total staff complement of the HSRC. senior researches are expected to deliver on critical performance objectives, while they are also responsible for ensuring delivery on several large and complicated projects in any one year. High levels of turnover amongst senior researchers as a result of burnout may render the HSRC incapable of continuing to achieve its external funding targets and to deliver on projects and other performance indicators as required.

Mitigating initiatives over the medium term include the commitment to build more research capacity, for instance by means of internship programmes, and the implementation of the HSRC's post-retirement policy. Furthermore, the HSRC will embark on a process of monitoring, reflecting on, and managing the ratio of senior researchers in relation to the full staff complement, as of the 2016/17 financial year (new indicator 5.8).

8. PROGRAMME 2: AFRICA INSTITUTE OF SOUTH AFRICA (AISA)

The Africa Institute of South Africa (AISA) was incorporated into the HSRC as of 1 April 2014, when the Africa Institute of South Africa Repeal Act 21 of 2013 came into effect. Prior to incorporation, AISA was entrusted with the mandate of conducting research on African affairs. The incorporation is expected to strengthen the HSRC's Africa agenda whereas the HSRC's overall approach to research, collaboration and publication is expected to enrich the work undertaken in AISA.

AISA joined the HSRC with an approved research agenda for 2011 to 2015. The AISA research agenda 2016-2020 is expected to be finalised and approved for implementation in 2016/17. The working title for the new strategy is "Towards an African future" and it aims to focus on Africa's medium term research needs, while remaining aligned with the longer-term continental Agenda, as articulated in the African Union's Agenda 2063. It is expected that AISA will continue to focus on niche research areas, but increasingly adding perspectives on poverty, inequality and inclusive innovation in its work. Key areas of work for 2016/17 and beyond are expected to include

- Good governance in Africa, with a special focus on service delivery, sustainable health care models, and poverty reduction strategies that may impact on life expectancy of Africans. This thematic area may also cover aspects of citizenship and human rights; democracy and electoral issues and environmental governance.

- Sustainable development , where AISA research is expected to feed into regional and continental processes (e.g. the UN Sustainable Development Goals (SDGs) and also monitor the effectiveness and impact of co-operation such as South-South linkages: IBSA, BRICS and IORA and the G20, This thematic area may also address the challenges of strengthening Africa's control over its economic and social future, perspectives on trade and connectivity (including migration, blue economy, regional economic communities) and the need for food security, sustainable resource management, and the challenges of land reform.

- Human security, where AISA intends to conduct comparative studies on peace and security programmes, migration, transborder crime, human trafficking and xenophobia, and the impact of political instabilities pm regional development.

Through its work in the three themes AISA intends to also contribute to the refinement and implementation of DST's Africa strategy DST/HSRC research strategies, and to support networks, platforms and initiatives that promote collective Research, Development and Innovation (RDI) agendas, AISA will also continue to deliver on public dialogue and outreach activities including the campus lecture series and school programmes.

8.1. Strategic objectives

Objective 1A	Disseminating of knowledge through publications and public dialogue
Objective statement	To disseminate knowledge through scholarly and popular publications and effective dialogue with fellow academics, decision makers and other stakeholders
Baseline	In 2013/14 the HSRC produced the following research outputs: Published 114 journal articles by senior researchers (1.83 per senior researcher) in internationally accredited journals; Hosted 51 research seminars; Published 5 editions of the HSRC Review news magazine In 2014/15 (following AISA incorporation) the HSRC (RDI) achieved 1.9 journal articles per senior researcher, with AISA achieving 0.25 per senior researcher. In 2014/15 the RDI programme in HSRC (with some support from AISA for some seminars and some articles appearing in the HSRC Review) hosted 58 seminars and published 6 editions of the HSRC Review.
Targets	By March 2019, the HSRC would have maintained the high level of publication outputs in ISI and IBSS listed scientific journals of its senior researchers, at an average of 1.4 such articles per senior researcher per annum. By the end of the 2018/19 financial year, HSRC (RDI as well as AISA) researchers would have authored or edited at least 24 scholarly books that were published during the year under review By the end of 2018/19, HSRC researchers would have authored at least 68 scholarly book chapters (60 by RDI, 8 by AISA) that were published during the year under review. By the end of 2018/19, the HSRC (RDI) would have produced and published one further annual edition of the State of the Nation book during the year, thus having produced and published five such books during the period from 2014/15 until 2018/19. By the end of 2018/19, the HSRC (RDI, with support from AISA) would have hosted at least 50 humanities and social sciences research seminars during the financial year under review. By the end of 2018/19, the HSRC (RDI) would have published at least 4 editions of the HSRC Review publication, thus having produced at least 20 such publications during the five-year period from 2014/15 until 2018/19. By the end of 2018/19, the HSRC Press (RDI) would have published at least 5 books under the "Best Red" publishing imprint during the year under review.

Performance indicators	Number of peer-reviewed journal articles published in internationally-recognised (ISI or IBSS-listed) scientific journals, per senior researcher (SRS/SRM or higher)
	Number of scholarly books published
	Number of scholarly book chapters published
	State of the Nation book volumes published
	Number of HSRC humanities and social sciences research seminars hosted
	Number of HSRC Review publications
	New publishing imprint.
Justification	This suite of indicators refers to productivity, quality and relevance of HSRC research.
	This is in line with the requirement for academic publications which are monitored by the Department of Higher Education and Training. It is also linked to the Department of Science and Technology requirements for South Africans to contribute to scientific outputs that are comparable internationally.
	Achieving the objective will help contribute to increasing research outputs in a global context, thereby enhancing the global knowledge base in social science and humanities; and also to inform government's policy/planning, monitoring and evaluation in national priority areas.
Links (to government plans, policies, outcomes)	MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path
	MTSF outcome 14: A diverse, socially cohesive society with a common national identity (notably reference to "active citizenship")
	National Research and Development Strategy (NRDS)
	Ten-year Innovation Plan (TYIP)
	National Development Plan (NDP)

Objective 1B	Informing effective formulation of government policy
Objective statement	To support the effective formulation of government policy by providing research-based information in policy-relevant formats
Baseline	In 2013/14 the HSRC produced 8 policy briefs (23 in 2014/15).
Targets	By the end of 2018/19, the HSRC would have published at least 21 policy briefs (15 for RDI, 6 for AISA) during the year under review
	By the end of 2018/19, the HSRC would have hosted or co-hosted at least 4 public dialogues dealing with poverty and inequality during the year under review.
	By the end of 2018/19, at least three instances of HSRC research having provided decision support to government services or functions, would have been recorded in the course of the year.

Performance indicators	Number of HSRC policy briefs published
	Number of public dialogues on poverty and inequality hosted.
	Number of government services or functions where HSRC research results provided decision support
Justification	In line with the mandated objective of the HSRC (appearing in Act 17 of 2008) to inform effective formulation of policy as well as evaluate the implementation thereof.
	In support of objectives associated with "socio-economic Innovation Partnerships" promoted by the Department of Science and Technology.
Links (to government plans, policies, outcomes)	In terms of delivery of research-based support :
	MTSF Outcomes 5, 11, 12 and 14 in particular
	In terms of content of the policy-relevant recommendations:
	MTSF 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 and 14 may all be covered in terms of HSRC research and policy briefings.
	National Research and Development Strategy (NRDS)
	Ten-year Innovation Plan (TYIP)
	National Development Plan (NDP)

Objective 1C	Promoting excellence, reach and impact of publications
Objective statement	To ensure that all HSRC researchers contribute to the production of acknowledged journal articles, and to introduce benchmarks to compare productivity and impact of publications.
Baseline	New indicators
Targets	By March 2019, the number of articles published in acknowledged scientific journals per HSRC researcher during the year under review would have exceeded an average of 0.9 per researcher.
	By March 2019, the HSRC would have introduced a system of tracking and reporting on scientific uptake, with an appropriate performance measurement and target to monitor achievement over time.
Performance indicators	Number of peer-reviewed journal articles published in acknowledged scientific journals, per HSRC researcher. (New)
	Number of peer-reviewed journal articles with at least 10 citations listed within 5 years from publication. (New)
Justification	Measures on scientific productivity and academic impact of all researchers allow for the recognition of excellence at all levels in the research career path.
	One of the strategic outcome-oriented goals of the DST is "Increased knowledge generation". More detailed analysis of academic outputs will inform more nuanced reporting and benchmarking across the National System of Innovation (NSI), an initiative also relevant to the Research Development and Support programme of DST.

