

# **Human Sciences Research Council (HSRC)**

## **Annual Performance Plan**

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**for  
2011/12**

**Date of presentation to the Minister: 24 March 2011**

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## Foreword

The Annual Performance Plan of the Human Sciences Research Council (HSRC) is guided by its five-year Strategic Plan. The HSRC's Strategic Plan reflects its longer-term priorities and commitments, which in turn are informed by its mandated objectives as well as national and global imperatives.

The most important policy priorities that guided the development of the Strategic Plan and Annual Performance Plan of the HSRC include the Human Sciences Research Council Act (Act 17 of 2008) and policy documents of the Department of Science and Technology, notably the National Research and Development Strategy and the Ten-Year Plan for Innovation. As a human and social sciences research council mandated to address issues of human development, the HSRC has a forward-looking role to play, while also identifying and addressing issues of immediate concern. It has a cross-cutting role to play in relation to the priorities and outcomes identified by Government in the context of its current electoral mandate. In this regard, government's coordinated outcomes approach, which addresses strategic priority areas for intervention and delivery over the Medium Term Strategic Framework (MTSF) period also informed the way in which objectives and deliverables were prioritised.

The HSRC is committed to support government and other decision-makers with policy-relevant research, as well as scientific evidence to underpin monitoring and impact evaluation activities. It also intends to strengthen research capacity and infrastructure to support such work, notably by providing access to employment, mentoring and research experience to emerging researchers at postgraduate and postdoctoral levels, and to increasingly make research data, publications and other forms of research engagement accessible to stakeholders such as fellow researchers, decision makers and the general public.

The research agenda of the HSRC is aligned with outcomes and deliverables entrusted to the Minister and Department of Science and Technology. Some of the targets set in delivery and performance agreements will be achieved with the help of the HSRC. For instance, the work of the HSRC will contribute to a better understanding of prerequisites, priority interventions and realistic targets to improve South Africa's overall ranking in terms of our global economic competitiveness, especially in areas such as quality education and health provision. This will be done in the context of a broader research agenda that also covers aspects of democracy, governance and service delivery, social cohesion, inclusive, equitable and sustainable human and social development, thereby aiming to contribute to the outcome of a better Africa and a better world for all. In this regard, the HSRC will contribute to outcomes entrusted to not only the economic sector and employment cluster, but also to clusters dealing with human development; social protection and community development; justice, crime prevention and security; international cooperation, trade and security, as well as with planning and infrastructure development.

The performance targets for 2011/12 were developed in consultation with the Department and Minister of Science and Technology, to ensure that these are aligned with targets set for the Department, relevant delivery clusters and the country as a whole.

The Shareholder's Compact signed by the Minister of Science and Technology and the Chairperson of the Board of the HSRC provides a mutually-supportive context for implementing the approved Strategic and annual Performance plans of the HSRC. The Minister and Department will support the HSRC in its work, while the HSRC will endeavour to achieve the objectives that have been agreed to. Reports on progress made against strategic performance objectives, related indicators and predetermined performance targets will be submitted to the Department and Minister of Science and Technology on a quarterly basis,

and reviewed by the Board of the HSRC. The CEO and executive management team of the HSRC will carry responsibility for delivery against these targets, and ensure that corrective action is taken timeously where problems are identified. Other performance and financial reports will also be prepared and reviewed in accordance with requirements outlined in the Shareholder's Compact.

We take pleasure in presenting the HSRC's Annual Performance Plan for 2011/12. The HSRC appreciates the strategic guidance and support received from the Minister and Department of Science and Technology. We look forward to achieving more, by working together our line function ministry as well as other stakeholders, in our endeavours to changing the lives of ordinary people for the better, through human and social sciences.

## **Sign-off**

It is hereby certified that the Annual Performance Plan for 2011/12  
Was developed by the management of the Human Sciences Research Council (HSRC)  
under the guidance of the Board of the HSRC.

Was prepared in line with the current Strategic Plan of the HSRC

Accurately reflects the performance targets which the HSRC will endeavour to achieve given the resources made available in the budget for the 2011/12 budget year.

**Dr O Shisana**  
**Chief Executive Officer**

**Signature:**



**Ms P Nzimande**  
**Chair of the HSRC Board**

**Signature:**



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## Part A: Strategic overview

### 1. Updated situational analysis

The situational analysis contained in the five-year Strategic Plan for 2011/12 to 2015/16 has already been updated.

#### 1.1 Performance delivery environment

The information provided in the Strategic Plan accurately reflects the performance delivery environment for the 2011/12 financial year.

#### 1.2 Organisational environment

There have been no significant changes to the information provided in the Strategic Plan for 2011/12 to 2015/16.

### 2. Legislative and other mandates

There have been no significant changes to the HSRC's legislative and other mandates.

### 3. Overview of 2011/12 budget and MTEF estimates

#### 3.1 Expenditure estimates

The table below was published in the HSRC Strategic Plan for 2011/12 to 2015/16.

	2011/12	2012/13	2013/14
	R'ooo	R'ooo	R'ooo
<b>Income</b>	<b>336 334</b>	<b>363 967</b>	<b>391 259</b>
Parliamentary Grant	180 850	190 254	200 147
External income	155 484	173 713	191 112
<b>Expenses</b>	<b>336 334</b>	<b>363 967</b>	<b>391 259</b>
salaries	162 182	169 452	179 619
overhead	23 952	49 135	52 819
project related expenses	150 200	145 380	158 821
<b>(Profit) / Loss</b>	<b>-</b>	<b>-</b>	<b>-</b>

	2011/12	2012/13	2013/14
	R'ooo	R'ooo	R'ooo
Research	258 978	279 105	301 269
Support Services	77 356	84 862	89 990
<b>Total expense</b>	<b>336 334</b>	<b>363 967</b>	<b>391 259</b>

The following assumptions were used in computing the above estimates for 2011/12:

External (research) income R140 000 000;  
Other income- R 15 484 000 (includes rental income, cafeteria sales and interest)  
Overhead Recovery 13.5% recovery on income

### 3.2 Relating expenditure trends to strategic outcome oriented goals

The MTEF allocation for 2011/12 reflects an increase of 6.1% over the allocation for 2010/11. The total allocation of R206 169 000 is subject to VAT, hence the actual allocation received is R180 850 000 for the 2011/12 financial year. Included is the ring fenced amount earmarked for S & T Indicators, amounting to R7 100 877 excluding VAT, and an additional ring fenced allocation of R22 316 000 excluding VAT for Human and social sciences analysis, research and human capital.

To meet its strategic objectives and operational commitments, the HSRC has an external income target, made up of external research income and other income. The MTEF allocation is utilised to cover salaries and related expenses. External research income and other income are used to augment the MTEF allocation. This additional income, together with the MTEF allocation, is used to achieve strategic business objectives alongside specific contractual obligations that are stated in the relevant research contracts and grant agreements.

The HSRC's budget, strategic performance indicators and targets, and financial reports are presented at organisational level. These are also reviewed and managed, from an internal perspective, at business unit (research programme) level.. Baseline allocations made to research programmes from the Parliamentary grant (MTEF allocation) constitute "seed money" to achieve strategic objectives and performance targets. In general, research units receiving a relatively larger portion of MTEF funding to cover salary costs, are also required to make a relatively greater contribution towards the achievement of strategic objectives and performance targets of the HSRC.

