



Three-year strategic plan

for the Human Sciences Research Council (HSRC)

2010/11 to 2012/13



HSRC
Human Sciences
Research Council

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This document presents a three-year strategic plan for the Human Sciences Research Council (HSRC). Building on previous three-year strategic plans, it presents a new perspective informed by priorities of the Medium-Term Strategic Framework (MTSF) for the period 2009 to 2014, as well as issues featuring in the implementation strategy for the Human and Social Dynamics in Development Grand Challenge, which is an integral part of the Ten-Year Innovation Plan. The HSRC's mandate, vision, mission, values and objectives are closely aligned with the above. The document subsequently reviews recent developments informing the proposed strategies, goals and action programmes for the three-year strategic planning period of 2010/11 to 2012/13. The new strategic approach to planning and operational delivery over the MTEF is fully geared to support and inform progress towards achieving national strategic priorities. This confirms that the broad strategic thrust and business objectives of the HSRC are relevant. Additional institutional opportunities and challenges that will require focused attention in the medium to long term are related to

- Growing demands on the research capacity and infrastructure of the HSRC, and
- New perspectives that may emerge from the forthcoming Institutional Review of the HSRC.

Annexures to this document contain an updated SWOT analysis informing strategic planning, financial projections for the period, as well as the materiality framework as required in terms of Treasury Regulations.

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Preface

The Minister of Science and Technology appointed the current governing body of the HSRC in November 2009, for a four-year term of office. This Board is the first to be appointed in accordance with the requirements of Act 17 of 2008, the Human Sciences Research Council Act.

The Board of the HSRC is responsible for overseeing the work of the organisation, and must annually submit an updated strategic plan covering three years of the ensuing Medium-Term Expenditure Framework (MTEF), as well as a more detailed business plan and budget for the forthcoming budget year to the Minister of Science and Technology. In this context, the Board is committed to ensure that the HSRC remains true to the mandated objectives as set out in its Act, responsive to national and international development challenges and pro-active in its approach to anticipate future needs.

The HSRC Act provides for the continued existence of the Human Sciences Research Council, and it entrusts a clear “public-purpose” research mandate to the organisation. Ongoing attention to the strategic objectives underlying the work of the HSRC has paved the way for a smooth transition for operation in the new legislative framework. This is particularly the case because the HSRC Act of 2008 and the HSRC’s strategic plans since 2006/07 were underpinned by similar principles and values, and responsive to

- the priorities of government and developmental challenges facing South Africa and the region,
- findings and recommendations of the 2003 Institutional Review and the views of the then new CEO of the HSRC, and
- major developments in the internal and external environment.

The HSRC Board had sufficient opportunity to oversee progress made with the implementation of the Strategic Plan and Business Plan of the HSRC during 2009/10. The 2009/10 budget year represented the fourth year of implementation of the HSRC PAITECS¹ strategy, and was characterised by a strong and energetic commitment to delivery, led by the CEO. The Board has regularly reviewed and approved the quarterly progress reports against planned deliverables and specific performance targets before they were submitted to the Minister of Science and Technology, and thus remained informed about achievements made and challenges experienced in relation to the achievement of certain performance targets, as well as of corrective action taken. This was supported by ongoing internal consultation and monitoring of performance, which in turn contributed to a clearer understanding of, and commitment to, the vision and strategic objectives of the HSRC throughout the organisation.

Based on its assessment of external and internal developments, reflected in the updated analysis of strengths, weaknesses, opportunities and threats, the HSRC Board is satisfied that the overall strategic thrust of the organisation remained sound, and has also prepared the organisation to now move into the next strategic phase.

Major developments that needed to be accounted for when developing and refining this strategic plan included the following:

- Government’s concerted drive to ensure co-ordinated support to address, ensure delivery, and monitor progress towards achievement of national priorities identified in the Medium-Term Strategic Framework (MTSF),
- Progress made with the implementation of the Ten-Year Innovation Plan (2008-2018), especially in the context of the Grand Challenge of Human and Social Dynamics in Development, and
- The promulgation of Act 17 of 2008, and the obligation to align mandated objectives of the organisation with performance planning and accountability cycles.

¹ The acronym PAITECS encapsulated strategic business objectives summarised as serving a **P**ublic purpose, ensuring an **A**frica focus, supporting **I**mplementation networking, ensuring ongoing **T**ransformation, research **E**xcellence, **C**apacity Building, and institutional as well as financial **S**ustainability

Priorities identified in the MTSF are closely aligned with the established research agenda of the HSRC, and are as follows:

- More inclusive economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- The fight against crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use, and
- A developmental state including improvement of public services.

The vision and mandated objectives of the HSRC are closely aligned with 2018 outcomes set for the Grand Challenge of “Human and Social Dynamics” (HSD). In particular, the broad focus areas identified for delivery under the Human and Social Dynamics in Development Grand Challenge cut across the MTSF priority areas, and are also addressed in HSRC research:

- The dynamics of human and social behaviour
- Science, technology and society
- Social cohesion and identity, and
- Societal change and the evolution of modern society.

The HSRC Act provides a clear blueprint for the work of the organisation. The purpose, objectives and functions of the HSRC are encapsulated in the preamble to the Act, where the need for two main areas of involvement is highlighted, namely

- Promoting (and undertaking) research of the highest quality in South Africa, to improve understanding of social conditions and the processes of social change, and
- Engaging with networks and joint programmes of research with colleagues in South Africa, Africa and the rest of the world, to address pressing social issues relevant to human welfare and prosperity.

This strategic plan, for the period 2010/11 to 2012/13, was informed by the extent to which earlier objectives set for the organisation had been met, and by new challenges and opportunities identified in the external as well as the internal environment of the HSRC. Inputs received from stakeholders participating in various consultative meetings, conferences and *makgotla*, fed into the refinement of this strategy. National strategic planning documents as well as new priorities identified for government intervention and support, nationally as well as in the international arena, also served as inputs to this document.

Informed by its mandated objectives, the HSRC’s three-year strategic plan for the period 2010/11 to 2012/13 signals readiness to pursue the following key strategic objectives over the next three years:

- To contribute to global knowledge-generation and dissemination that aim to advance social sciences and humanities for public use
- To contribute to Africa’s social progress through undertaking research for development, informed by community or civil society needs
- To strengthen social and human sciences research by developing highly skilled researchers working in a collaborative manner
- To develop methodologies for preserving and utilising scientific data for further analysis
- To contribute to the ongoing transformation of the organisation, and
- To ensure the financial viability of the organisation.

Financially, the HSRC is facing new opportunities. Increases in the Parliamentary grant (PG) will enable the organisation to implement a new financial model that will bring more stability from a cash-flow perspective, and also support the permanent appointment of more senior research staff. Growth in the Parliamentary grant will therefore allow more opportunities to support longer-term

research activities in the public interest; more attention on policy-relevant initiatives addressing important research questions dealing with human and social dynamics, and enhanced levels of research collaboration and implementation through relevant networks and initiatives. However, the HSRC is also aware that it will have to manage its own growth, in order to remain a financially viable and healthy organisation in a time of change.