Links (to government plans, policies, outcomes)	MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path
	NRDS
	TYIP
	NDP

Objective 2A	Supporting collaborative research networks
Objective statement	To ensure that the HSRC plans and conducts research in collaboration with other units or counterparts from government, university, non-governmental or donor organisations, thereby helping to strengthen research capacity and to bridge the gap between research theory, policy and practice.
Baseline	In 2013/14, there were 41 active Memoranda of Understanding (MoUs) between the HSRC and counterparts from other institutions or associations in government, university or NGOs in place. (47 for 2014/15, of which 45 were for RDI, 2 for AISA)
	In 2013/14, 42 research projects involving structured collaboration between HSRC research programmes were completed. (27 for 2014/15, all for RDI)
Targets	During the 2018/19 financial year, the HSRC would have recorded collaborative activities in relation to at least 41 MoUs (36 for RDI, 5 for AISA) with other research institutions or associations that were in place during the year under review.
	By the end of the 2018/19 financial year, at least 20 research projects involving structured collaboration between research programmes would have been completed during the year under review.
Performance indicators	Number of active Memoranda of Understanding (MoUs) in place (RDI and AISA)
	The number of structured collaborative research projects completed
Justification	This objective is linked to the mandated objective of the HSRC; to foster and support research collaboration, networks and institutional linkages within the human sciences research community.
	It also relates to a recommendation of the 2010/11 Institutional Review of the HSRC namely that more intra- and inter- institutional research collaboration should take place.
Links (to government plans, policies, outcomes)	NDP ("Research institutions and the national science and innovation system must be coordinated and collaborative." – chapter 9, page 297; see also chapter 7)
	MTSF (Outcome 5 in particular)
	NRDS
	TYIP

Objective 2B	Promoting an African research agenda
Objective statement	To promote an African research agenda through knowledge and research partnerships elsewhere in Africa and by encouraging comparative work and the involvement of expert participants and reviewers from other parts of Africa
Baseline	In 2013/14, the HSRC employed 11 African Research Fellows (14 in 2014/15; all RDI)
Targets	By the end of the 2018/19 financial year, at least 14 African Research Fellows would have been appointed or employed by the HSRC (11 RDI, 3 AISA) in the course of the year. By During 2018/19, HSRC researchers would have co-authored at least 8 journal articles (4 RDI, 4 AISA) published in DHET-acknowledged peer-reviewed journals with researchers who reside outside South Africa, on the African continent.
Performance indicators	The number of African Research Fellows employed Number of peer-reviewed journal articles co-published with researchers residing outside South Africa, on the African continent (New)
Justification	The 2008 HSRC Act makes it clear that its work should also involve a focus on Africa – in terms of shared developmental challenges, and opportunities for collaboration and capacity development. The incorporation of AISA into the HSRC strengthens this mandate and focus. Even without a legislative mandate, the work of the HSRC, to be relevant and excellent, would have to involve collaboration with experts in other parts of the continent. Research opportunities and developmental challenges identified in South Africa cannot be contained by the physical boundaries of one single country.
Links (to government plans, policies, outcomes)	NDP (notably chapter 7) MTSF (notably outcome 11) NRDS DST Africa Strategy AU Agenda 2063

Objective 2C	Undertaking research and analysis to address prioritised issues, notably poverty, inequality and inclusive development
Objective statement	To undertake relevant research projects (which may include longitudinal or cross-sectional surveys) providing critical data to inform planning or monitoring progress in relation to prioritised Government outcomes. Issues of poverty, inequality and inclusive development will be highlighted where possible.
Baseline	In 2014/15 the HSRC completed 35 research projects (34 RDI, 1 AISA) and produced 49 research reports (46 RDI, 3 AISA).
Targets	By the end of the 2018/19 financial year, at least 25 research projects (24 RDI, 1 AISA) would have been completed during the year under review. By the end of the 2018/19 financial year, at least 36 (33 RDI, 3 AISA) research reports would have been completed during the year under review.

Performance indicators	The number of research projects completed
	Number of research reports completed
Justification	Research is the core business of the HSRC and this strategic goal is in line with the mandated objectives of the HSRC in terms of the HSRC Act, 2008.
	(As of 2016/17, more coordinated efforts will be made across research programmes to identify projects providing a better understanding of, and possible implications for policy and planning, in relation to poverty, inequality and inclusive development.)
Links (to government plans, policies, outcomes)	NDP
	MTSF
	TYIP
	NRDS

Strategic objective 3A	Attracting skills for the development of a skilled & capable workforce
Objective statement	To recruit masters' and doctoral candidates as well as post-doctoral fellows to do research at the HSRC and benefit from its capacity building programme (working alongside .
Baseline	In 2013/14, the HSRC employed
	37 Master's level interns, 43 PhD interns and 23 postdoctoral fellows
	(In 2014/15, the numbers for RDI were 42, 45 and 21, respectively.)
Targets	By the end of 2018/19, the HSRC (RDI and AISA) would have employed 42 Master's level research interns during the year under review.
	By the end of 2018/19, the HSRC (RDI and AISA) would have employed 49 PhD research interns during the year under review.
	By the end of 2018/19, the HSRC (RDI and AISA) would have employed 25 postdoctoral researchers during the year under review.
Performance indicators	Number of Master's level research interns employed
	Number of PhD level research interns employed
	Number of postdoctoral research fellows employed
Justification	In the light of pressures to appoint and retain sufficiently qualified senior African and female researchers, the HSRC is committed to contribute to the development of young researchers to work with, and learn from, a small and also ageing group of productive and experienced senior researchers.
	This commitment also provides employment, relevant experience and career growth opportunities to young graduates, hence contributing to employment creation.

Links (to government plans, policies, outcomes)	MTSF outcome 4: Decent employment through inclusive economic growth
	MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path
	NDP
	TYIP
	NRDS
	Human Resource Development Strategy

Strategic objective 3B	Building research capacity for the human sciences
Objective statement	To provide mentorship support for masters' and doctoral students enrolled towards their postgraduate degree studies at universities, thereby encouraging and capacitating them to successfully complete their formal studies during their internship period with the HSRC.
Baseline	In 2013/14, 8 Master's level interns and 3PhD interns successfully completed their formal degree studies while employed at the HSRC.
	(Corresponding numbers for 2014/15: 6 and 9.)
Targets	By the end of 2018/19, 6 Master's level interns would have completed the programme during the year under review.
	By the end of 2018/19, 8 PhD level interns would have completed the programme during the year under review.
Performance indicators	Number of completed Master's level internships
	Number of completed PhD level internships
Justification	Although the main purpose of an HSRC research internship programme is to gain experience in all the aspects and phases of social science or humanities research, it is also important that the formal academic studies of interns are completed, to ensure that the future career opportunities of interns are further enhanced, while contributing to the "pipeline" leading to South Africa's ambitious targets of growing the number of PhD graduates.
Links (to government plans, policies, outcomes)	MTSF outcome 4: Decent employment through inclusive economic growth
	MTSF outcome 5: Skilled and capable workforce to support an inclusive growth path
	NDP
	TYIP
	NRDS
	Human Resource Development Strategy