The HSRC thus ensures that budgetary provision is in place to support the achievement of strategic performance targets. Due to the cross-cutting nature of HSRC strategic objectives, it is not deemed feasible to allocate precise budgetary amounts aimed at supporting the achievement of performance targets, for a number of reasons:

- The ability to achieve organisational objectives and HSRC-wide performance targets is, by the very nature of the work of the organisation, dependent on a number of interrelated inputs. For instance, the appointment of staff in senior researcher categories is dependent on the availability of funding the same time, these staff members contribute to the achievement of other targets, such as the number of peer-reviewed publications that are produced, the number of researcher trainees that can be supported and mentored, and the amount of external income that can be achieved. It is therefore not possible to isolate precise amounts earmarked to achieve these targets, in the form of separate budgets. Rather, these are integrated in the operational budgets of research and support units of the HSRC.
- The nature of the HSRC's income makes it difficult to assign precise budgeted amounts to the achievement of individual performance targets. The total amount of the external research income of the HSRC, and the way in which external income will be deployed in the course of the year, is not certain at the time of drafting the business plan for the year. Although the PG allocation is known before the start of a new financial year, external research income is secured and received on an ongoing basis. The nature and outcomes of funding applications cannot be predicted in advance. For example, if significant external funding is secured to support capacity development in the course of the year, the amount earmarked to support research trainees will increase. If no such funding is secured, the amounts earmarked from PG sources and smaller amounts secured from individual research projects will be utilised for this purpose

## Part B: Programme and subprogramme plans

This section of the Annual Performance Plan is used to set performance targets for the upcoming budget year and over the MTEF for each strategic objective identified in Part B of the Strategic Plan.

For the HSRC, all strategic objectives are organisational, hence contributions from across the organisation will help to achieve these objectives. Specific contributions that will be made during 2011/12 to address the strategic organisational objectives are listed in Section 4, below. For each specific contribution or deliverable identified for the year, an indication is given of the HSRC managers who will carry overall responsibility for such delivery, as well as the support that will be provided to achieve such objectives.

In general, prerequisites for successful delivery hinge around adequate resourcing (the availability of suitably skilled staff and funding) as well as a conducive environment (buy-in from the relevant decision makers and other stakeholder groupings). These prerequisites for delivery will, in turn, inform priorities around risk management and the development of strategies and plans for stakeholder management, fund-raising and capacity enhancement at organisational as well as research programme levels.

### 4. Strategic outcome oriented goals of the institution

#### Desired outcome

In line with its vision and mandated objectives, the HSRC aims to achieve the following desired outcome over the five-year period of 2011/12 to 2015/16:

To have addressed **key priorities** facing South Africa through its research, and to have generated **new knowledge** that helps us understand the changing human and social environment in which we live<sup>1</sup>

**Key priorities** facing South Africa are operationalised in the context of the twelve outcomes of Government, listed in Section 4.2 and Annexure D of this document. The work of the HSRC cuts across all of these outcomes and related delivery agreements.

The HSRC will specifically support the Minister of Science and Technology by focusing research efforts on work related to Outcome 5 (*A skilled and capable workforce to support an inclusive growth path*), Outcome 4 (*Decent employment through inclusive economic growth*) and other outcomes associated with indicators of global competitiveness. Innovation strategies, which are regarded as drivers for social development as well as economic growth, will form part of research dealing with these and related issues.

A critical pillar for global competitiveness is that of primary education and health. The HSRC will continue its research to support delivery on Outcome 1 (*Improve the quality of basic education*), and Outcome 2 (*Improve health and life expectancy*), as part of its commitment

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<sup>1</sup>This desired outcome is closely aligned with the overall goals of Africa's consolidated plan of action for Science and Technology (AU 2005: 10), namely:

- a. to enable Africa to harness and apply science, technology and related innovations to eradicate poverty and achieve sustainable development, and
- b. to ensure that Africa contributes to the global pool of scientific knowledge and technological innovations.

to undertake research that addresses the needs of marginalised and vulnerable communities.

Other outcomes where the HSRC, by virtue of its mandated objectives, clearly has a contribution to make, include those on safety (Outcome 3), rural development and food security (Outcome 7), human settlements and quality of household life (Outcome 8), and local governance and service delivery (Outcome 9). Research on topics such as social cohesion and sustainable development in Africa, will be carried out taking Outcomes 11 and 12 into consideration. The Minister of Science and Technology also has specific deliverables under Outcome 10 (Protection of environmental assets and natural resources), and research support in this area will be provided in the context of the Global Change Grand Challenge.

The HSRC's focus on the twelve government outcomes, as well as on outcomes associated with the Human and Social Dynamics in Development (HSSD) Grand Challenge, enables it to provide a more integrated picture of human and social development issues. The HSRC will contribute to the generation and dissemination of **new knowledge**, to help advance social sciences and humanities research in South Africa, Africa and globally. Through its work it intends to contribute to a better understanding of the changing environment we live in, to address cross-cutting issues such as inequality, and to translate and communicate research findings in ways that they inform policy and practice aimed at improving the quality of life of our people in a sustainable and equitable manner.

### **Strategic business objectives for 2011/12 and beyond: ADEPTS**

The HSRC has identified six strategic business objectives to support and align its work towards the desired outcome outlined above. These strategic business objectives are informed by the mandated objectives and institutional imperatives of the HSRC. These, in turn, relate strongly to national priorities, global developmental goals, desired outcomes for the Human and Social Dynamics in Development Grand Challenge in the 10-year National Innovation Plan, and to the vision of the HSRC. They are:

1. To advance social sciences and humanities for public use by contributing to global knowledge-generation and dissemination (*A – “Advance”*)
2. To contribute to development and social progress in Africa through research which is informed by government, civil society and community needs (*D – “Develop”*)
3. To enhance skills, capacity and research collaboration (*E – “Enhance”*)
4. To preserve data and share with others for further analysis (*P – “Preserve”*)
5. To contribute to the ongoing transformation of the organisation (*T – “Transform”*)
6. To ensure the financial viability and sustainability of the organisation (*S – “Sustain”*)



#### 4.1. Strategic Business Objectives of the HSRC over the next five years

The Strategic Plan of the HSRC contains a detailed overview of critical strategies and related activities that will be pursued by the HSRC over the next five years. HSRC managers contributed to the development of this annual performance plan by identifying specific deliverables for the year, to ensure that progress will be made with the overall implementation of the strategic plan. The remainder of this document will focus on outputs and activities selected from the five-year strategic plan for concerted action and delivery during 2011/12.

##### 4.1.1. To advance social sciences and humanities for public use by contributing to global knowledge-generation and dissemination

###### Rationale for objective:

For research in the social sciences and humanities to “make a difference”, it is important that the research undertaken is seen as valuable, relevant, and accessible by decision makers. The quality of research should also be impeccable, and stand the test of external review.

In order to advance the status and relative contributions of social sciences and humanities research for public use, the HSRC will focus its attention on initiatives aimed at:

- Enhancing the global and national status of social sciences and humanities research, as a valuable and reliable source of information to base decisions on, and
- Building capacity in the area of research use, research communication and impact assessment so that research findings are made available to decision makers in ways that are useful and accessible.

The HSRC is also committed to promote the status and impact of human and social science research undertaken in the global South, notably on the African continent.