The HSRC Board will also oversee the next Institutional Review, due to take place in August 2010. As with previous institutional reviews, the findings and recommendations coming from this Review are expected to have a direct bearing on the future strategic direction of the HSRC.

The strategic plan for 2010/11 to 2012/13 thus aims to consolidate work done to date, introduce revised business objectives necessitated by recent developments, while embracing new possibilities for development that may be identified in the future.

The HSRC looks ahead with confidence as it enters the next phase of development with the commitment to continue delivering on its mandated and strategic objectives under the guidance of its new Act and Board, and with the support of its Minister and Department.

Ms P Nzimande
Interim Chairperson: HSRC Board

Dr O Shisana
Chief Executive Officer: HSRC

The Human Sciences Research Council (HSRC)

The Human Sciences Research Council (HSRC) is a Schedule 3A public entity that was established in 1968 to undertake, promote and co-ordinate research in the human and social sciences. It has offices in four South African provinces, conducts research throughout the country and widely disseminates its research findings. It operates in terms of the Human Sciences Research Council Act (No 17 of 2008) which provides for the continued existence of the HSRC, and mandates it to:

- Initiate, undertake and foster strategic basic and applied research in human sciences,
- 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
- Inform the effective formulation and monitoring of policy, as well as to evaluate the implementation thereof,
- Stimulate public debate through the effective dissemination of fact-based research results;
- Help build research capacity and infrastructure for the human sciences,
- Foster research collaboration, networks and institutional linkages,
- Respond to the needs of vulnerable and marginalised groups in society through its research,
- Develop and make available data sets underpinning research, policy development and public discussion of developmental issues, and to
- Develop new and improved methodologies for use in the development of such data sets.

The Act also 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 HSRC is governed by a Board appointed by the Minister of Science and Technology. The functions of the Board are outlined in the HSRC Act.

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.

Mission statement

The HSRC is a research organisation that advances social sciences and humanities for public use.

Values

The corporate values governing the work of the HSRC and its development include the following:

- At individual level, staff at the HSRC will be guided by the values of independence, non-discrimination, tolerance of diversity, honesty, integrity, respect, non-partisanship, innovation, diligence, responsiveness and collaboration.
- At institutional level, the HSRC will at all times strive to distinguish itself as separate from, yet often closely collaborating with, government, universities, NGOs, media, and advocacy groups; and to remain a scientific organisation whose work is viewed as authoritative and non-partisan. Quality, integrity and ethical conduct are essential hallmarks of HSRC work.

Through research that is often large-scale, multi-year, and collaborative in nature, the HSRC provides high-quality scientific evidence to inform monitoring and evaluation, further analysis, as well as debate, advocacy and decision-making by role players in government, the media, academia, and community-based groupings.

Its work is used to inform policy development and good practice, thereby making a difference to the lives of people in South Africa and in the mother continent.

Developments informing the new Strategic Plan of the HSRC

The HSRC updates its three-year strategic plan on an annual basis. This is done by taking into consideration several inputs, such as a scan of important developments in the internal and external environment, an updated analysis of perceived strengths, weaknesses, opportunities and threats (SWOT), and engagement with internal and external stakeholders, amongst others, at a strategic planning lekgotla. Changes in the strategy may be occasioned by critical events in the external or internal environment, and will also be influenced by recommendations from institutional reviews or changes in leadership.

During 2009/10, a number of strategy-critical developments, notably in the external environment, had an effect on the way in which the HSRC presented its strategy, goals and performance objectives for 2010/11 and beyond. The following provides an overview of important national policy developments that will impact on the work of the HSRC:

- Following the elections in 2009, a strong emphasis on coordinated national planning, resource allocation and performance management was introduced. The Medium-Term Strategic Framework (MTSF), published in July 2009, identified key development challenges facing South Africa, as well as ten national priority areas for focused interventions. HSRC contributions towards addressing these national priorities will be explicitly identified in its strategic and business plans.
- The Cabinet-supported Ten-Year Plan for Innovation, which charts the DST-led national innovation strategy from 2008 to 2018, was further operationalised. MTEF allocations were made to enable the HSRC to participate in the integrated implementation of the Plan, especially when addressing the Human and Social Dynamics (HSD) Grand Challenge. One of the Grand Challenge outcomes for HSD reflected in the Ten-Year-Plan is “Recognition as a ‘knowledge hub’ on social sciences research in Africa” – an outcome that is closely aligned with the vision of the HSRC. This strategic alignment made it easy for the HSRC to incorporate the proposed focus areas and implementation instruments mentioned in the implementation framework for HSD in Development in its strategic and business plans. Where relevant, HSRC contributions to support aspects of the Global Change (GC) Grand Challenge, as well as the driving elements for a knowledge economy are also addressed.
- The Human Sciences Research Council Act (Act 17 of 2008) came into effect in December 2008. The 2009/10 budget year was the first full year in which the implications of new mandated objectives could be considered. Some of these objectives require dedicated resources, and therefore need to be addressed in strategic planning.

The following internal imperatives, linked to institutional sustainability, will drive the implementation of the strategy:

- Focus on good governance and accountability: The HSRC has a proud record of unqualified audits on its annual financial and performance reports. It has taken note of the recommendations outlined in the King III report on corporate governance, and is ready to integrate these principles in its policies and practice. This commitment to institutional accountability requires explicit mention in strategic and operational plans of the HSRC.
- Focus on sustainability: The staff complement, research agenda and infrastructural resource base of the HSRC has expanded because of the HSRC’s ability to augment its Parliamentary grant with external funds. However, the recent economic downturn had an impact on resources that are readily available for research. Financial targets set at strategic level will have to be backed up with operational plans addressing prerequisites for institutional sustainability. These include staffing issues (quality, size and composition of staff complement), research issues (relevance, quality, effective production and dissemination) stakeholder relations (being recognised as a “partner of choice”), optimal and cost-effective resourcing and conducive institutional policies and practices. It was also found that the HSRC’s internal financial model created problems from the perspectives of planning, cash-flow management and reporting. A new financial model, which will address these problems and be easier to administer, will be implemented from 2010/11.

Strengths, weaknesses, opportunities and threats

The HSRC reviews its relative strengths and weaknesses, as well as the opportunities and threats faced by the organisation, on an ongoing basis. This serves as input for the development or review of institutional strategies and operational plans. The summary table in Annexure A represents an update of the SWOT analyses included in previous strategic plans. New sources of information feeding into the revised SWOT analysis include discussion papers informing debates at Executive Director workshops, research conferences and *makgotla*, and key developments taking place in the internal and external environment, some of which were highlighted in the section above.