Strategic objective 3C	Raising awareness of opportunities and contributions in social science and humanities research
Objective statement	To contribute to a broader awareness of the importance of social sciences and humanities research to underpin better understanding, policy and practice, by communicating with selected stakeholder groups through relevant media and platforms.
Baseline	In 2013/14, the HSRC had hosted one annual social science conference.
	In 2014,/15 (following AISA incorporation) the HSRC
	Reached 579 students via campus lecture series (AISA)
	Engaged 191 schools by means of its outreach programme, (AISA) and
	Hosted an annual social sciences research conference (RDI)
Targets	By the end of 2018/19 the HSRC (AISA) would have reached 600 students in the research seminars/campus lecture series during the year under review.
	By the end of 2018/19 the HSRC (AISA) would have engaged 195 schools in the Outreach Programme during the year under review.
	By the end of 2018/19 the HSRC (RDI to coordinate) would have hosted at least one annual social sciences research conference during the year under review, i.e. five such conferences over the period 2014/5 until 2018/19.
	By the end of 2018/19, the HSRC would have established and / or maintained at least one networking platform for engaging policy makers during the year under review.
Performance indicators	Number of students reached in the campus lecture series
	Number of schools engaged in the outreach programme
	Annual Social Sciences Research Conference hosted
	Networking platform for engaging policy makers established and / or maintained
Justification	The public understanding of social science and humanities research is important, also to improve the likelihood of acceptance of scientific evidence to inform planning, and to create interest in future career paths in the social and human sciences.
	Platforms and media for engagement other than academic publications should be sought. This include, but is not limited to, face-to-face engagement, outreach programmes, conferences and workshops involving established and emerging researchers, and using electronic or social media.
Links (to government plans, policies, outcomes)	NDP
	MTSF (including outcomes 5, 11, 12 and 14)
	NRDS
	TYIP

Objective 4A	Preserving research data and artefacts
Objective statement	To contribute towards the creation and preservation of scientific memory in the social sciences and humanities for future access and use, by digitising scarce library artefacts and to preserve data from social science and humanities research projects.
Baseline	By the end of 2013/14, the HSRC had preserved 23 datasets.
	By the end of 2014/15 (following AISA incorporation) it had preserved a further 23 datasets (RDI) and digitised 654 artefacts from maps and photo collections in its library holdings (AISA).
Targets	By the end of 2018/19, the HSRC would have preserved 24 datasets during the year under review. (primary responsibility: Admin, with support from RDI and AISA)
	By the end of 2018/19, the HSRC would have digitised an additional 159 library holdings; maps and photo collection during the year under review (primary responsibility: AISA with support from Admin).
Performance indicators	Number of preserved datasets
	Digitised library holdings, maps and photo collection
Justification	The HSRC is the custodian of valuable resources ranging from physical artefacts such as rare books, photo collections and maps, to data captured in relation to surveys or interviews undertaken in the course of social science or humanities research,
	These resources, once properly captured, described, preserved and managed, will become accessible for future use and for future generations, hence adding value to investments already made in the research and the collection of rare resources to describe human and social conditions in the African continent over time.
	Preserved datasets from repeat cross-sectional HSRC surveys provide rich data for further analysis that may be used to monitor trends over time, especially in the context of collaborative research intended to address aspects of poverty, inequality and inclusive development.
Links (to government plans, policies, outcomes)	NDP
	MTSF
	TYIP
	DST Research infrastructure Roadmap (including cyberinfrastructure)
	Legislation and regulations regarding protection of private information, public access to information, records management and cultural heritage

Objective 5A	Ensuring ongoing transformation at the level of senior researchers
Objective statement	To achieve and maintain a level of representivity amongst senior researchers that are aligned with demographics of South Africa, with targets set for 56% of senior researchers (SRS/SRM and above), who are African and 50% senior researchers who are female by 2018/19.

Baseline	In 2014/15 the HSRC (RDI) achieved 42% of all researchers at senior level (SRS/SRM and above) who are African and 36% of all senior researchers who are female. Corresponding figures for AISA were 85% and 25%, respectively.
Targets	As at 31 March 2019, 56% of senior researchers employed by the HSRC will be African. As at 31 March 2019, 50% of senior researchers employed by the HSRC will be female.
Performance indicators	Percentage of senior researchers who are African Percentage of senior researchers who are female
Justification	South Africa underwent democratic change in 1994 and the HSRC also began its programme of transformation to ensure race and gender representation towards achieving democratic representation. Much progress has been made at lower levels of the organisation, however, in the top and management of the organisation and senior research echelons there is still underrepresentation by race, particularly African women.
Links (to government plans, policies, outcomes)	NDP MTSF Outcomes 5 and 14 in particular Employment Equity Act (as amended)

Objective 5C	Supporting ongoing organisational development and transformation
Objective statement	To monitor and reflect on actual figures and ratios of selected categories of HSRC staff in relation to all HSRC staff members.
Baseline	New indicator – no formal baseline as yet.
Targets	By March 2019, the HSRC would have agreed on the desired proportion of staff that are researchers at the level of SRS/SRM or higher, and introduced steps and associated targets to ensure the achievement thereof within the agreed time frames. (To be reported on by Admin, all programmes responsible for implementation.)
Performance indicators	Ratio of senior researchers (SRS/SRM or higher) in relation to all HSRC staff.
Justification	The ratio of senior researchers in relation to all researchers has decreased from about 25% in 2006 to about 12.6% in 2015. This relative under-representation of senior researchers in relation to all HSRC staff members will have to be analysed and targets to support corrective action introduced where possible.
Links (to government plans, policies, outcomes)	NDP MTSF (particularly outcomes 5 and 14)

8.2. Resource considerations

8.2.1.   Expenditure trends

Expenditure increased from R28,2 million in 2008/09 to R35,5 million in 2013/14 at an annual average rate of 1.9% per annum. The increase was as a result of the inflationary increases of employee costs and increase in funding to conduct research fieldwork, hosting of conferences and seminars, as well as the increase in operational expenditure. Estimated expenditure for the 2014/15 financial year reflects a projected 7.5% overall increase from 2013/14. Expenditure over the medium term is expected to have increased to R47,4 million by end of the financial year 2016/17. However, the impact of levying Value Added Tax (VAT) on the ring-fenced allocation to AISA following its incorporation into the HSRC, reduced the net amount available for spending on research-related work in AISA.

8.2.2.   Trends in key categories of staff

AISA has over the years invested in a diverse workforce through the recruitment of people from culturally and linguistically diverse backgrounds. AISA operated with a total staff complement of 42 for the 2014/15 financial year. Vacancies amongst research staff (including vacancies for research interns) were expected to be filled in the course of the 2015/16 financial year.

9.   Programme 3: Administration

Purpose: This programme is responsible for providing strategic research and policy direction; overall management and centralised support services to ensure that all activities of the HSRC comply with good governance principles, applicable legislation and funder requirements whilst ensuring that the strategic direction of the institution is aligned with the mandated objectives and government priorities. There are two sub-programmes:

(i)   Office of the CEO

The office of the CEO acts as door-opener for institutional collaboration and provides strategic direction and champions application of good governance principles in the day-to-day running of the HSRC business. The CEO's office is responsible for the allocation of resources to achieve the agreed upon targets in the annual performance plan and appointing senior and permanent staff to ensure the organisation is well-resourced to undertake its responsibilities. It has the following business units:

- *Board Secretariat:* The Board Secretariat coordinates the activities of the HSRC Board and Board Committees. The unit also facilitates liaison between the HSRC and the Department of Science and Technology.