Link to government outcomes: *A skilled and capable workforce to support an inclusive growth path (5); A better Africa and a better world as a result of South Africa's contributions to global relations (11), and An efficient and development oriented public service and an empowered, fair and inclusive citizenship (12)*

Link to HSDD modalities: *Stakeholder engagement and dialogic processes; Policy research networks and groups*

###### (a) Performance indicators and targets linked to this objective

	Description	Target 11/12	Responsible	Support	Support actions and related projects in place, 2011/12
Indicator 1	Peer-reviewed publications in an internationally accredited scientific	1.5 (93 by 62)	EDs research programmes	RIA (Science communication)	Research article writing workshops for researchers conducted (at least 1) – CE to report

	journal, per senior researcher (SRS/SRM and above)			CE	
Indicator 2	The number of recognised book chapters or books published	12	EDs research programmes	RIA (Press)	Prospective author workshop (at least one) – RIA to report
Indicator 3	The number of Human and Social Dynamics (HSD) science and policy seminars convened	4	DCEO: Research Head: RIA	Identified research programmes	Agreement with DST regarding preferred topics and target groups – RIA to report

It should be noted that the science and policy seminars will contribute directly to government planning. It will entail research-based engagement with policy makers in the individual government clusters tasked with delivery of government outcomes, and will thus always contribute to Outcome 12 (an efficient and development oriented public service and an empowered, fair and inclusive citizenship), while individual seminars will also contribute to the outcomes associated with the specific subject matter and government cluster targeted.

(b) Link to five-year strategic plan

The strategic plan provides the following overarching context for activities and deliverables in relation to this objective, over the next five years.

(i) International dimension

The HSRC has an important role to play in promoting social sciences and the humanities, also in an international context. In December 2010, the CEO of the HSRC was elected as President of the Paris-based International Social Science Council (ISSC) for a three-year period, and South Africa was successful in its bid to host the World Social Science Forum in 2015. The next three to five years therefore provide unique opportunities to the HSRC, through the ISSC, to help address global issues and challenges through research in the social sciences and humanities. In the next five years, the HSRC will therefore endeavour to

- Work with the Department of Science and Technology (DST) to include more countries where human sciences and humanities research feature in work programmes developed under bi- and multi-lateral research agreements;
- Consolidate and strengthen international research collaboration in prioritised research areas;
- Expand and strengthen existing research and inter-institutional collaboration by including more countries in Africa, Latin America, the Caribbean, and Asia;
- Work closely with DST to advocate for the establishment of more social science research institutions in the Global South;
- Promote the image, recognition and impact of social science research undertaken in the global South, thereby ensuring that the global epistemological order does not continue to be predominantly Euro-American;
- Strengthen the International Liaison unit of the HSRC to manage collaborations with international partners, while continuing to
  - promote 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, and
  - participate in international work aimed at addressing the research-policy interface as well as better understanding of the world we live in, and

- Collaborate with the DST and other role players to ensure successful hosting of the 2015 World Social Science Forum (WSSF) in South Africa, so that inputs developed by participants from the global South and from Africa provided will be recognised as key contributions to help us understand the social and human environment we live in, and material produced for the WSSF will feed into

(II) Knowledge generation and dissemination for public use

The HSRC understands that quality, timeliness, availability and accessibility of research will co-determine the extent to which it will contribute to global knowledge generation and uptake in the public domain. In pursuit of this strategic objective, it is committed to:

- Strengthen the role of the Research Use and Impact Assessment (RIA) 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;
  - coordinating, with International Liaison, the development and publication of policy briefs dealing with identified topics;
  - 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,
  - collaborating with the Department of Science and Technology to host policy and research seminars nationally, and
  - identifying most appropriate approaches to get research into practice;
- 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, and incorporate these in the performance evaluation of individuals, and
- Ensure that the HSRC as an entity, as well as all HSRC research programmes, are periodically reviewed by panels of external peers.

(c) Prioritised deliverables and activities identified for 2011/12

- International conferences or workshops arranged: At least one (e.g. Conference for Knowledge Brokers, focusing on knowledge brokering in the Global South – RIA), delivery subject to availability of funding.
- Expand the high-profile attendance and promotion of HSRC Press publications at at least two of the following international conferences and events, specifically to promote the Africa focus of publications, namely, London and Frankfurt Book Fairs and ECAS and ASA (global networks of African Scholars) events and exhibitions (RIA – HSRC Press), delivery subject to availability of funding.

**4.1.2. To contribute to development and social progress in Africa through research which is informed by government, civil society and community needs**

Rationale for this objective:

The HSRC is mandated to address developmental problems in South Africa, Africa and the rest of the world through its research, thereby contributing to the improvement of the quality of lives of vulnerable and marginalised groups.

The research strategy and agenda implemented by the HSRC will co-determine the extent to which this strategic objective, which is also linked to prioritised government outcomes, will be met.

Link to government outcomes: Essentially all outcomes, namely:

- Outcomes linked to economic development, inclusive growth and employment creation  
*An improved quality of basic education (1); A long and healthy life for all South Africans (2); Decent employment through inclusive growth (4); A skilled and capable workforce to support an inclusive growth path (5)*
- Outcomes linked to quality of life and sustainable development:  
*All South Africans should be and feel safe (3); Vibrant, equitable, sustainable rural communities with food security for all (7); Sustainable human settlements and an improved quality of household life (8); Environmental assets and natural resources that are well protected and continually enhanced (10);*
- Outcomes linked to good governance and Africa's social progress:  
*A responsive, accountable, effective and efficient local government system (9); A better Africa and a better world as a result of South Africa's contributions to global relations (11); An efficient and development oriented public service and an empowered, fair and inclusive citizenship (12).*

Link to HSDD modalities: *Longitudinal studies, Short-term directed research*

(a) Performance indicators and targets linked to this objective

	Description	Target 11/12	Responsible	Support	Support actions and related projects in place, 2011/12
Indicator 4	The number of research fellows from elsewhere in Africa at the HSRC	7	EDs research programmes	DCEO Ops & CE HR IL	Approved policy on recruitment of African Research Fellows
Indicator 5	The number of policy briefs published	6	EDs research programmes	RIA IL	Workshops on development of policy briefs (2 planned )

(b) Link to five-year strategic plan

The strategic plan provides the following overarching context for activities and deliverables in relation to this objective, over the next five years.

(i) Promoting an African research agenda

Over the next five years, the HSRC will endeavour to "Mainstream research in Africa" by encouraging comparative work and the involvement of expert participants and reviewers from other parts of Africa, by attending to the following.

- Identify and respond to opportunities for funded research collaboration with research counterparts in other parts of Africa, in consultation with strategic advisors including the HSRC Board member from an African country outside South Africa and regional development bodies to create Africa-wide networks of research partners. Work in strategic partnership with regional and continental organisations such as the African Union (AU), NEPAD, SADC, CODESRIA, WHO/Afro, the African Economic Research Consortium (AERC), the Kenya Institute for Public Policy Research and Analysis (KIPRA), the African Capacity Building Foundation (ACBF), the Zimbabwe Institute of Development Studies (ZIDS), the African Development Bank (AfDB) and the International Food Policy Research Institute (IFPRI).
- 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.
- Continue with the drive to support knowledge exchange and the hosting of African and other international research fellows in the HSRC.
- Increase research collaboration with researchers in other parts of Africa
- Attend more conferences in other parts of Africa to ensure that knowledge is shared
- 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.
- Develop an indicator for research collaboration, e.g. the number of funded comparative research studies undertaken by researchers in at least two countries.

(ii) Maintaining a community focus

Over the next five-year period, the HSRC will increasingly

- Work with research partners in community-based and non-government organisations, in the labour movements and in the business sector to improve capacity in the area of Community-Based Participatory Research.
- Work with communities to develop conceptual frameworks for community participation in social science research, understand the theoretical bases and complex ethical issues that arise in conducting participatory research and address the power dynamics in knowledge production among unequal partners.
- Share information with those falling under the jurisdiction of traditional leaders, in accordance with research ethical requirements and the requirements of the HSRC Act.