The HSRC's Strategic Approach: 2010/11 to 2012/13

Desired outcome

In line with its vision and mandated objectives, the HSRC aims to achieve the following desired outcome over the MTEF 2010/11 to 2012/13:

To have addressed the key priorities facing South Africa through its research, and to have generated new knowledge that helps us understand the social and human environment in which we live.

The strategic business objectives of the HSRC are informed by its mandated objectives and institutional imperatives. These, in turn, relate strongly to the desired outcomes for the Human and Social Dynamics Grand Challenge in the national Ten-Year Plan for Innovation, and to the vision of the HSRC. They are:

1. To contribute to global knowledge-generation and dissemination that aim to advance social sciences and humanities for public use.
2. To contribute to Africa's social progress through undertaking research for development, informed by community or civil society needs.
3. To strengthen social and human sciences research by developing highly skilled researchers working in a collaborative manner.
4. To develop methodologies for preserving and utilising scientific data for further analysis.
5. To contribute to the ongoing transformation of the organisation.
6. To ensure the financial viability of the organisation.

As a research organisation, the HSRC intends to create, interpret and present new knowledge in ways that will benefit economic and social development programmes. Hence the emphasis will be on prerequisites for successful monitoring and evaluation, research implementation and the eventual impact of research.

Key strategies

The following critical strategies will be pursued by the HSRC in the next three years:

1. ***To contribute to global knowledge-generation and dissemination that aim to advance social sciences and humanities for public use***

The HSRC will undertake activities that are aligned with national, continental and global priorities, including the national R&D strategy, Medium-Term Strategic Framework (MTSF), grand challenges identified in South Africa's 10-Year National Innovation Plan, and the needs of marginalised communities, as recognised in the Millennium Development Goals (MDGs).

Multi-disciplinary and cutting-edge research will address important questions of human and social dynamics in the ten priority areas identified in the MTSF, especially the following five:

- Education
- Health
- Rural development and land reform
- Creating decent work, and
- Fighting crime

Contribute to the refinement and roll-out of the Work Plan of the “Human and Social Dynamics in Development Grand Challenge” and play a leading role in its implementation. Institutionalise deliverables identified for this Grand Challenge, and contribute to the achievement thereof, particularly in the four broad focus areas of

- The dynamics of human and social behaviour
- Science, technology and society
- Social cohesion and identity
- Societal change and the evolution of modern society.

Access funding for large-scale, collaborative and (where appropriate) internationally comparative research projects in the area of human and social dynamics. In particular, provide support to DST to access international donor funding in this area.

Consolidate an appropriate approach to research in the HSRC using history, philosophy, law, arts, culture, heritage, language, religion and tradition to gain new insights into our society and make sense of our lives.

Apply Parliamentary grant funding to allow researchers to do innovative research which charts the way for the future.

Increase the number of peer reviewed publications in internationally-accredited journals – some of which are South African. Develop and introduce complementary indicators of research excellence and research impact for the HSRC.

Strengthen research dissemination, through effective use of existing and emerging technologies to support knowledge management and data preservation, media liaison and corporate communication, and research publishing and dissemination. Monitor the local and global reach of research communication. Obtain support for the above to address infrastructural, technical and human capital (including training) requirements.

Continue with international research collaboration through bilateral agreements and focused research projects. Influence and respond to research agendas of funding institutions to focus on continental and global development challenges. Participate in international work aimed at addressing the research-policy interface as well as better understanding of the world we live in.

Continue to support research to inform decision making on matters of national importance. Confirm the central role of the Policy Analysis and Capacity Enhancement (PACE) unit to coordinate efforts and build institutional capacity to host public dialogue informed by scientific evidence, for instance by

- Performing a brokerage role between policy research and evidence-informed policy making;
- Performing a synthesis role in providing systematic reviews of policy related research on identified topics and conducting secondary data analysis;
- Convening national and international conferences, seminars, workshops and work groups to foster debate around key policy issues;
- Disseminating policy research information through, amongst other channels, HSRC Policy Briefs and the portal on the research-policy nexus, and
- Identifying most appropriate approaches to get research into practice.

Ensure that the HSRC as an entity, as well as all HSRC research programmes, are periodically reviewed by panels of external peers.

2. *To contribute to Africa’s social progress through undertaking research for development, informed by community or civil society needs*

“Mainstream Africa” in HSRC research by encouraging comparative work and the involvement of expert participants and reviewers from other parts of Africa.

Establish the Centre for Africa's Social Progress (CASP) to provide a platform to share information and stimulate collaborative research and public dialogue involving African counterparts. Ensure particular emphasis on research and public lectures to inform African social progress, and support for government's African agenda.

Identify and respond to opportunities for funded research collaboration with research counterparts in other parts of Africa, in consultation with strategic advisors including the new HSRC Board member from an African country outside South Africa and regional development bodies.

Strengthen the role of the HSRC as national resource for information-sharing and networking to support South African participation in international collaborative projects and networks in socio-economic and behavioural sciences and the humanities.

Continue with the drive to support knowledge exchange and the hosting of African and other international research fellows in the HSRC.

Collaborate with researchers across the African continent and create Africa-wide networks of research partners. Work in strategic partnership with regional and continental organisations such as NEPAD, CODESRIA and WHO/Afro.

Strengthen the Social Aspects of HIV/AIDS Research Alliance (SAHARA) to serve as a vehicle to contribute to attainment of the MDG of halting and reversing the spread of HIV/AIDS by 2015.

Provide research-based information to decision makers that makes the needs of vulnerable groups clear and is accompanied by recommendations and policy options that are backed up by scientific evidence.

Improve capacity in the area of Community-Based Participatory Research. Make provision for structured community engagement prior to the implementation of new projects, especially community-based demonstration or intervention projects.

Develop information-sharing, consultation and dissemination plans for all community-based research projects, particularly those falling under the jurisdiction of traditional leaders, in accordance with research ethical requirements and the requirements of the new HSRC Act.

3. *To strengthen social and human sciences research by developing highly skilled researchers working in a collaborative manner*

Continue the HSRC-wide capacity building programme focusing on staff and new researchers (grow our own timber). Seek more direct links with the DST's Human Capital Development programme, to contribute to targets set in the Ten-Year Plan.

Provide opportunities for masters and doctoral candidates to do research at the HSRC on attachment from universities.

Increase the number of postdoctoral research fellows to contribute further to human capital development and quality research output in the HSRC.

Continue and expand the coaching skills initiative for managers. Develop plans for staff development, career growth and succession for senior staff members.

Work closely with the Department of Science and Technology and other role players responsible for research in the social sciences and humanities, to develop and implement the national Work Plan for Human and Social Dynamics in Development.

Continue to consult universities and other South African science councils, particularly AISA and the NRF, to build a stronger co-ordinating and co-operative relationship while developing a coordinated interpretation and response to the grand challenge of human and social dynamics, as suggested in the ten-year plan .