- *Business Development & International Liaison:* The business development and international liaison sub-programme is responsible for the promotion of HSRC business both locally and internationally and the maintenance of HSRC MoUs with international and local organisations.

- *Enterprise Risk Management:* The Enterprise Risk Management Unit is responsible for ensuring implementation of good governance principles in relation to risk management, compliance management and preparation of the HSRC strategic plan, annual performance plan and performance reports.

- *Financial Management:* The Financial Management sub-programme is responsible for ensuring compliance with all relevant financial statutes and regulations, notably the Public Finance Management Act (PFMA). It is also mandated to ensure that the HSRC has and maintains an effective and efficient system of financial management and internal control as well as an effective and transparent

system of supply chain management that strengthens the effectiveness and efficiency of strategic sourcing with an impact on demand management, logistics and contract management processes.

- *Internal Audit:* The internal audit function is outsourced. It is responsible for providing assurance activities on all identified risk areas and advise management of emerging risks and areas of internal control weaknesses.

(ii) Management Support

The Management support sub-programme is headed by the Deputy CEO: Management Support and is responsible for all operational and data management activities.

- *Operations:* The Operations sub-programme is responsible for all operational activities of the HSRC and its deliverables are divided amongst the following business units:

    - Information Technology

    - Legal Services

    - Human Resources & Learning and Development

    - Information Services

    - Facilities

    - Cafeteria

    - Building & Maintenance

    - Protection Services

- *Research Methodology and Data Centre:* The Research Methodology and Data Centre (RMDC) sub-programme is responsible for research data collection, capturing, cleaning & coding; secondary data analysis; data curation, preservation, dissemination and archiving.

9.1. Strategic objectives

Objective 4A	Preserving research data and artefacts
Objective statement	To contribute towards the creation and preservation of scientific memory in the social sciences and humanities for future access and use, by digitising scarce library artefacts and to preserve data from social science and humanities research projects.
Baseline	By the end of 2013/14, the HSRC had preserved 23 datasets.
	By the end of 2014/15 (following AISA incorporation) it had preserved a further 23 datasets and digitised 654 artefacts from maps and photo collections in its library holdings.

Targets	By the end of 2018/19, the HSRC would have preserved 24 datasets during the year under review. By the end of 2018/19, the HSRC would have digitised an additional 159 library holdings; maps and photo collection during the year under review
Performance indicators	Number of preserved datasets Digitised library holdings, maps and photo collection
Justification	The HSRC is the custodian of valuable resources ranging from physical artefacts such as rare books, photo collections and maps, to data captured in relation to surveys or interviews undertaken in the course of social science or humanities research, These resources, once properly captured, described, preserved and managed, will become accessible for future use and for future generations, hence adding value to investments already made in the research and the collection of rare resources to describe human and social conditions in the African continent over time. Preserved datasets from repeat cross-sectional HSRC surveys provide rich data for further analysis that may be used to monitor trends over time, especially in the context of collaborative research intended to address aspects of poverty, inequality and inclusive development.
Links (to government plans, policies, outcomes)	NDP MTSF TYIP DST Research infrastructure Roadmap (including cyberinfrastructure) Legislation and regulations regarding protection of private information, public access to information, records management and cultural heritage

Objective 4B	Managing and promoting secondary use of research data
Objective statement	To ensure that preserved HSRC datasets are identifiable, discoverable and appropriately recognised (cited) by researchers and decision makers.
Baseline	New indicator – to be developed as of 2016/17
Targets	By March 2019, the HSRC would have introduced a system of tracking and reporting on the citing of preserved datasets using the appropriate doi reference, with an appropriate performance measurement and target to monitor achievement over time.
Performance indicators	The number of HSRC datasets that had been preserved and allocated a doi (digital object identifier) that had been appropriately cited.

Justification	The level of effort to undertake large surveys with findings that are credible and authoritative is considerable. Data capturing, management and preservation require further investment of skilled resources and infrastructure.
	Datasets are therefore very important pieces of intellectual property that need to be protected and recognised.
	With the pressure to publish, researchers from across the globe are keen to access available data for secondary analysis. In many instances, datasets generated with great cost and effort in the global south provide source material for analysts in more privileged countries without due reference or recognition to the original creators of the datasets.
	By introducing a system of digital objective identifiers and citation of datasets, it will in future be easier to track examples of secondary use of HSRC data, hence allowing HSRC to track the impact and further analysis of its work.
Links (to government plans, policies, outcomes)	NDP – the importance of data to underpin planning
	Legislation: Intellectual property from publicly funded research

Objective 5B	Ensuring awareness & reporting on transformation
Objective statement	To raise awareness, assess transformation status and prepare annual & quarterly reports on Employment Equity in the HSRC.
Baseline	In 2013/14 one gender sensitivity workshop for HSRC staff members was hosted, four quarterly employment equity reports were submitted and the annual Employment Equity report was completed and submitted as required.
	(In 2014/15 one diversity awareness workshop and one gender awareness workshop were hosted, alongside submission of four quarterly and one annual employment equity reports.)
Targets	By the end of 2018/19, at least one diversity awareness event will have been hosted by the HSRC during the year under review.
	By the end of 2018/19, at least one gender awareness event will have been hosted by the HSRC during the year under review.
	By the end of 2018/19, the HSRC would have produced 100% of the required Annual employment equity reports.
	By the end of 2018/19, the HSRC would have produced 4 quarterly employment equity reports for the year under review.
Performance indicators	Number of diversity awareness events hosted
	Number of gender awareness events hosted
	Annual employment equity reports produced
	Quarterly employment equity reports produced.

Justification	The planning and management of institutional transformation is supported and sustained by the setting of numerical targets and regular monitoring and reporting against these targets.
	However, to achieve meaningful transformation which yields benefits and growth rather than misunderstanding or conflict, requires opportunities to reflect on issues associated with transformation, diversity and gender in the workplace and more generally in the research environment. This is why workshops on diversity and gender awareness are hosted by the HSRC, open for all HSRC staff members.
	Such workshops may also help to raise awareness and prompt further attention on issues related to poverty, inequality and inclusive development which will remain topics for research in the HSRC.
Links (to government plans, policies, outcomes)	NDP
	MTSF (particularly outcomes 5 and 14)
	Employment Equity Act
	HRD strategy

Objective 5C	Supporting ongoing organisational development and transformation
Objective statement	To monitor and reflect on actual figures and ratios of selected categories of HSRC staff in relation to all HSRC staff members.
Baseline	New indicator – no formal baseline as yet.
Targets	By March 2019, the HSRC would have agreed on the desired proportion of staff that are researchers at the level of SRS/SRM or higher, and introduced steps and associated targets to ensure the achievement thereof within the agreed time frames.
Performance indicators	Ratio of senior researchers (SRS/SRM or higher) in relation to all HSRC staff.
Justification	The ratio of senior researchers in relation to all researchers has decreased from about 25% in 2006 to about 12.6% in 2015. This relative under-representation of senior researchers in relation to all HSRC staff members will have to be analysed and targets to support corrective action introduce where possible.
Links (to government plans, policies, outcomes)	NDP
	MTSF (particularly outcomes 5 and 14)

Objective 6B	Promoting and implementing good corporate governance principles
Objective statement	To promote awareness of, and compliance with, good corporate governance principles including integrity and trust (anti-corruption) and the implementation thereof (declaring interests, producing and submitting compliance reports)