(iii) Structuring an outcomes-oriented research agenda

- The HSRC intends to introduce (*or consolidate, from existing research activities*) a programme of work to support the Minister and Department of Science and Technology in achieving required targets and objectives to support the New Growth Path and included in delivery and performance agreements, for example
  - Research support for specific government outcomes (4, 5, 10, 1 and 2) directly or indirectly entrusted to the Minister of Science and Technology.
  - Develop clear timelines and realistic targets to improve South Africa's ranking on the Global Competitiveness Index.
  - Research support for the implementation of the 10-year National Innovation Plan.
- Multi-disciplinary and cutting-edge research conducted at national and other levels will address important questions of human and social dynamics helping to achieve the twelve outcomes of government

It will continue to 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. The HSRC will, in consultation with the DST, 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, and
- Societal change and the evolution of modern society.
- Undertake research on innovation and innovation strategies to underpin economic and social development. Address various aspects of social and technological innovation in order to find ways in which knowledge production and innovation can contribute most effectively to the creation of jobs and growth. Develop and refine monitoring mechanisms to assess progress on R&D expenditure on an annual basis, and to help identify opportunities and address barriers to increased investment in R&D.
- 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.
- Introduce a programme of research on global environmental change, and on various aspects of the green economy, including opportunities for job creation and on strategies that are informed by social, economical and cultural perspectives, to reduce the carbon footprint.
- Continue to support research to inform decision making on matters of national importance.
- Improve skills in analysing the budget, to provide evidence-based information on the appropriateness, adequacy and efficiency of key government spending programmes.

(c) Prioritised deliverables and activities identified for 2011/12

- At least 6 conferences or workshops in other parts of Africa attended by HSRC staff presenting papers of posters during 2011/12 (All)
- On behalf of COHORT, coordinate the mapping out of data-sets from the science councils, including the HSRC, that may serve as research-based benchmarks or reference points in relation to government’s outcome based approach (RIA)
- Prepare and discuss a proposal for the Department and Minister of Science and Technology regarding priority interventions dealing with South Africa’s ranking in the World Competitiveness Report (DCEO: Research)  
(See Annexure C for possible areas of work to be introduced in this regard.)
- Continue to deliver, or seek funding to support longer-term, longitudinal or cross-sectional projects providing critical data to inform planning, or monitor progress, in relation to Government outcomes, for example

Outcome	Example of project	HSRC research programme	Comment
1. The quality of basic education improved	Trends in Mathematics and Science Survey (TIMSS)	ESD	Ongoing: Financial support from Department of

Outcome	Example of project	HSRC research programme	Comment
			Basic Education obtained
2. Health and life expectancy improved	<p>Birth to Twenty</p> <p>South African (population-based HIV/AIDS) behavioural risks, sero-status and media impact survey (SABSSM)</p> <p>South African National Health and Nutrition Examination Survey (SANHANES)</p>	<p>HAST</p> <p>HAST</p> <p>PHHSI</p>	<p>Ongoing: In collaboration with Wits Funded by Wellcome Trust (UK)</p> <p>In collaboration with MRC, CADRE Current funding from Centers for Disease Control and Prevention (CDC), USA</p> <p>New: Support from National Department of Health Anchor funding being sought (CDC, USA)</p>
3. All people in South Africa protected and feel safe	South African Social Attitudes Survey (SASAS)	DGSD	<p>Ongoing: Various government departments sponsor modules in the survey Funding from Economic and Social Research Council (ESRC) , UK obtained for international collaboration supporting analysis and capacity development Anchor funding being sought</p>
4. Decent employment through inclusive economic growth	<p>CeSTII: Annual R&amp;D survey, innovation survey, biotechnology survey)</p> <p>Strategic interventions to support youth employment in Gauteng</p>	<p>PHHSI</p> <p>EPD</p>	<p>Ongoing: Ring-fenced support from Department of Science and Technology Funding from National Department of Agriculture for Agriculture R&amp;D survey</p> <p>Completed Funded by Gauteng Department of Economic Development</p>
5. A skilled and capable workforce to support inclusive growth	Evaluate the impact of the National Skills Development Strategy	ESD	<p>Building on previous work: Funding obtained from Department of Labour</p>
6. An efficient, competitive and responsive economic infrastructure network	Changing spatial economy of South Africa and the challenge of addressing enduring spatial inequalities ( at regional, intra-	EPD	<p>New: Contributions feeding into SA Cities Report, National Planning Commission, National Treasury</p>

Outcome	Example of project	HSRC research programme	Comment
	regional and local scales)		Anchor funding being sought
7. Vibrant, equitable and sustainable rural communities and food security for all	SANHANES	PHHSI	New: As above (see Outcome 2)
8. Sustainable human settlements and improved quality of household life	SASAS	DGSD	Ongoing As above (see Outcome 3)
9. A responsive, accountable, effective and efficient local government system	Mid-Term Review of Municipal Performance	DGSD	Completed Funded by SALGA HSRC reports fed into a consultative process linked to the turnaround strategy; conclusions integrated into SALGA's approach to improving performance
10. Protection and enhancement of environmental assets and natural resources	Research on a green economy	EPD	Planned
11. A better South Africa, a better and safer Africa and world	Reconciling Africa's fragmented institutions of governance	DGSD	Funded by IDRC Programme on Governance and Conflict Resolution. Collaboration with research institutions in the USA, Somalia, Ethiopia, Kenya, and South Africa as well as South Africa. Konrad Adenauer Stiftung funded workshops of the project
12. A development-oriented public service and inclusive citizenship	Developmental State State-owned enterprises Possible further research on mining	DGSD EPD	Ongoing Support from Royal Netherlands Embassy Additional funding to be obtained

#### 4.1.3. To enhance skills, capacity and research collaboration

##### Rationale for this objective:

The South African research community is relatively small, and reported to be ageing. There is a need to grow an echelon of researchers who are more representative of the demographics of the country, and who will also be able to bridge the gap between teaching, researching, and bridging the gap between research, policy and practice.

The HSRC is not a degree-conferring higher education institution, but has unique strengths to offer in the context of research capacity



enhancement. Research trainees and staff are offered the opportunity to sharpen their research, analytical and writing skills while being involved in a full-time research environment. It provides access to qualitative as well as quantitative data that may be further analysed for research purposes. Collaboration between the HSRC and other research institutions create the potential for more capacity as well as more perspectives being brought to shared research programmes and projects.

Link to government outcome:

*A skilled and capable workforce to support an inclusive growth path (5), with related specific outputs, sub-outputs and actions covering the numbers of Honours, Master's level and PhD graduates, as well as postdoctoral fellowships required*

Link to HSDD modality: Policy research networks and groups

(a) Performance indicators and targets linked to this objective

	Description	Target 11/12	Responsible	Support	Support actions and related projects in place, 2011/12
Indicator 6	The number of interns (research trainees) enrolled in a Master's programme, appointed at the HSRC	34	EDs research programmes	DCEO Ops & CE HR CE	Additional funding and / or technical support for training sought Approved training programme for Master's interns
Indicator 7	The number of interns (research trainees) enrolled in a PhD programme, appointed at the HSRC	25	EDs research programmes	DCEO Ops & CE HR CE	Additional funding and / or technical support for training sought Approved training programme for doctoral interns
Indicator 8	The number of post-doctoral fellows (research associates) appointed at the HSRC	22	EDs research programmes	DCEO Ops & CE HR CE	"Norms and Standards for Postdocs" document finalised and approved
Indicator 9	The number of active MoUs with other research institutions or associations	6	International: D IL Local: DCEO Ops & CE (CE)	EDs research programmes	At least one new international MoU with institution in the global South signed and activated (prioritise Africa, Latin America, Caribbean, or Asia) At least one new MoU with an HDI in South Africa signed and activated

(b) Link to five-year strategic plan

The strategic plan provides the following overarching context for activities and deliverables in relation to this objective, over the next five years.