Support the roll-out of the agreement reached with Higher Education South Africa (HESA) by identifying areas of collaboration between the HSRC and higher education institutions in South Africa at institutional, programmatic as well as project levels. Ensure delivery on Memoranda of Understanding (MoUs) signed with universities. Seek funding to support those already signed.

Create implementation networks for research projects, as a means of bridging the gap between research and policy (this includes working closely with government, universities, non-governmental organisations and donor organisations).

Continue to address national and regional development priorities by means of large-scale, collaborative and comparative research projects. Report on the impact and extended reach of research projects undertaken in consortium with local and international partners. Prioritise research collaboration with institutions and individuals in Africa, India and the South.

Consolidate and strengthen international research collaboration in prioritised research areas. Provide support to DST to ensure that human sciences and humanities research feature in work programmes developed under bi- and multi-lateral research agreements.

Strengthen relationships with research institutions in the North, with a view to informing international research agendas, and increasing the global reach and impact of research findings.

4. *To develop methodologies for preserving and utilising scientific data for further analysis*

Improve efficiency in research outputs by ensuring technical precision and analytical accuracy in the areas of data gathering, data processing, data modelling and statistics, and data curation.

Establish standards for the management and preservation of qualitative as well as quantitative research data. Create further opportunities for funding and collaboration by working closely with world leaders in this field, as well as the South African Network of Data and Information Curation (NeDIC).

Expand on the number of datasets already available in the public domain. Raise awareness and provide training to support such initiatives.

Contribute to the development, application and critical review of methodologies to analyse and assess the impact and appropriateness of policies and programmes established in areas of national priority. Provide support for research, including longitudinal studies that will address the above priority areas.

Prioritise data curation for longitudinal studies informing national planning, monitoring and evaluation. Build capacity to do secondary data analysis, thereby increasing the HSRC's ability to contribute to the outcome-based performance management system that is being introduced in government.

Enhance research capacity and external collaboration to undertake institutional analyses at the macro (e.g. state, national policy), meso (e.g. large public hospitals) and micro (e.g. ward committees) levels.

Improve competencies in and use of cutting edge methodological techniques, such as participatory approaches, statistical analysis, the use of photographs and other visual elements in research, and the use of cell phones as research tools.

Create new indicators of social progress and well-being, based on data from longitudinal surveys.

Institutionalise support to contribute to the development of new research methods and research techniques for qualitative as well as quantitative work done by the HSRC, and the promotion of these developments to the broader research community.

5. *To contribute to the ongoing transformation of the organisation*

Increase the proportion of underrepresented groups (African and coloured²) in the senior echelons of the HSRC.

Promote a culture of valuing diversity in all its forms within the HSRC community.

Ensure that the experiences of men as well as women inform all the research and other activities, to ensure that research conducted at the HSRC uses the gender lens, and that the institution's activities, policies and procedures in both the academic and administrative spheres reflect gender sensitivity.

6. *To ensure the financial viability of the organisation*

Ensure economic and financial sustainability of the HSRC by

- refining and implementing an appropriate financial model to help resolve issues linked to cash flow management, and ensure uniform financial management and reporting,
- obtaining sufficient levels of Parliamentary grant (PG) funding to ensure a 60:40 ratio between PG and external funding, thereby reducing the pressure on staff to earn external income,
- requesting support from the Department of Science and Technology and National Treasury to address funding shortfalls for infrastructural support, including funds for building maintenance, IT equipment and software support, also for the recently-expanded mandate of providing public access to datasets;
- securing multi-year research grants, particularly to support research focusing on national priorities as highlighted in the MTSF, the HSD Grand Challenge focus areas, and longitudinal work to support M&E activities,
- placing a limit on further growth of the total "permanent" staff complement (including staff appointed on contract for one year or longer),
- identifying innovative opportunities for more cost-effective research and product delivery, including appropriate data management and data mining,
- ensuring strict adherence to all guidelines set by funding agencies, to avoid delays in payment or costly audit exercises,
- continuing to exercise prudent management of financial resources and strategic re-alignment of resources where necessary,
- providing support to identify opportunities for external funding and to develop capacity in the areas of grant application and grant management and
- endeavouring to develop new partnerships and joint proposals to secure large, multi-year research projects.

Ensure that King III recommendations are integrated into governance processes and are adhered to.

² Designation in accordance with StatsSA population-based reports

Summary: Strategic performance targets set for the triennium

For purposes of planning and reporting of performance indicators, the HSRC is required to select performance indicators and associated targets to monitor progress made with the achievement of major objectives.

Annexure D of this strategic plan shows a set of performance indicators that were deemed relevant to the six major business objectives set for the triennium. From these indicators, a smaller set of core performance indicators and targets had to be selected for quarterly and annual reporting purposes in 2010/11. The table on the next page shows the selection of 9 performance indicators and targets that will feature in the HSRC's quarterly and annual performance reports, and will be incorporated in the Shareholder's Compact for 2010/11.

Other indicators and targets, relevant to key business objectives of the HSRC will also be set and managed. The annual Business Plan of the HSRC contains information on these indicators and targets.

Strategic performance indicators and targets set for 2010/11 to 2012/13

	Description	Performance 0809	Target 0910	Target 1011	Target 1112	Target 1213	Remarks: Time dimension
Objective	1. To contribute to global knowledge-generation and dissemination that aim to advance social sciences and humanities for public use						
Indicator 1	Peer-reviewed publications in an internationally accredited scientific journal, per senior researcher (SRS/SRM and above)	1.51	1.3	1.5 (112 by 75)	1.5 (117 by 78)	1.6 (128 by 80)	Cumulative: By the end of the reporting period
Objective	2. To contribute to Africa's social progress through undertaking research for development, informed by community or civil society needs						
Indicator 2	The number of research fellows from elsewhere in Africa at the HSRC	6	10	10	12	14	Cumulative: By the end of the reporting period
Objective	3. To strengthen social and human sciences research by developing highly skilled researchers working in a collaborative manner						
Indicator 3	The number of interns (research trainees) enrolled in a Master's programme, appointed at the HSRC	41	32	34	34	30	Cumulative: By the end of the reporting period
Indicator 4	The number of interns (research trainees) enrolled in a PhD programme, appointed at the HSRC	36	21	22	25	30	Cumulative: By the end of the reporting period
Indicator 5	The number of post-doctoral fellows (research associates) appointed at the HSRC	12	18	20	22	22	Cumulative: By the end of the reporting period
Objective	4. To develop methodologies for preserving and utilising scientific data for further analysis						
Indicator 6	The number of HSRC research datasets that were preserved (archived/curated) during the period under review		New indicator	7	14	21	Cumulative: By the end of the reporting period
Objective	5. To contribute to the ongoing transformation of the organisation						
Indicator 7	The percentage of all researchers at senior level (SRS/SRM and above) who are African	35%	45%	48% (36 out of 75)	50% (38 out of 76)	53% (42 out of 80)	At the end of the reporting period: as on the last day of the reporting period
Objective	6. To ensure the financial viability of the organisation						
Indicator 8	The percentage of total income that is extra-Parliamentary	64.3% (55.7% at institutional level)	54% at institutional level (R171m/ R315m)	48% (R330.4m- R170.4m)/ R330.4m	45%	40%	At the end of the reporting period: as on the last day of the reporting period
Indicator 9	The percentage of all research grants that are multi-year (at least three years)	72.4%	45%	46%	46%	50%	At the end of the reporting period, as on the last day of the reporting period