Baseline	By the end of 2013/14, four compliance reports were submitted, 62% of staff attended anti-corruption workshops, and 100% of staff had declared their interest by the end of the financial year.
	(For 2014/15, the corresponding numbers were four compliance reports, 72.8% of staff attending anti-corruption workshops and 99.8% of eligible officials having declared their interests in the course of the financial year.)
Targets	By the end of 2018/19, 80% of HSRC staff members would have attended the anti-corruption campaign or workshops offered during the year under review.
	By the end of 2018/19, 100% of eligible HSRC staff members would have declared their interest for the year under review.
	By the end of 2018/19, the HSRC would have produced 4 compliance reports for the year under review.
Performance indicators	Officials attending the anti-corruption campaign
	Eligible officials who have declared their interests
	Compliance reports produced.
Justification	Institutions where good governance principles are understood and upheld, are generally regarded as good custodians of public trust – both in terms of the integrity and quality of research and research results, and in terms of reliability to manage financial resources well.
Links (to government plans, policies, outcomes)	NDP
	MTSF (notably outcome 9, a responsive, accountable, effective and efficient public service)
	PFMA and regulations

Objective 6C	Upholding effective and efficient systems of financial management and internal control
Objective statement	To ensure that the HSRC continues to implement effective and efficient systems of financial, procurement and compliance management, in order to receive unqualified external audit reports and to improve its BBBEE status.
Baseline	In 2013/14, the HSRC achieved the following in terms of its financial sustainability initiatives:
	Clean audit report for 2013/14
	BBBEE level 3
	100% PPPFA compliance
	(Similar levels of performance were achieved in 2015, with the exception of BBBEE level which went down from level 3 to level 4,

Targets	By the end of 2018/19, the HSRC would have received an unqualified external audit report.
	By the end of 2018/19, the BBBEE status of the HSRC will be at level 2 or better.
	By the end of 2018/19, the HSRC would have achieved 100% PPPFA compliance.
Performance indicators	Unqualified external audit report
	BBBEE Status
	PPPFA Compliance
Justification	Institutions receiving an unqualified external audit report are generally regarded as well managed and trustworthy when it comes to awarding grants for research.
	In terms of government procurement guidelines, BBBEE status of 3, 2 or 1 would give the HSRC a competitive advantage in relation to preferential procurement and tender processes.
Links (to government plans, policies, outcomes)	NDP
	MTSF (notably outcome 9, a responsive, accountable, effective and efficient public service)
	PFMA and regulations

9.2. Resource considerations

9.2.1. Expenditure trends

One of the key expenditure considerations under this programme is maintenance and repairs of the Pretoria building and infrastructure upgrade. Due to the age of the building, most of its supporting infrastructure needs upgrading and replacement in order to support the strategic priorities of the HSRC and to ensure compliance with Occupational Health and Safety Act requirements. Expenditure of this programme is expected to evolve in the next five years to support:

• Building and IT infrastructure upgrade and maintenance;

• Activities aimed at enhancing inter-institutional collaboration and capacity enhancement initiatives.

9.2.2. Trends in key categories of staff

One of the key responsibilities of this programme is to source, maintain and support the people aspect of the HSRC Strategic Plan, this includes ensuring that the employment equity targets are attained and that all business units have skilled and capable staff. In order to ensure attainment of its employment equity targets, the HSRC continues to monitor its progress in terms of overall racial and gender representivity. Figure 1 below illustrates the trends in gender representivity over time.

Figure 1: Racial & gender representivity over time
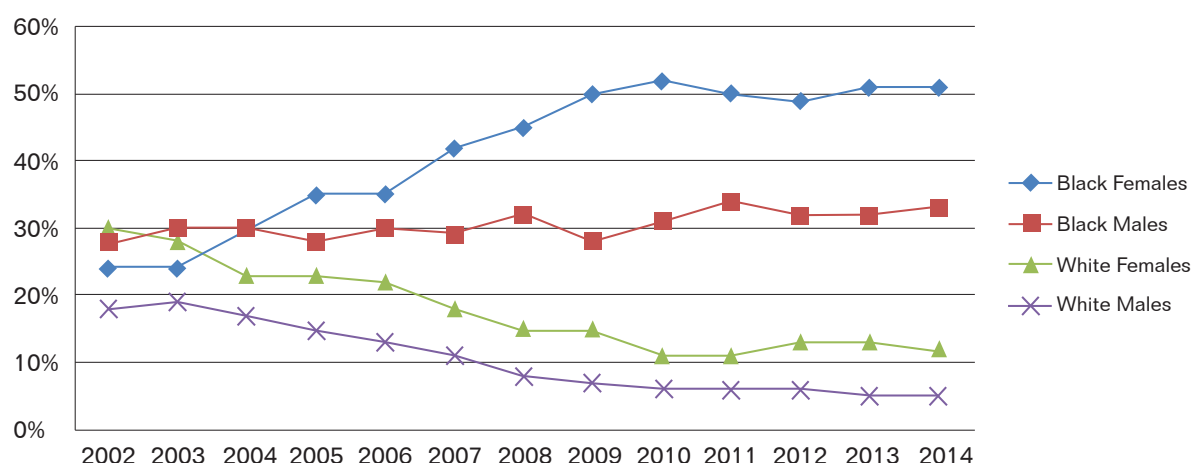
9.2.3. Trends in the supply of key inputs

Appropriately skilled and experienced staff are key inputs to support the work of the HSRC that is carried out by this programme. Another equally important input is IT infrastructure, which includes video conferencing facilities, computer equipment and knowledge management systems. Over the years the HSRC was not able to invest in the required upgrade and replacement of these key inputs due to non-approval of its MTEF bid for infrastructure items. As a result the existing infrastructure has been utilised despite its anachronistic state, leading to slow response from the computer systems and frequent interruptions of video conferences.

9.3. Risk management

Risks are managed on a continuous basis in all the research sub-programmes and the HSRC Board monitors progress in implementing risk response strategies as well as their impact on the overall risk profile of the HSRC. The following were identified as the top-three risks that could affect the performance of this programme:

(a) *Misalignment between Research Demands and IT Capabilities/Capacity.*

The speed at which information and IT is evolving might have outpaced the HSRC operations. There is insufficient investment in IT Infrastructure and human capacity, something that has implications on the type and quality of research that the HSRC does. For instance, the server room is currently equipped with obsolete and more costly to maintain equipment, whilst the network is also more vulnerable to internal and external attacks.

Necessarily, such minimal investment inherently compromises the service that is rendered to research activities by the IT Unit – thus curtailing the HSRC's competitive edge.

Planned mitigation includes securing funding that specifically targets the IT infrastructure. In this regard, a multi-disciplinary project team is to be constituted with a view to exploring options for securing such funding. And this will serve to complement current, ongoing efforts towards achieving the same objective.

(b) Attraction of critical skills

The HSRC has committed itself to improve the percentage of researchers at senior level who are African and over the years it has proved to be difficult to achieve its targets due to tight competition in the labour market for specialist skills and inadequate funding to support such appointments. Figure 2 below illustrate the trends in the number of senior researchers who are African over time.

The HSRC continues to refine its recruitment and talent management strategies to ensure the best candidates are placed within the organisation, and performing staff are rewarded and retained. Through the HSRC internship programme, the Council intends to build a sustainable pipeline for research capacity.