(i) Capacity development of individuals

- Continue the HSRC-wide capacity building programme focusing on staff and new researchers (grow our own timber, and create new jobs in areas of scarce skills by developing suitably qualified and experienced social scientists and human science researchers). Seek more direct links with the DST's Human Capital Development programme, to contribute to targets set in the 10-year National Innovation Plan.
- Provide opportunities for master's and doctoral candidates on attachment from universities to do research at the HSRC.
- 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.

(ii) Inter-institutional and intersectoral collaboration

- 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).
- Ensure delivery on Memoranda of Understanding (MoUs) signed with universities. Seek funding to support those already signed.
- Work with international and South African universities to build local capacity and to exchange expertise so as to nourish the intellectual endeavours of HSRC scientists. Specific areas of involvement will include:
  - Domestic and International faculty exchange with researchers at the HSRC for each programme, and
  - Involvement of student researchers to analyse HSRC data, but work closely with HSRC researchers
- Through involvement in the DST-sponsored Research Information Management System (RiMS): Sharing of management information and data for planning, monitoring and evaluation

(c) Prioritised deliverables and activities identified for 2011/12

Review and update HSRC Research Trainee Policy (DCEO Operations and CE)

Develop and present strategic plan for staff development, career growth, and succession planning in the HSRC (DCEO: Ops and CE)

**4.1.4. To preserve data and share with others for further analysis**

Rationale for this objective:

The HSRC is mandated to “develop and make publicly available new data sets to underpin research, policy development and public discussion of the key issues of development, and to develop new and improved methodologies for use in their development.”

In the February 2011 State of the Nation Address, President Zuma emphasised that “*we remain committed to building a performance-orientated State*”. The HSRC has, over the past decade, completed several longitudinal or cross-sectional studies in various areas of delivery. Access to the research data may offer access to valuable resources to help inform government benchmarking, target setting, and M&E. If

adequately preserved and shared, such resources may benefit current researchers, a new generation of research staff, decision makers and other users of research data in the government, higher education and private sectors.

Link to government outcomes:

*All outcomes will be covered by means of areas of research and database development. Outcome most relevant to this area of work: An efficient and development-oriented public service and an empowered, fair and inclusive citizenship (12).*

Link to HSDD modalities: *Longitudinal studies, Policy research networks and groups; Research infrastructure*

(a) Performance indicators and targets linked to this objective

	Description	Target 11/12	Responsible	Support	Support actions and related projects in place, 2011/12
Indicator 10	The number of HSRC research data sets that were preserved during the period under review	14	EDs research programmes	Head: RIA	Develop guidelines for access to HSRC research data and research projects

(b) Link to five-year strategic plan

The strategic plan provides the following overarching context for activities and deliverables in relation to this objective, over the next five years.

(i) Technical support

- 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 and South African stakeholders.
- Expand on the number of data sets already available in the public domain. Raise awareness and provide training to support such initiatives.
- 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.

(ii) Support for research, planning, monitoring and evaluation

- 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.
  - 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.
- (c) Prioritised deliverables and activities identified for 2011/12
- Development of policies and procedures, good practice guidelines and training support for researchers and administrative support staff. A (RIA: Science Communication)
  - A standard operating manual will be developed to ensure that data curation practices comply with acceptable standards.(RIA: SC)

#### 4.1.5. To contribute to the ongoing transformation of the organisation

##### Rationale for this objective:

The HSRC remains committed to becoming more representative of the broader demographics of the country, at all levels in the organisation. To be truly representative, relevant and responsive in its work requires the organisation to live its values, and to be a constantly learning, growing and transforming organisation.

##### Link to government outcomes:

*Decent employment through inclusive growth (4); A skilled and capable workforce to support an inclusive growth path (5); An efficient and development oriented public service and an empowered, fair and inclusive citizenship (12).*

Link to HSDD modalities: *Policy research networks and groups; Human Capital Development as enabler for the implementation of the 10-year National Innovation Plan*

	Description	Target 11/12	Responsible	Support	Support actions and related projects in place, 2011/12
Indicator 11	The percentage of researchers at senior level (SRS/SRM and above) who are African	48% (30 out of 62)	EDs research programmes	DCEO Ops & CE HR	PhD and postdoctoral training programme in place to help "grow own timber" Annual plan and quarterly reports to Department of Labour

##### (b) Link to five-year strategic plan

The strategic plan provides the following overarching context for activities and deliverables in relation to this objective, over the next five years.

(a) Quantitative objectives

- Increase the proportion of underrepresented groups (African and female) in the senior echelons of the HSRC.
- Grow the absolute and relative number of senior research staff in the HSRC.

(b) Qualitative objectives

- Promote a culture of valuing diversity in all its forms within the HSRC community.
- Introduce plans for succession to ensure that capacity is retained in the organisation.
- Introduce and continue to provide career paths and development opportunities for all staff members in the HSRC.
- Ensure that research conducted at the HSRC uses the gender lens, i.e. that all research and other activities are informed by the experiences of women as well as men, and that the institution's activities, policies and procedures in both the academic and administrative spheres reflect gender sensitivity.

(c) Prioritised deliverables and activities identified for 2011/12

- Develop and present strategic plan for staff development, career growth, and succession for staff members – DCEO: Ops and CE
- Introduce diversity training for all staff in the HSRC – DCEO: Ops and CE, HR
- Continue with informal events to promote diversity awareness, e.g. around Heritage Day celebrations – RIA Corporate Communications

**4.1.6. To ensure the financial viability and sustainability of the organisation**

Rationale for this objective:

The ultimate objective of the HSRC is to deliver services for the public good. Funding serves as an enabling means to an end, and is not regarded as an end in itself. The HSRC nevertheless requires sufficient levels of guaranteed funding to support its activities, and to function without undue pressure on research and support staff alike.

Link to government outcomes:

*Decent employment through inclusive growth (4), with specific reference to sub-output 3: Increased R&D expenditure to support growth and development; An efficient and development oriented public service and an empowered, fair and inclusive citizenship (12).*

Link to HSDD modalities: "Resources to grow the research base" recognised as a primary instrument of implementation; 10-year National Innovation Plan makes reference to the need to collaborate with other government departments to fund sector-specific programmes that boost research capability

	Description	Target 11/12	Responsible	Support	Support actions and related projects in place, 2011/12
Indicator 12	The percentage of total income that is extra-Parliamentary	40% (40% at strategic level; 46% according to current budget)	Research income: EDs research programmes Other income: CFO DCEO Research (RIA) DCEO Ops & CE DED BD	DCEO Ops & CE DED:BD  CFO	For current year, the strategic target (desired ratio) has not been met. Controls and regular meetings in place focusing on meeting income targets, delivery to draw down funding, managing expenditure, bad debts and cash-flow
Indicator 13	The percentage of all research grants that are multi-year (at least three years)	46%	Research programmes	CEO DCEO; Research DCEO Ops & CE DED: BD D: IL  DED BD Head: CE	Stakeholder meetings to identify and develop new funding sources developed and implemented  Training support for proposal writing (2 workshops)

(b) Link to five-year strategic plan

The strategic plan provides the following overarching context for activities and deliverables in relation to this objective, over the next five years.