The above set of indicators shows continuity as well as change. The set of PAITECS indicators and targets that were in place until March 2010 represented institutional commitment to addressing strategic issues requiring internal re-orientation. Many of these issues had been identified by the 2003 Institutional Review Panel, and have subsequently been addressed. The key business objectives and strategic targets set for the 2010/11 to 2012/13 triennium are now oriented towards achieving mandated objectives of the HSRC, notably in the context of a concerted effort across the public sector of South Africa, to address national priorities in a coherent, performance-oriented and accountable manner.

The 2010/11 budget year will be used to refine and confirm new performance indicators and targets for the organisation, also in the light of possible recommendations from the August 2010 Institutional Review. This will allow the HSRC to confirm benchmarks from which targets for future performance will be derived.

Strategic action initiatives

The CEO will entrust strategic action initiatives to Executive Directors or Deputy Executive Directors responsible for managing delivery in national performance areas and/or institutional performance areas. These initiatives will be carried out with the support of administrative units and in collaboration with internal and external research partners.

Monitoring, reporting and accountability

The HSRC will be held accountable for achieving the above suite of performance targets in terms of the shareholder's compact entered into between its accounting authority, the HSRC Board, and its executive authority, the Minister of Science and Technology. The shareholder's compact requires quarterly and annual reporting on performance against predetermined targets.

The HSRC Board will also approve a more comprehensive set of key performance indicators (KPIs) and targets, in accordance with requirements for the "balanced scorecard" reporting set by the DST and the National Advisory Council on Innovation (NACI). Reporting on performance against these indicators will be reflected in a Management Overview section included in the Annual Report of the HSRC, and in the KPI report submitted to the DST on an annual basis.

In terms of institutional support to ensure ongoing monitoring of performance against these targets, the following arrangements will be in place:

- Information captured, and reports drawn from the Research Management System (RMS) of the HSRC are aligned with the indicators identified for purposes of performance measurement. Quarterly and annual reports will be drawn from the RMS, with features developed to enable "live" (on-line) monitoring of performance at unit and institutional level at any point in time.
- Discussions on budget allocations, including appropriation of a share of the HSRC's Parliamentary grant and setting of external income targets, are held annually with the heads of research units in the HSRC. Performance against predetermined indicators and targets are taken into account when these appropriations are agreed on.
- Relevant indicators will be selected from the suite of HSRC-wide performance indicators, and appropriate targets set at individual level, for incorporation in the performance contracts and for assessment of managers and staff in the organisation.

Financial Support

In her first presentation to staff as CEO of the HSRC, Dr Olive Shisana said the following about financial support to enable the organisation to achieve its strategic objectives:

“The HSRC is unlikely to achieve any of its objectives for the future if we do not increase our income. We need to attract more funding to the organisation, in order for us to grow responsibly, and to meet new objectives. We will remain committed to seeking new contracts and grants to carry out research. We also intend to establish more long-term relationships with grant-making organisations. Of course we would also like to receive more funding from our government as part of their investment in research.”

(1 August 2005).

The recent growth of the HSRC was based on a combination of additional Parliamentary grant funding received, and large project-specific grants received from international agencies. In particular, the additional funding received for research related to the Grand Challenge of Human and Social Dynamics in Development enabled the HSRC to reduce the external earnings target set for 2010/11, compared with previous years. This will make the HSRC a more sustainable organisation in the medium term, able to focus more on research. The HSRC, with support from the Minister and Department of Science and Technology, will continue to pursue opportunities to grow its Parliamentary grant allocation alongside external income sources.

This strategic plan provides the blueprint for the HSRC to carry out its mandated objectives, in the context of a national plan of work informed by priorities identified in the MTSF, as well as the work programme for Human and Social Dynamics in Development. Parliamentary grant funding, augmented with external financial support from local and international sources, will be deployed to support its work in this area. The HSRC will contribute significantly to plans, monitoring of progress, and research-based interventions aimed at achieving national priorities, thereby also addressing regional and international developmental imperatives. The Business Plan for 2010/11 will contain information on budgetary provision made to support selected performance targets.

The organisation remains committed to its vision and value system, and will ensure that performance measures to demonstrate research excellence, institutional accountability and ongoing transformation remain in place. This plan, and achievement of performance targets, should convince potential funders to increase financial support for the work of the HSRC.

Conclusion

The HSRC's three-year strategy will be subject to ongoing review and annual adjustments, and will be responsive to recommendations from the forthcoming institutional review, planned for August 2010. Building on previous plans and achievements, it aims to ensure that the HSRC remains at the cutting edge of human and social science research that contributes to the needs of South Africa and the continent.

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ANNEXURE A: HSRC Strengths, Weaknesses, Opportunities and Threats