Figure 2: Performance against targets for senior researchers who are African.
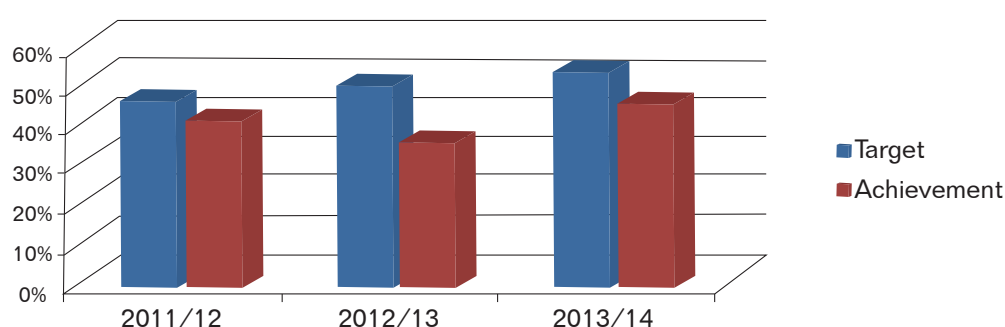
(c) Non-compliance with OHS regulations.

The number of years that our Pretoria building has been in existence for is evident through a number of infrastructural deficiencies. And whilst we continue to allocate funds for its maintenance, these are insufficient to achieve the minimum requirements for a professional office. Failure to get the infrastructure appropriately maintained is likely to lead to non-compliance with safety standards, and necessarily reputational damage to the HSRC brand.

As a mitigation strategy, the HSRC continues to utilise any savings to fund critical upgrades and repairs to the building and will continue to submit infrastructure bids to National Treasury.

10. HSRC's infrastructure needs

As a national public entity, the HSRC is required to provide for all capital and infrastructural requirements from its own budget. It submitted MTEF applications for infrastructure and research equipment support, but has not been successful as yet. In the light of critical needs to maintain and upgrade existing assets, the HSRC aims to develop a long-term infrastructure plan and other capital plans in consultation with the Department of Science and Technology and National Treasury. The next strategic plan of the HSRC will contain a detailed plan prepared with support from the DST.

The long-term infrastructure and capital plan of the HSRC covers the following items:

- *HSRC-owned building maintenance and upgrading costs:* The HSRC moved into its own building in Pretorius Street, Pretoria, in 1987. This ageing, multi-storey building is in need of ongoing maintenance and upgrading. Some maintenance and upgrading projects are critical from an occupational health and safety perspective. The HSRC commissioned a due diligence study on maintenance requirements for the building and equipment in 2007. Based on recommendations by the experts as well as recent experience with equipment failures, the HSRC needs to repair or replace critical structures or equipment in the building within the next financial year. Without CAPEX funds from Treasury, or other forms of financial or in-kind support arranged for urgent and essential maintenance and upgrading, the HSRC building is deteriorating to dangerous levels, posing a risk to business continuity in the HSRC, as well as to the health and safety of HSRC staff members, other occupants (notably from the Department of Social Development) and visitors to the building. Furthermore, the HSRC refurbished the 1st and 9th floors of their building in Pretoria as well as the Library to accommodate staff incorporated from AISA. This has placed an additional strain on the building in terms of maintenance costs which are currently being recovered on an overhead basis.

- *Other HSRC-occupied buildings:* The cost of leasing office space in other parts of the country needs to be factored into a long-term plan.

- *IT infrastructure:* The costs of maintenance and repair of IT equipment include provision for software upgrades and licence fees to keep abreast with technological developments and compliance with the King III report. The migration from an outdated e-mail programme suite to a state-of-the-art solution has been completed. The HSRC utilises its video conference facilities to host staff meetings, project meetings, seminar series and training events. Its current facilities were installed more than 10 years ago and need to be upgraded to accommodate new developments in technology and save maintenance costs in the medium to long term. Long-term planning for IT infrastructure will also take into account special infrastructure requirements for large-scale surveys feeding into government monitoring and evaluation needs.

10.1. Factors influencing HSRC's ability to deliver on its infrastructure plan

Needed refurbishment and/or additions to existing facilities could not be achieved due to lack of resources and have contributed to potential non-compliance with Occupational Health and Safety requirements. The recent growth of the HSRC was based on a combination of additional Parliamentary grant funding received, and large project-specific grants mainly received from international agencies. The HSRC, with support from the Minister: Department of Science and Technology will continue to pursue opportunities to grow its Parliamentary grant allocation alongside external income sources.

ANNEXURE A: ALIGNMENT BETWEEN HSRC WORK AND NATIONAL PRIORITIES AS REFLECTED IN THE NATIONAL DEVELOPMENT PLAN (NDP), AND THE 2014-2019 MEDIUM-TERM STRATEGIC FRAMEWORK

The table below provides examples of how HSRC research and research data from HSRC surveys and research programmes relate to national priorities as reflected in the NDP and MTSF.

NDP Chapter	MTSF Priority	HSRC Contribution
2. Demographic trends		Trends over time from data obtained through the South African National HIV Behavioural and Health Survey (SABSSM) provide information that can feed into migration studies as well as population projections.
		Other surveys including the South African Social Attitudes Survey (SASAS), South African National Health and Nutrition Examination Survey (SANHANES) and Trends in Mathematics and Science Study (TIMSS) also provide information that can feed into spatial plans and trend analyses.
		Economic Performance and Development (EPD) undertakes work on demographic trends and migration in the context of human settlements and urban development planning.
3. Economy and employment	4. Decent employment through inclusive growth	Centre for Science, Technology and Innovation Indicators (CeSTII) undertakes annual Research and Experimental Development (R&D) surveys from which the percentage of R&D investment as percentage of Gross Domestic Product (GDP) is calculated – a critical target and indicator for economic development from the perspective of DST as well as the NDP.
		HSRC research is quoted in the NDP, around scenarios for employment opportunities in the mining sector.
	5. A skilled and capable workforce to support an inclusive growth path	Education and Skills Development (ESD) leads the Labour Market Intelligence Partnership (LMIP) with the Department of Higher Education and Training (DHET) and other research entities. It provides reliable data indicating skills needs, supply and demand in our labour market allowing South Africa to plan better for human resources development.

NDP Chapter	MTSF Priority	HSRC Contribution
4. Economy infrastructure: The foundation of social and economic development	6. An efficient, competitive and responsive economic infrastructure network	
5. Environmental sustainability - An equitable transition to a low-carbon economy	10. Protect and enhance our environmental assets and natural resources	Work of EPD and DGSD around the green economy and, more recently, the blue oceans economy.
6. An integrated and inclusive rural economy	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Rural Innovation Assessment Toolbox (RIAT)
7. Positioning South Africa in the world	11. Create a better South Africa and contribute to a better Africa and a better world	Incorporation of AISA into the HSRC BRICS unit CeSTII innovation indicators
8. Transforming human settlement and the national space economy	8. Sustainable human settlements and improved quality of household life	Economic Performance and Development (EPD)
9. Improving education, training and innovation	1 Quality basic education	TIMSS survey results (ESD): Performance in relation to TIMMS is one of the indicators of performance selected in the NDP and also features as an indicator and target in the MTSF. ESD undertakes work in the context of university-industry-community innovation. R&D survey results and innovation studies undertaken by CeSTII inform planning in the realm of innovation.
10. Promoting health	2, A long and healthy life for all South Africans	SABSSM survey results – informing National Strategy on STIs SANHANES survey results – non-communicable diseases and health o
11. Social protection	13. A comprehensive, responsive and sustainable social protection system	SABSSM data contributed to estimating the proportion of HIV positive persons who need ARVs and associated costs. HSD work

NDP Chapter	MTSF Priority	HSRC Contribution
12. Building safer communities	3. All people in South Africa are and feel safe	SASAS work inform research on changing perceptions over time that are of critical importance for work in the area of trust in institutions, xenophobia and community involvement. Human and Social Development (HSD) has produced several research outputs including books and qualitative survey results and policy briefs dealing with homophobia, hate crimes and gender-based violence.
13. Building a capable and developmental state	12. An efficient, effective and development-oriented public service	Regular editions of the "State of the Nation" book engage with aspects of delivery and development in South Africa. Data from successive wave of the South African Social Attitudes Survey (SASAS) provide a basis for the development of future indices on governance, development and service delivery.
	9. Responsive, accountable, effective and efficient local government	Cities support programme (DGSD and EPD) DGSD research programme
14. Fighting corruption		DGSD research and SASAS survey data
15. Transforming society and uniting the country	14. A diverse, socially cohesive society with a common national identity	SASAS survey data. HSD longitudinal, qualitative work in the area of Race, Education and Emancipation in higher education and training.