Ensure economic and financial sustainability of the HSRC by:

- Obtaining sufficient levels of Parliamentary grant (PG) funding to ensure (at least) a 60:40 ratio between PG and external funding, thereby reducing the pressure on staff to earn external income;
- Growing the overall budget of the HSRC and the relative contribution on R&D expenditure by augmenting PG funding with external research funding, thereby contributing to the performance agreement signed by the Minister of Science and Technology to reach a target of 1% of GDP spent on R&D;
- Requesting (and obtaining) 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 data sets;
- Strengthening support for research leaders to secure 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;
- Introduce and integrate awareness of risks and the management thereof across the organisation; and
- Ensure that King III and new requirements for corporate governance processes are integrated and adhered to.

In addition, support from the Minister and Department of Science and Technology is sought to achieve the following five-year objective:

By the end of 2015/16 the total budget of the HSRC will consist of at least 65% funding received via the MTEF or other long-term contracts associated with the MTEF, with the remainder to be obtained from other external sources of funding.

(c) Prioritised deliverables and activities identified for 2011/12

- In the light of the strategic (“60:40”) objective for 2011/12 not realising: More support to achieve external income targets (BD, IL, CE), support to manage income, expenditure and cash flow challenges (Finance)
- Engage with DST and Treasury regarding urgent and medium-term capital (infrastructure) expenditure requirements
- Identify international counterparts for the development of successful large, longer-term research funding proposals

**4.1.7 Summary: Strategic performance targets set for the planning period**

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

The table on the next page summarises the set of performance indicators that were deemed to be relevant to the six major business objectives set for the five-year strategic planning period. The Strategic Plan for 2011/12 to 2015/16 shows targets that were set for the next three years, for each of the selected indicators. Targets for the 2011/12 year, broken up to the level of quarterly targets, appear on the next page. These performance indicators and targets will be incorporated in the Shareholder’s Compact for 2011/12, and will feature in the HSRC’s quarterly and annual performance reports.

The selected set of indicators builds on the key business objectives and strategic targets that had been set for the 2010/11 financial year onwards. The objectives, indicators and targets aim to support work that is aligned with the strategic objectives of the HSRC, and to ensure that national priorities are addressed in a coherent, performance-oriented and accountable manner. Minor changes introduced as of 2011/12 were informed by the adoption of performance targets for the Minister of Science and Technology, preliminary findings and recommendations from the 2010 draft report of the Institutional Review Panel as well as practical experience and better benchmarking of targets during the 2010/11 financial year.

Other indicators and targets relevant to key business objectives of the HSRC will also be set and managed. These will be reported on in the annual Key Performance Indicator (KPI) report of the HSRC.

#### 4.2. HSRC performance indicators and annual targets for 2011/12

#### 4.3 Quarterly targets for 2011/12

	Description	Target 2011/12	Target Q1 11/06/30	Target Q2 11/09/30	Target Q3 11/12/31	Target Q4 12/03/31	Remarks: Time dimension
Objective	1. To advance social sciences and humanities for public use by contributing to global knowledge-generation and dissemination						
Indicator 1	Peer-reviewed publications in an internationally accredited scientific journal, per senior researcher (SRS/SRM and above)	1.5	0.38	0.75	1.13	1.5	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter.
2	The number of recognised book chapters or books published	12	3	6	9	12	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter
3	The number of Human and Social Dynamics (HSD) science and policy seminars convened	4	1	2	3	4	Cumulative: By the end of the reporting year Quarterly targets calculated on the basis of 25% increase per quarter
Objective	2. To contribute to development and social progress in Africa through research that is informed by civil society and community needs						
Indicator 4	The number of research fellows from elsewhere in Africa at the HSRC	7	2	4	5	7	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 5	The number of policy briefs published	6	2	3	5	6	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter
Objective	3. To enhance skills, capacity and research collaboration						
Indicator 6	The number of interns (research trainees) enrolled in a Master's programme, appointed at the HSRC	34	9	17	26	34	Cumulative: By the end of the reporting period



	Description	Target 2011/12	Target Q1 11/06/30	Target Q2 11/09/30	Target Q3 11/12/31	Target Q4 12/03/31	Remarks: Time dimension
							Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 7	The number of interns (research trainees) enrolled in a PhD programme, appointed at the HSRC	25	7	13	19	25	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 8	The number of post-doctoral fellows (research associates) appointed at the HSRC	22	6	11	17	22	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 9	The number of active MoUs with other research institutions or organizations	6	2	3	5	6	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter
Objective	4. To preserve data and share with others for further analysis						
Indicator 10	The number of HSRC research datasets that were preserved (archived/curated) during the period under review	14	4	7	11	14	Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter
Objective	5. To contribute to the ongoing transformation of the organisation						
Indicator 11	The percentage of all researchers at senior level (SRS/SRM and above) who are African	48%	42%	44%	46%	48%	At the end of the reporting period: as on the last day of the reporting period Quarterly targets calculated on the assumption that Q1 will be close to achievement of previous year, thereafter gradual improvement (2%

	Description	Target 2011/12	Target Q1 11/06/30	Target Q2 11/09/30	Target Q3 11/12/31	Target Q4 12/03/31	Remarks: Time dimension
							per quarter) until Q4
<b>Objective</b>	<b>6. To ensure the financial viability and sustainability of the organisation</b>						
Indicator 12	The percentage of total income that is extra-Parliamentary	40% as strategic objective, but 46% as per budget	46%	46%	46%	46%	At the end of the reporting period: as on the last day of the reporting period Quarterly targets: The targets for the year remain at 46%
Indicator 13	The percentage of all research grants that are multi-year (at least three years)	46%	46%	46%	46%	46%	At the end of the reporting period, as on the last day of the reporting period Quarterly targets: The targets for the year remain at 46%

#### 4.4 Reconciling performance targets with the Budget and MTEF

Please see comments under 3.2, above.