Strengths	Opportunities
<p>Mandated objectives support a research focus on national, Africa-wide and global priorities</p> <ul style="list-style-type: none"> • HSRC Act of 2008 gives a strong 'public purposes' research mandate • Priority areas of research strongly aligned with national priorities highlighted in Medium-Term Strategic Framework (MTSF) • Work programme and mandated objectives geared to supporting implementation of Grand Challenge for Human and Social Dynamics in Development in the national Ten-Year Plan for innovation. • World-class research on HIV and AIDS • Research surveys and new emphasis on impact assessment work serve as a resource for evidence-based public planning and policy making • Support and monitoring of Millennium Development Goals (MDGs) <p>Positive public image</p> <ul style="list-style-type: none"> • Reputation as a research council that is concerned with important social questions • Research is generally regarded as of high quality, and findings as credible • High public profile in the print and electronic media • Public visibility of its senior researchers as experts in their fields • In October 2009 received gold award in the category for Best Reputation: Training, Research and Development Sector, as voted by the citizens of South Africa. <p>Positive image with key stakeholders</p> <ul style="list-style-type: none"> • Many donors, government departments, labour organisations, NGOs, research and higher education organisations are willing and happy to partner with the HSRC • Department of Science and Technology (DST) as well as other government departments are favourably disposed <p>Good working relationships with government and civil society</p> <ul style="list-style-type: none"> • Good relationship with decision makers in government departments provide better opportunities for research uptake and impact • Positive relationships with communities through community-based research projects <p>Positive image amongst staff member</p> <ul style="list-style-type: none"> • HSRC staff generally regard the organisation as an important national resource, are aware of organisational business objectives and are willing to work hard to meet deadlines and deliverables entrusted to them <p>Good corporate governance and management functions:</p>	<p>HSRC mandated objectives and research agenda aligned with national priorities:</p> <ul style="list-style-type: none"> • Capacity development programme • Role of HSRC as impact assessment agency • Increased capacity and impact through collaboration and implementation networks • International role in research coordination involving colleagues in Africa and the rest of the world <p>Ten-Year Plan for Innovation, and Human and Social Dynamics in Development Grand Challenge</p> <ul style="list-style-type: none"> • Opportunity to help inform and implement work programme aimed at improving decision making, monitoring and evaluation and quality of life through research • HSRC role to identify opportunities and monitor progress • Overlap between HSD implementation instruments and HSRC track record (aligned with mandate) to disseminate research, inform public debate and engage with communities on aspects of research <p>Data gathering, analysis and dissemination mandate supported in HSRC Act, as well as the Human and Social Dynamics Grand Challenge Implementation Plan.</p> <ul style="list-style-type: none"> • Existing longitudinal studies (SASAS, Birth to 20, R&D strategy, SABSSM) to gain greater recognition and support • New opportunities for longitudinal studies (SANHANES) • Opportunities to analyse data from own and other longitudinal studies: Analysis of StatsSA data, NIDS, household surveys • Opportunities for focused research programmes and capacity development in the area of data analysis and dissemination (possible centre of excellence could be developed) <p>Growing national investment in R&D</p> <ul style="list-style-type: none"> • Government has assigned high priority to R&D and is spending more money in its regard <p>Government-wide focus on integrated planning, performance management, monitoring and evaluation</p> <ul style="list-style-type: none"> • Role of research emphasised in planning documents developed by Presidency <p>Opportunities offered by new media and web technology</p> <ul style="list-style-type: none"> • New research questions and methodologies, more effective and affordable forms of research collaboration, as well as new approaches to research dissemination and communication strategies are becoming available <p>Research infrastructure and data curation:</p>

Strengths	Opportunities
<ul style="list-style-type: none"> History of unqualified audits and compliance with requirements of the PFMA ever since the introduction of this act The HSRC Research Ethics Committee is aligned with requirements of US Department of Health and Human Services and South African National Department of Health The HSRC is recognised as a well-managed, well-governed organisation with prudent and effective financial management, and largely harmonious labour relations <p>World-class researchers in a well-functioning organisation</p> <ul style="list-style-type: none"> Researchers consistently attract funded projects within and outside the country relevant to their respective areas of expertise Staff publish widely in peer-reviewed international journals Staff are respected scientists who play leading roles in professional organisations and conferences Staff are committed: They regard their work at the HSRC as important and aligned with their areas of expertise and interest <p>Responsive to new strategic imperatives</p> <ul style="list-style-type: none"> The HSRC has on more than one occasion shown its ability to restructure or regroup rapidly in response to new strategic imperatives. Its staff as well as management systems have proven themselves as being resilient, reliable and resourceful under changing circumstances. <p>Transformed organisation</p> <ul style="list-style-type: none"> The HSRC's total staff complement, including senior research staff, are increasingly becoming more representative of the South African population HSRC staff in general regard the organisation as representative, with equal opportunities for all regardless of race or gender <p>Good infrastructure</p> <ul style="list-style-type: none"> Support services well aligned with organisational priorities Capacity to manage multi-site, multi-country projects and financial transactions <p>Flexible geographical location</p> <ul style="list-style-type: none"> Offices in four provinces optimally deployed for convenient access and facilitated interaction with clients and other stakeholders Decentralised office locations conducive to research collaboration with neighbouring higher education and research institutions <p>Sustainable research funding from a range of sources</p> <ul style="list-style-type: none"> Parliamentary grant provides stable source of funding to establish and basic infrastructure, build research capacity, and support research in priority areas Increased funding received from the Parliamentary 	<ul style="list-style-type: none"> Many completed research projects lend themselves to further analyses and multiple further publications Combination and comparison between findings of various related studies lend themselves to development of monographs and policy briefs Utilisation of SASAS survey results over time may save time and money when planning new research in related areas of work <p>Recognition of social sciences and humanities as core elements of national and international research agendas</p> <ul style="list-style-type: none"> More emphasis on the role of the human sciences to gain new insights into our society and the African continent Human and social sciences seen as part of the national system of innovation National ten-year innovation plan identified human and social dynamics as one of the five "grand challenges" that should inform the national research agenda <p>Opportunities for regional and international collaboration</p> <ul style="list-style-type: none"> Opportunities for participating in bilateral science and technology programme of DST South Africa's policy to support regional work Strategic partnerships with key international players established The HSRC is seen by some international players as an 'entry point' for collaboration in Africa African researchers and research institutions are generally well disposed to collaborating with South Africa and the HSRC

Strengths	Opportunities
<p>grant is a positive development, enabling the organisation to appoint more senior research staff in permanent positions</p> <ul style="list-style-type: none"> Proven world-class research capability attracts large, multi-year, multi-disciplinary, collaborative projects from around the world <p>Growing national and international networking and collaboration, increasingly formalised and coordinated by means of Memoranda of Understanding (MoUs)</p> <ul style="list-style-type: none"> Links with other researchers and research organisations in Africa e.g. CODESRIA, University-industry linkages Links with international organisations and higher education institutions, e.g. World Bank, UNICEF, University of Bologna Links with South African higher education institutions, e.g. UNISA, University of Stellenbosch, University of Fort Hare Links with South African public sector and government departments, e.g. national Department of Agriculture, Tshwane Metropolitan Municipality Department of Trade and Industry Greater regional coverage of HSRC research and project offices allow for more structured forms of collaboration with neighbouring higher education and research institutions 	
Weaknesses	Threats
<p>Infrastructure deficiencies</p> <ul style="list-style-type: none"> Needed refurbishment of and/or additions to existing facilities continues to be slowed by lack of resources Potential of non-compliance with Occupational Health and Safety requirements <p>Financial constraints</p> <ul style="list-style-type: none"> Inability to maintain and replace crucial infrastructure, especially with the imminent expiry of lease agreements Research units, even those with ring-fenced support, faced with large external funding targets Inability to match salaries and conditions of service offered to highly skilled African researchers in the private sector and in government Greater number of research and project offices requiring infrastructural support place constraints on corporate support and CAPEX budgets <p>Financial constraints hampering delivery on mandated objectives:</p> <ul style="list-style-type: none"> Although a comprehensive plan for data curation has been developed, insufficient funding may hamper the HSRC's ability to meet its mandated objective of making research data available to the broader community <p>Tension between individuals and units</p> <ul style="list-style-type: none"> "Competition" between research units sometimes leading to sub-optimal performance and perceptions of institutional fragmentation Negative perceptions amongst some staff regarding 	<p>Possibility of world economic crisis impacting negatively on the availability of funds for research</p> <ul style="list-style-type: none"> Decreases in available donor funding from private foundations Global financial markets moving downwards, with leading to more competition for less resources available for research Donor fatigue and market saturation Governments globally may focus on domestic rather than on international needs, Funded projects may not be aligned with mandated objectives of the HSRC Increasing external competition for external grants and funded projects from universities, other research institutions and international research service providers <p>Unfavourable relations with some stakeholders</p> <ul style="list-style-type: none"> Unwelcome research findings have led to strained relations with some key stakeholders Isolated cases of poor project management, quality control and reporting to donor organisations as a result of staff turnover may lead to extensive audits and possible blacklisting of the organisation as a whole <p>Poor stakeholder relations in some areas, especially with competitors</p> <p>Factors that could work against national and international collaboration</p>