ANNEXURE B: HSRC ORGANISATIONAL STRUCTURE (SEPTEMBER 2015)
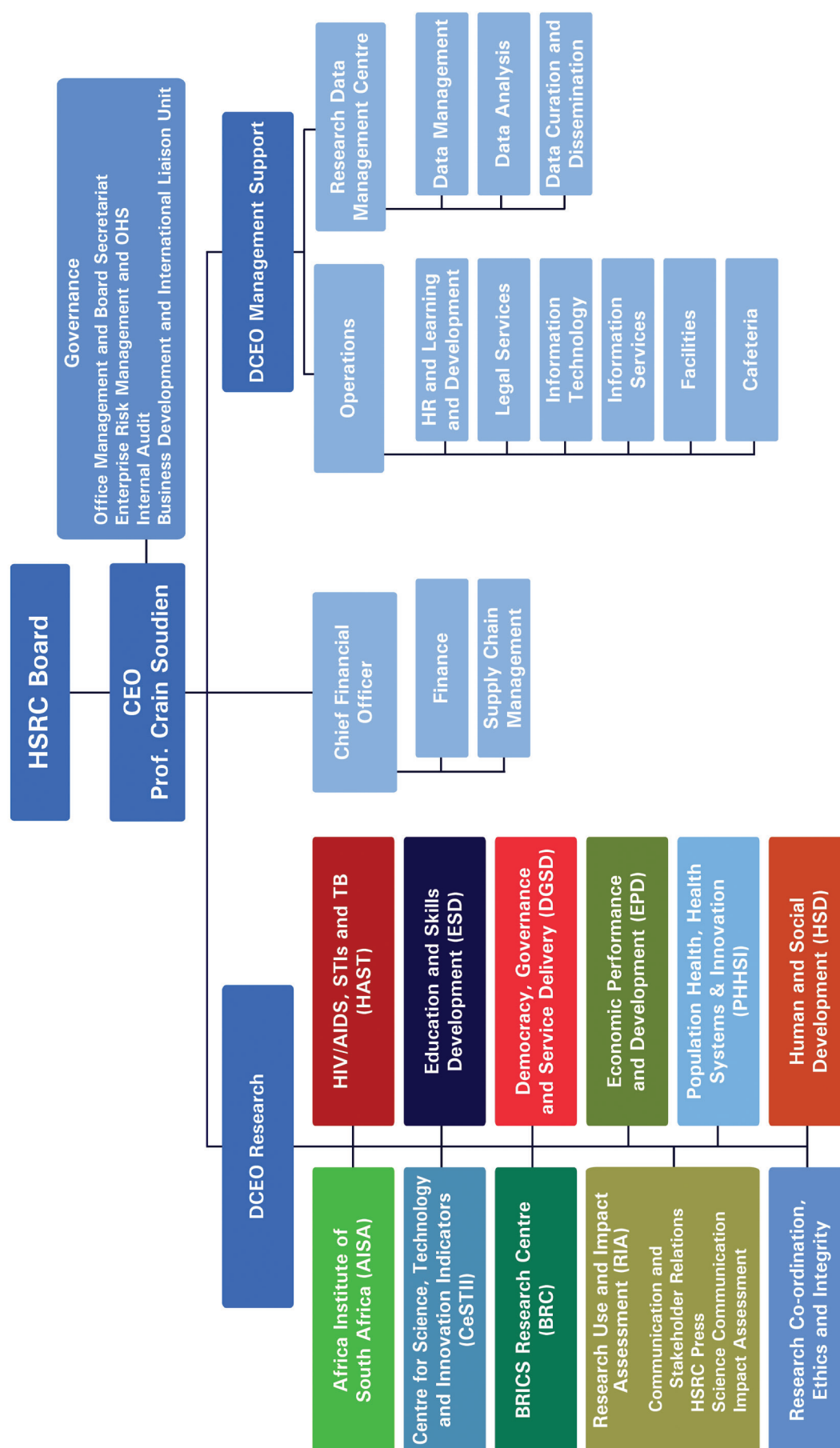
ANNEXURE C: STRATEGIC PERFORMANCE INDICATORS AND TARGETS FOR 2016/17 TO 2020/21

No	Performance Indicator Description	Audited Performance			Performance targets						Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
1	A - Advancing knowledge and scientific excellence										
	Objective 1A Disseminating of knowledge through publications and public dialogue										
1.1	**Peer-reviewed journal articles:** Number of peer-reviewed journal articles published in internationally-recognised (ISI or IBSS-listed) scientific journals, per senior researcher (SRS/SRM or higher) during the period under review.	1.77	1.75[114/65]	1.83 (121/66)	1.9	1.4	1.4	1.4.	1.4	1.4	Non-cumulative
1.2	**Scholarly books published:** Number of recognised books with at least one HSRC researcher listed as author or co-author, published during the period under review.	8	13	16	16	22	22	24	24	24	Non-cumulative
1.3	**Scholarly book chapters published:** Number of recognised book chapters with at least one HSRC researcher listed as author or co-author, published during the period under review	39	40	54	54	63	65	68	70	70	Non-cumulative
1.4	**Publications from ring-fenced funding:** Number of *State of the Nation* book volumes published during the period under review.	New Indicator, but 1 was published	New Indicator, but 1 was published	New Indicator, but 1 was published	1	1	1	1	1	1	Non-cumulative

No	Performance Indicator Description	Audited Performance			Performance targets						Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
1.5	**HSRC research seminars convened:** Number of HSRC humanities and social sciences research seminars hosted during the period under review.	45	51	58	50	50	50	50	50	50	Non-cumulative
1.6	*HSRC Review* **publication:** The number of *HSRC Review* publications produced during the year under review.	4	5	6	6	4	4	4	4	4	Non-cumulative
1.7	**New publishing imprint:** The number of titles published under the new "Best Red" publishing imprint.	New	3	3	5	5	5	5	5	5	Non-cumulative
Objective 1B Informing effective formulation of government policy											
1.8	**Policy briefs:** The number of policy briefs produced by HSRC researchers and published by the HSRC during the period under review.	8	8	23	22	20	20	21	21	22	Non-cumulative
1.9	**Targeted public dialogues:** Number of public dialogues on poverty and inequality hosted	New	New	New	New	2	4	4	6	6	Non-cumulative
1.10	**Decision support:** Number of government services or functions where HSRC research results provided decision support	New	New	New	New	3	3	3	3	3	Non-cumulative
Objective 1C Promoting excellence, reach and impact of publications											
1.11	Number of peer-reviewed journal articles published in acknowledged scientific journals, per HSRC researcher.	New	New	New	New	0.7	0.8	0.9	1	1.1	Non-cumulative