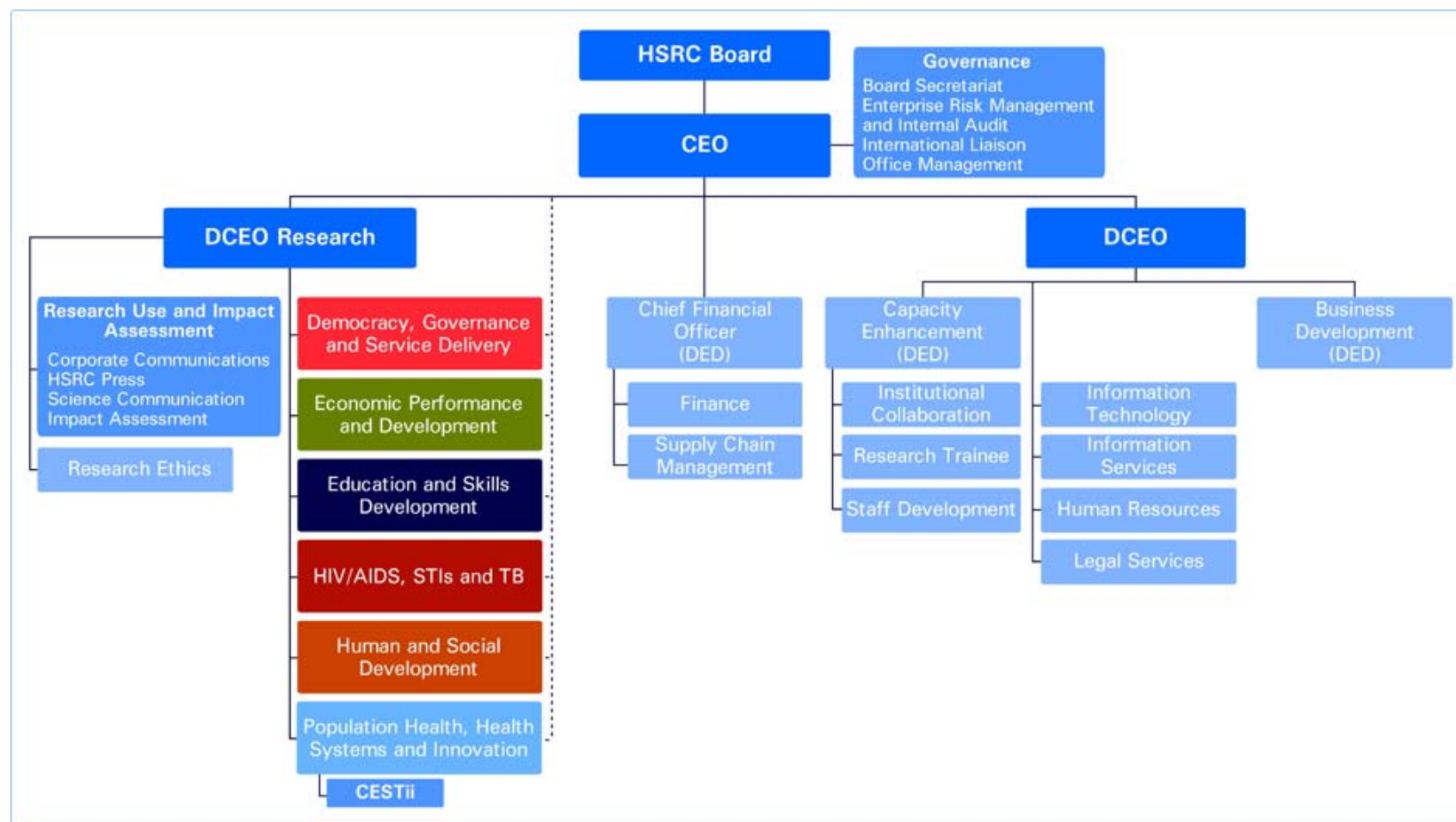
## **Part C: Links to other plans**

### **5. Links to the long-term infrastructure and other capital plans**

The HSRC's Strategic Plan for 2011/12 to 2015/16 includes reference to critical infrastructure requirements that will be incorporated into a long-term infrastructure plan, to be developed in consultation with the Department of Science and Technology. The updated Strategic Plan for 2012/13 and beyond will contain such a plan.

## **Annexures**

**Annexure A: HSRC organisational structure, March 2011**



## **Annexure B: HSRC research programmes, 2011/12**

Following internal restructuring during 2010/11, there are six research programmes and a unit for research use and impact analysis that all report to the Deputy CEO for Research. A support unit focusing on research ethics and integrity is also housed in the office of the DCEO: Research.

The research-related units reporting to the DCEO for Research are as follows:

- Democracy, Governance and Service Delivery (DGSD)
- Economic Performance and Development (EPD)
- Education and Skills Development (ESD)
- HIV/AIDS, Sexually Transmitted Infections and Tuberculosis (HAST)
- Human and Social Development (HSD)
- Population, Health, Health Systems and Innovation (PHHSI)
- Research Use and Impact Analysis (RIA)

More information on each of the units is provided below. Updated information on recent activities and outputs may be found on the HSRC website, [www.hsrc.ac.za](http://www.hsrc.ac.za)

### **Democracy, Governance and Service Delivery (DGSD)**

Executive Director: Dr Udesch Pillay

#### Overview:

DGSD seeks to enhance the contribution of the HSRC as a strategic knowledge partner and resource for addressing key national, regional and international questions of service delivery, development, democratisation, the state, citizenship and crime and corruption. DGSD consolidates a body of research and knowledge on these issues. While building and enhancing on this foundational research, new areas of research, intervention and innovation that coalesce around the broader democracy and governance theme will be developed.

The vision of DGSD is to conduct scientific research towards understanding the institutions and practices of democracy, governance and service delivery provision so that appropriate interventions can be made, and practical solutions generated in overcoming the challenges South Africa faces as a nascent democracy

#### Thematic research areas:

- Democracy, Delivery & Governance  
*Local Government Processes in South Africa; Service Delivery Interventions in South and Southern Africa; Public Service and Administration Reform; Rural Development, Technology Transfer and Innovation; National Identity and Social Cohesion; International Migration, Xenophobia and Service Delivery; and The Developmental State*
- Crime and Corruption  
*Social Cohesion; Corruption; Political Violence; Citizenship, Participatory Democracy and Cooperative Governance*
- Africa and the Global South  
*South Africa, Africa and the World (South Africa in Africa and Africa in South Africa); Regional Integration and Regional Development; The Role of South African corporates in regional economic development; Peace and Security in Africa; South Africa, Africa and emerging regional powers (China, India, Brazil) – partnership and/or competition*

#### Special projects:

- The developmental state

- South African Social Attitudes Survey (SASAS)

Overlap with goals of the National System of Innovation (NSI) and Government Outcomes:

NSI goal	Government outcome
Enhancing quality of life	All people in South Africa protected and feel safe
Developing human resources	Vibrant, equitable and sustainable rural communities and food security for all
Promoting an information society	Sustainable human settlements and improved quality of household life
	A responsive, accountable, effective and efficient local government system
	A better South Africa, a better and safer Africa and world
	A development – oriented public service and inclusive citizenship

## Economic Performance and Development (EPD)

Executive Director: Professor Margaret Chitiga-Mabugu

Deputy Executive Director: Professor Ivan Turok

### Overview:

EPD's mission is 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 vision of EPD is to contribute to the creation of a productive, inclusive and resilient country and continent through broad-based economic development and full employment. Our research will contribute to making a difference

### Thematic research areas:

- 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 vulnerable 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.*

Relevance to goals of the National System of Innovation (NSI) and Government Outcomes:

NSI goal	Government outcome
Promoting competitiveness and employment creation	Decent employment through inclusive economic growth
Enhancing quality of life	A skilled and capable workforce to support inclusive growth
Working towards environmental sustainability	An efficient, competitive and responsive economic infrastructure network
	Vibrant, equitable and sustainable rural communities and food security for all
	Sustainable human settlements and improved quality of household life
	Protection and enhancement of environmental assets and natural resources

## Education and Skills Development (ESD)

Executive Director: Dr Vijay Reddy

Overview:

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. Hence 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 core purpose of our research is to contribute to an educated, skilled and capable citizenry and workforce to promote human development and support an inclusive economic growth path.

Thematic research areas:

- Schooling and education  
*The focus is on acquisition of knowledge, skills and capabilities from grade R to 12, through teaching and learning. Research includes teachers and teaching, achievement outcomes, assessment practices and assessment and accountability systems.*
- Intermediate skills and capability development  
*The technical and vocational education and training delivered through institutions like FET Colleges, Learnership and Apprenticeship programmes and ABET programmes.*
- Higher education and high skills development  
*Access and success in higher education institutions and firms. With the changing role of universities, research will be undertaken on the developmental role of universities.*
- Skills for innovation  
*Training and capability enhancement in firms, in local, national and global contexts.*

Relevance to goals of the National System of Innovation (NSI) and Government Outcomes:

NSI goal	Government outcome
Promoting competitiveness and employment creation	Improve the quality of basic education



NSI goal	Government outcome
Enhancing quality of life	Decent employment through inclusive economic growth
Developing human resources	A skilled and capable workforce to support inclusive growth
Promoting an information society	

## **HIV/AIDS, Sexually Transmitted Infections and Tuberculosis (HAST)**

Executive Director: Professor Leickness Simbayi

### Overview:

The HIV/AIDS, STIs and TB (HAST) research programme specialises in research on the social determinants of HIV/AIDS, sexually transmitted infections and tuberculosis. The research strives to address these health problems at their source, namely, at both the social and population levels. It also includes social aspects of delivery models for biomedical interventions in order to optimise delivery of interventions.