Weaknesses	Threats
<p>management styles, interpersonal trust and open communication within the organisation</p> <p>Insufficient coordination of fund-raising approaches</p> <ul style="list-style-type: none"> Approaches to potential funders not communicated and coordinated between different research units <p>Pressures on staff</p> <ul style="list-style-type: none"> The number of senior research staff (SRS/SRM or higher) has been declining over time; thus placing greater pressure to ensure ongoing delivery and capacity development on fewer people There is high workload, which may lead to burnout Staff are under constant pressure to deliver on a broad range of important performance targets Constant pressure to deliver work to commissioning agencies may undermine capacity for creative, innovative work The quality of work, and capacity to ensure proper quality control, may suffer as a result of pressure on staff <p>Limited provision for career development and succession planning</p> <ul style="list-style-type: none"> HSRC is dependent on a few key senior staff members in research and support positions for critical delivery in key performance areas Limited provision for career pathing and succession planning may place the organisation in jeopardy if such persons should leave the organisation or retire <p>Transformation challenges remaining</p> <ul style="list-style-type: none"> Representativeness in the organisation generally, and the top echelons in particular is short of the stated targets, especially as regards black Africans and coloureds 	<ul style="list-style-type: none"> HSRC is perceived as the competition (for staff, funded projects) in some Higher Education quarters Collaboration with researchers and research entities elsewhere in Africa could be compromised by national pride, competition and resentment of South Africa's image as 'big brother' Collaboration with international funders is subject to global politics and therefore inherently unpredictable <p>Compliance requirements for public entities:</p> <ul style="list-style-type: none"> Stringent Supply Chain Management (SCM) procedures for procurement of goods and services may impact negatively on ability to deliver to time and quality on research projects.

ANNEXURE B: Financial Projections for the period 2010/11 to 2012/13

INCOME STATEMENT HSRC BUDGET PROJECTION 2010/2011 to 2012/13

	2007/08	2008/09			2009/10	2010/11	2011/2012	2012/2013
	Actual	Actual 31/12/2008	Est full year	Budget	Budget	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
REVENUE								
Research revenue	113,628	119,339	159,119	167,598	157,101	140,000	126,118	104,656
Parliamentary grant	101,797	86,220	114,960	111,699	116,918	163,650	173,750	182,337
Parliamentary grant ring fenced	28,667	14,868	19,824	21,035	27,451	6,782	7,100	7,456
Other income	20,234	16,514	22,019	13,449	13,899	20,000	21,850	21,871
Total Revenue	264,326	236,941	315,922	313,781	315,369	330,432	328,818	316,320
EXPENDITURE								
Research cost	(40,963)	(60,691)	(70,161)	(74,817)	(72,188)	(107,085)	(95,375)	(72,120)
Administrative expenses	(63,962)	(59,659)	(79,545)	(76,860)	(51,197)	(47,298)	(47,298)	(47,298)
Staff costs	(128,132)	(90,752)	(121,003)	(137,933)	(167,566)	(150,346)	(160,118)	(170,526)
Other operating expenses	(19,459)	(30,722)	(40,963)	(17,300)	(20,675)	(21,661)	(21,661)	(21,661)
Depreciation	(4,191)	(3,186)	(4,248)	(6,871)	(3,743)	(4,042)	(4,366)	(4,715)
Total Expenditure	(256,707)	(245,011)	(315,921)	(313,781)	(315,369)	(330,432)	(328,818)	(316,320)
Surplus/(deficit) for the year	7,619	(8,070)	0	-	-	(0)	0	(0)

ANNEXURE C: Materiality framework

As approved by the Board of the HSRC, on 24 February 2010.

Human Sciences Research Council

Materiality Framework in terms of Treasury Regulations 28.1.5

1 Definitions

Accounting Authority	-	HSRC Board
Executive Authority	-	the Minister of Science and Technology
HSRC	-	Human Sciences Research Council
PFMA	-	Public Finance Management Act (Act 1 of 1999 as amended by act 29 of 1999)
Treasury Regulations	-	Public Finance Management Act, 1999: amendment of Treasury Regulations in terms of Section 76 as published in Government Gazette No. 7372.

2 Introduction

In terms of Treasury Regulation 28.3.1, the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors.

(Material & significance are defined in the PFMA in sections 50(1), 55(2), 66(1) and 54(2) respectively.)

3 Framework

3.1 Fiduciary duties of the accounting authority (PFMA section 50)	Quantitative (Amount)	Qualitative (Nature)
(1) The accounting authority must - (c) on request, disclose to the executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts , including those reasonably discoverable, which in any way influence the decisions or actions of the executive authority or that legislature.	Any fact discovered of which the amount exceeds the determined materiality figure as calculated in Annexure A.	1. Any item or event of which specific disclosure is required by law 2. Any fact discovered of which its omission or misstatement, in the Board's opinion, could influence the decisions or actions of the executive authority or legislature.
3.2 Annual report and financial statements (PFMA section 55)	Quantitative (Amount)	Qualitative (Nature)

<p>(2) The annual report and financial statements referred to in subsection (1) (d) must --</p> <p>(a) fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned:</p> <p>(b) include particulars of -</p> <ul style="list-style-type: none"> (i) <u>any material losses</u> through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year: (ii) any criminal or disciplinary steps taken consequence of such losses or irregular expenditure or fruitless and wasteful expenditure; (iii) any losses recovered or written off; (iv) any financial assistance received from the state and commitments made by the state on its behalf; and (v) any other matters that may be prescribed; and 	<ol style="list-style-type: none"> 1. Losses through criminal conduct – any loss identified. 2. Losses through irregular/fruitless/wasteful expenditure – if the combined total exceeds the planning materiality figure used by the external auditors for the year under review. 	<p>Any identified loss through criminal conduct.</p>
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3.3 Information to be submitted by the accounting authority (PFMA section 54)	Quantitative (Amount)	Qualitative (Nature)
<p>(2) Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</p> <p>(c) acquisition or disposal of a significant shareholding in a company;</p> <p>(d) acquisition or disposal of a significant asset;</p> <p>(e) commencement or cessation of a significant business activity</p>	<p>Not applicable</p> <p>Not applicable</p> <p>Not applicable</p> <p>Not applicable</p>	<p>Any participation, outside of the approved strategic plan and budget.</p> <p>Any acquisition or disposal, outside of the approved strategic plan and budget.</p> <p>1. Any asset that would increase or decrease the overall operational functions of the entity, outside of the approved strategic plan and budget.</p> <p>2. Disposal of the major part of the assets of the entity.</p> <p>Any business activity that would increase or decrease the overall operational functions of the entity, outside of the approved strategic plan and budget.</p>

4 Authorisation

This framework was adopted by the HSRC Council (established in Section 2 of the Human Sciences Research Act, Act No 23 of 1968) on the 29/05/2003.