No	Performance Indicator Description	Audited Performance			Performance targets						Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
1.12	Number of peer-reviewed journal articles by HSRC author or authors with at least 10 citations listed within 5 years from publication.	New	New	New	New	Indicator and target defined	To be determined (Tbd)	Tbd	Tbd	Tbd	To be determined
2	D – Developing collaborative networks and applied research										
	Objective 2A Supporting collaborative research networks										
2.1	Active MoUs: The number of active Memoranda of Understanding (MoUs) with other research institutions or associations in place during the period under review.	27	41	47	41	41	41	41	41	41	Non-cumulative
2.2	Structured collaborative research projects completed: The number of completed HSRC research projects involving structured collaboration between research programmes during the period under review.	42	27	42	18	18	20	20	20	20	Non-cumulative
	Objective 2B Promoting an African research agenda										
2.3	African research fellows: The number of research fellows from elsewhere in Africa at the HSRC.	10	11	14	17	14	14	14	14	14	Cumulative
2.4	Number of peer-reviewed journal articles co-published with researchers residing outside South Africa, on the African continent	New	New	New	New	4	6	8	10	10	Non-cumulative
	Objective 2C Undertaking research and analysis to address prioritised issues, notably poverty, inequality and inclusive development										

No	Performance Indicator Description	Audited Performance			Performance targets						Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
2.5	Research projects completed:	11	27	35	19	23	24	25	25	25	Non-cumulative
	The number of research projects completed during the period under review.										
2.6	Research reports produced:	19	45	49	29	35	35	36	36	36	Non-cumulative
	The number of research reports produced during the period under review.										
3	E – Enhancing research skills and public awareness										
	Objective 3A Attracting skills for the development of a skilled & capable workforce										
3.1	Master's level interns:	41	37	42	42	42	42	42	42	42	Cumulative
	The number of interns (research trainees) enrolled in a Master's programme, appointed at the HSRC.										
3.2	PhD level interns:	42	43	45	49	49	49	49	49	49	Cumulative
	The number of interns (research trainees) enrolled in a PhD programme, appointed at the HSRC.										
3.3	Post-Doctoral Fellows:	22	23	21	29	25	25	25	25	25	Cumulative
	The number of post-doctoral fellows appointed at the HSRC.										
	Objective 3B Building research capacity for the human sciences										
3.4	Completed Master's level research internship:	New	8	6	9	5	5	6	7	7	Non-cumulative
	The number of interns (research trainees) enrolled in a Master's programme who have completed the programme during the period under review.										

No	Performance Indicator Description	Audited Performance			Performance targets						Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
3.5	Completed PhD level research internship: The number of interns (research trainees) enrolled in a PhD programme who have completed the programme during the period under review.	New	3	9	9	7	8	8	8	8	Non-cumulative
	Objective 3C Raising awareness of opportunities and contributions in social science and humanities research										
3.6	Students reached in the Research Seminars/Campus Lecture series: The number of students reached in the research seminars/campus lecture series during the period under review.	New	New	579	550	550	600	600	650	700	Non-cumulative
3.7	Schools engaged in Outreach Programme: The number of schools engaged in the Outreach Programme during the period under review.	New	New	191	180	190	190	195	195	195	Non-cumulative
3.8	Social science research conferences The number of Annual social sciences research conference hosted during the period under review.	New	New	New	1	1	1	1	1	1	Non-cumulative
3.9	Platforms for engaging policy makers The number of platforms for engaging policy makers established during the period under review.	New	New	New	1	1	1	1	1	1	Cumulative
4	P - Preserving and sharing data for further analysis										
	Objective 4A Preserving research data and artefacts										

No	Performance Indicator Description	Audited Performance			Performance targets							Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
4.1	Preserved datasets: The number of HSRC data sets that were preserved (archived/curated) during the period under review.	22	23	23	23	23	23	24	25	25	Non-cu-mulative
4.2	Preserved library holdings: Digitised library holdings; maps and photo collection during the period under review.	New	New	654	158	158	160	159	160	160	Non-cu-mulative
	Objective 4B Managing and promoting secondary use of research data										
4.3	Secondary analysis and recognition of preserved data: The number of HSRC data sets that are appropriately cited (using doi reference) in more than 5 publications in the year under review. (DOI: Digital object identifier)	New	New	New	New	Preserved HSRC data sets linked to digital object identifiers (doi). Means to monitor citation of datasets and fu-ture per-for-mance targets agreed to.	To be de-termined (Tbd)	Tbd	Tbd	Tbd	Non-cu-mulative
5	T- Institutional transformation										

No	Performance Indicator Description	Audited Performance			Performance targets						Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	Objective 5A Ensuring ongoing transformation at the level of senior researchers										
5.1	Senior researchers who are African: The percentage of all researchers at senior level (SRS/SRM and above) who are African.	35.38% [23/65]	45% [29/65]	42% [28/66]	56%	56%	56%	56%	56%	56%	Cumulative
5.2	Senior researchers who are female: The percentage of all researchers at senior level (SRS/SRM and above) who are female.	New	48% [31/65]	36% [24/66]	49%	49%	49%	50%	50%	50%	Cumulative
	Objective 5B Ensuring awareness & proper reporting on transformation										
5.3	Annual Employment Equity reports produced: Annual employment equity report to Department of Labour.	100%	100%	100%	100%	100%	100%	100%	100%	100%	Non-cumulative
5.4	Quarterly Employment Equity reports produced: Quarterly employment equity reports to the HSRC Board.	4	4	4	4	4	4	4	4	4	Non-cumulative
5.5	Diversity awareness events hosted: The number of diversity awareness events hosted during the period under review.	1	0	1	1	1	1	1	1	1	Non-cumulative
5.6	Gender awareness events hosted: The number of gender awareness events hosted during the period under review.	1	1	1	1	1	1	1	1	1	Non-cumulative
	Objective 5C Supporting ongoing organisational development and transformation										

No	Performance Indicator Description	Audited Performance			Performance targets						Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
5.7	Ratio of senior researchers (SRS/SRM or higher) in relation to all HSRC staff	New	New	New	New	Indicator and target defined	To be determined (Tbd)	Tbd	Tbd	Tbd	To be determined
6	S- Financial sustainability										
	Objective 6A Ensuring financial sustainability by securing extra-parliamentary income										
6.1	Extra-Parliamentary Income: The percentage of total income that is extra-Parliamentary.	52.02%	43.68% [R153.1m/R350.6m]	39.73% (R 162m./R 408m)	48%	48%	48%	48%	48%	48%	Cumulative
6.2	Multi-year grants: The percentage of research grants that are multi-year (at least three years).	51.56% [33/64]	44.74% [34/76]	52.13% (49 / 94)	54%	56%	56%	56%	56%	56%	Cumulative
	Objective 6B Promoting and implementing good corporate governance principles										
6.3	Officials attending the anti-corruption campaign: The percentage of officials attending the anti-corruption campaign.	39%	62%	72.83%	80%	80%	80%	80%	90%	90%	Non-cumulative
6.4	Eligible officials who have declared their interests: The percentage of eligible officials who have declared their interests.	74%	100%%	99.77%	100%	100%	100%	100%	100%	100%	Non-cumulative
6.5	Compliance reports produced: The number of compliance reports present-ed and approved.	2	4	4	4	4	4	4	4	4	Non-cumulative
	Objective 6C Upholding effective and efficient systems of financial management and internal control										

No	Performance Indicator Description	Audited Performance			Performance targets							Remarks
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
6.6	Unqualified external audit report: 100% unqualified results of the annual statutory audits achieved for the period under review.	New	1	1	1	1	1	1	1	1	Non-cu-mulative
6.7	BBBEE Status: The level of BBBEE status achieved for the period under review.	New	3	4	3	2	2	2	1	1	Non-cu-mulative
6.8	PPPFA compliance: Percentage compliance with the PPPFA re-quirements during the period under review.	New	100%	100%	100%	100%	100%	100%	100%	100%	Non-cu-mulative

HUMAN SCIENCES RESEARCH COUNCIL
STRATEGIC PLAN
2016/2017 – 2020/2021

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