.....
Chairman of HSRC Board

5. Approval

This framework was approved by the Minister of Science & Technology on 10 June 2004

Section 20 of the Human Sciences Research Council Act, Act No 17 of 2008, provides for the continued validity of this approval, following the commencement of the new HSRC Act.

.....
Minister of Science & Technology

Determination of Materiality

Materiality bases	% Used	2008/09 Actual		2009/10 Budget		2010/11 Budget	
		R	Materiality (R)	R	Materiality (R)	R	Materiality (R)
Total revenue	0,5	R325 295 000	R 1 626 475	R315 369 000	R1 576 845	R330 432 000	R1 652 160

Due to the business nature of the HSRC, it is not a capital intensive business and the best indicator with regard to business activity is revenue. For this reason, materiality has been linked to revenue and **0,5%** is an appropriate level for the attention of the Accounting Authority, given the level of the HSRC's overall revenue.

Based on the most recent audited financial statements of the HSRC (for 2008/09), the approved materiality figure is R1 626 475.

ANNEXURE D: Performance indicators and targets to support HSRC goals and business objectives, 2010/11 to 2012/13

	Description	Performance 0809	Target 0910	Target 1011	Target 1112	Target 1213	Selected for 2010/11 quarterly and annual accountability reporting?
Objective	1. To contribute to global knowledge-generation and dissemination that aim to advance social sciences and humanities for public use						
Indicator (Existing)	Peer-reviewed publications in an internationally accredited scientific journal, per senior researcher (SRS/SRM and above)	1.51	1.3	1.5 (112 by 75)	1.5 (117 by 78)	1.6 (128 by 80)	Yes
Indicator (New)	The number of reports on public dialogues published		New indicator				No
Objective	2. To contribute to Africa's social progress through undertaking research for development, informed by community or civil society needs						
Indicator (Existing)	The number of research fellows from elsewhere in Africa at the HSRC	6	10	10	12	14	Yes
Indicator (Revised)	The number of approved comparative research studies involving at least two different countries in Africa and researchers from those countries.		New indicator				No
Indicator (New)	The number of research projects developed and undertaken as a result of community dialogue		New indicator				No
Objective	3. To strengthen social and human sciences research by developing highly skilled researchers working in a collaborative manner						
Indicator (Existing)	The number of interns (research trainees) enrolled in a Master's programme, appointed at the HSRC	41	32	34	34	30	Yes
Indicator (Existing)	The number of interns (research trainees) enrolled in a PhD programme, appointed at the HSRC	36	21	22	25	30	Yes
Indicator (Existing)	The number of post-doctoral fellows (research associates) appointed at the HSRC	12	18	20	22	22	Yes
Indicator (New)	The number of signed and active Memoranda of Understanding with other research institutions or associations)		New indicator				No
Objective	4. To develop methodologies for preserving and utilising scientific data for further analysis						
Indicator (New)	The number of HSRC research datasets that were preserved (archived/curated) during the period under review		New indicator	7	14	21	Yes
Objective	5. To contribute to the transformation of the organisation						
Indicator (Existing)	The percentage of all researchers at senior level (SRS/SRM and above) who are African	35%	45%	48% (36 out of 75)	50% (38 out of 76)	53% (42 out of 80)	Yes
Indicator (Revised)	The number of staff members who participated in diversity training		New indicator				No
Indicator (Revised)	The percentage of research staff trained in gender analysis		New indicator				No

	Description	Performance 0809	Target 0910	Target 1011	Target 1112	Target 1213	Selected for 2010/11 quarterly and annual accountability reporting?
Objective	6. To ensure the financial viability of the organisation						
Indicator (Existing)	The percentage of total income that is extra-Parliamentary	64.3% (55.7% at institutional level)	54% at institutional level (R171m/ R315m)	48% (R330.4m- R170.4m)/ R330.4m	45%	40%	Yes
Indicator (Existing)	The percentage of all research grants that are multi-year (at least three years)	72,4%	45%	46%	46%	50%	Yes

ANNEXURE E: List of Acronyms

AIDS	Acquired immunodeficiency syndrome
AISA	Africa Institute of South Africa
CAPEX	Capital Expenditure
CASP	Centre for Africa's Social Progress
CEO	Chief Executive Officer
CODESRIA	Council for the Development of Social Science Research in Africa
DST	Department of Science and Technology
ED	Executive Director
GC	Global Change
HESA	Higher Education South Africa
HIV	Human immunodeficiency virus
HSD	Human and Social Dynamics
HSRC	Human Sciences Research Council
IT	Information Technology
KPI	Key Performance Indicator
M & E	Monitoring and Evaluation
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
MTEF	Medium-term expenditure framework
MTSF	Medium-Term Strategic Framework
NACI	National Advisory Council on Innovation
NeDIC	Network of Data and Information Centres
NGO	Non-Governmental Organisation
NEPAD	New Partnership for Africa's Development
NRF	National Research Foundation
PACE	Policy Analysis and Capacity Enhancement
PAITECS	Public purpose, Africa focus, Implementation networking, Transformation, Excellence, Capacity Building, Sustainability
PAU	Policy Analysis Unit
PFMA	Public Finance Management Act
PG	Parliamentary grant
R&D	Research and (Technological) Development
RM	Research Manager
RMS	Research management system
RS	Research Specialist
SABSSM	South African (population-based HIV/AIDS) behavioural risks, sero-status and media impact survey
SAHARA	Social Aspects of HIV/AIDS Research Alliance
SANHANES	South African National Health and Nutrition Examination Survey
SASAS	South African Social Attitudes Survey
SCM	Supply Chain Management
SRM	Senior Research Manager
SRS	Senior Research Specialist
SSH	Socio-economic Sciences and the Humanities
SWOT	Strengths, Weaknesses, Opportunities, Threats
UNICEF	United Nations Children's Fund
UNISA	University of South Africa
USA	United States of America
WHO/Afro	World Health Organisation - Regional Office for Africa