Its vision is to be an international, regional and national resource for evidence-based research to prevent new infections and mitigate the impact of HIV/AIDS, STIs and TB.

### Thematic research areas:

As the name suggests, the programme undertakes research on HIV/AIDS, Sexually Transmitted Infections (STIs) and Tuberculosis (TB). The broad themes of research are:

- National and provincial surveillance (including the general population, economic sectors and most-at-risk populations);
- Socio-economic, cultural and behavioural determinants;
- Structural/social, behavioural and biomedical interventions;
- Stigma and discrimination;
- Health-seeking behaviour, including HIV counselling and testing;
- Disability;
- Mental health; and
- Programme evaluation and impact assessment.

There are currently four Directorates in HAST. They are as follows:

- Epidemiology and Strategic Information (ESI)
- Social, Behavioural and Biomedical interventions (SBBI)
- Operations and Implementation Research (OIR)
- Social Aspects of HIV/AIDS Research Alliance (SAHARA)

### Relevance to goals of the National System of Innovation (NSI) and Government Outcomes:

NSI goal	Government outcome
Enhancing quality of life	Improve health and life expectancy
Promoting an information society	A skilled and capable workforce to support inclusive growth
	A better South Africa, a better and safer Africa and world

## Human and Social Development (HSD)

Executive Director: Professor Arvin Bhana

### Overview:

Human and Social Development (HSD) promotes research of the highest quality 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*, and alongside the social movements that emerge in response to these challenges.

In the coming five years, the Human and Social Development Research Programme will focus on: addressing the social, psychological and emotional needs of children and adolescents with a special focus on rural children and their vulnerabilities; ensuring that authoritative perspectives about young people is up to date and accessible, along with a focus on navigational capacities for youth employment; understanding ageing and intergenerational relationships, especially family involvement in promoting youth resilience and the economics of family resource transfer; mobilising social networks to promote men and women's health, with a strong emphasis on issues of gender inequality and struggle; building capacity of South Africans in areas of gender, health and leadership; pioneering innovative participatory and emancipatory methodologies when working with excluded and marginalised groups; and finally, providing a critique of current discourses of social cohesion, heritage, national identity and national personality especially with regard to gender, race, inequality, restitution and morality from a humanities perspective. These objectives will rely on partnerships with Government and NGOs, as well as in Africa and with international agencies that promote human and social development

### Thematic research areas:

- Children and Youth:  
*HSD's research on children and youth focuses on conditions that increase childhood vulnerabilities, including those orphaned and made vulnerable by HIV/AIDS and poverty, and on providing an evidence-base for enhancing child and youth development. These include studies that focus on the resources and assets of children and youth, including their demographic presence, capacity to cope with rapid change, their openness to the future, future, employment, civic participation, and health and well-being.*
- Families and Communities:  
*As the fundamental building block for positive human development and the principal safety net for people facing chronic and acute challenges, families are the repository of social values, livelihoods, and legacy. The work of HSD focuses on family well-being, care and care giving, the role of men in families and patterns of fathering, ageing and intergenerational relations in families and teenage childbearing.*
- Diversity (gender, race, and ethnicity), Culture, Identity and Social Cohesion:  
*To build a socially cohesive society following a legacy of historic racial and ethnic division requires an engagement with our diverse cultures, shared histories, and developing identities. Research in these areas presents an opportunity for promoting social cohesion by understanding social problems related to moral degeneration, justice, equity, marginal sexualities, and reconciliation (including xenophobia) among others.*
- Social movements and the dynamics of change:  
*Understanding the dynamics of social and individual change (including urbanisation, migration, climate change and technological change), and understanding social movements: how they develop, operate and influence people's life opportunities in the context of change, and the values that drive and sustain them.*

Relevance to goals of the National System of Innovation (NSI) and Government Outcomes:

NSI goal	Government outcome
Enhancing quality of life	Improve health and life expectancy
Developing human resources	All people in South Africa protected and feel safe
Working towards environmental sustainability	Vibrant, equitable and sustainable rural communities and food security for all
	A better South Africa, a better and safer Africa and world
	A development – oriented public service and inclusive citizenship

## Population, Health, Health Systems and Innovation (PHHSI)

Executive Director: Professor Demetre Labadarios

Overview:

The PHHSI programme conducts primary and secondary research on Health, Science and Technology 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, builds Health and Science and Technology expertise in South Africa and the continent.

Thematic research areas:

The PHHSI focus research areas are:

- Demographic profile of South Africa
- Infant, child and maternal health including reproductive health
- Population health including malaria
- Life course, life styles and health
- Determinants of health: smoking, alcohol, stress, drugs, physical activity/fitness and other social factors
- Environmental health
- Mental health
- Nutrition
- Health systems
  - Access to health care
  - Human resource (include community health workers, mid-level workers)
  - Quality of health services
  - Management of health care
  - Equipment
  - Financing of health care [National Health Insurance(NHI)]
- Science, Technology and Innovation

Relevance to goals of the National System of Innovation (NSI) and Government Outcomes:

NSI goal	Government outcome
Enhancing quality of life	Improve the quality of basic education
Working towards environmental sustainability	Improve health and life expectancy
Promoting an information society	Decent employment through inclusive economic growth
	Vibrant, equitable and sustainable rural

NSI goal	Government outcome
	communities and food security for all

## Research Use and Impact Analysis (RIA)

Executive Director: Ms Faye Reagon (acting unit head)

### Overview:

RIA is a cross cutting unit in the Office of the Deputy CEO: Research that seeks to extend and enhance the use and impact of scientific research from the HSRC and other sources of research, and manage the HSRC's relationships, reputation and brand.

RIA's vision is to contribute to a prosperous, healthy and just society that uses research evidence to improve the quality of life of a people who are all well informed, actively engaged and passionate about civic matters/public policy.

### Thematic research areas:

RIA consists of the following sections: Impact Assessment, HSRC Press, Science Communication and Corporate Communication.

Core products and services of these sections include:

- HSRC Press:  
*Peer-reviewed, scholarly and distinctive books; Monographs; Client reports; Policy briefs and research briefs;*
- Corporate Communication  
*Promotional material; Corporate publications; Corporate stationery, HSRC Review, media releases, media briefs, fact sheets, briefing notes; Newsletters, Websites (corporate, section-specific, COP's, data portals*
- Science Communication  
*Curated data; Seminars, conferences and workshops, policy briefs*
- Impact Assessment:  
*Indicator project for outcome-based performance monitoring and evaluation*

### Relevance to goals of the National System of Innovation (NSI) and Government Outcomes:

NSI goal	Government outcome
Developing human resources	A better South Africa, a better and safer Africa and world
Promoting an information society	A development – oriented public service and inclusive citizenship

## Annexure C: Strategic outcome oriented goals of the HSRC

The HSRC is committed to contribute to the achievement of a number of strategic outcome oriented goals entrusted to the Minister and Department of Science and Technology. These include

1. Research support for outcomes directly or indirectly entrusted to the Minister of Science and Technology (see outcomes 1,2, 4, 5 and 10).
2. Develop clear timelines and realistic targets to improve South Africa's ranking on the Global Competitiveness Index.
3. Research support for the implementation of the 10-Year Innovation Plan.

**Table 1 Research support for outcomes entrusted to the Minister of Science and Technology**

Strategic outcome	Outputs	Dimensions	HSRC contributions (policy and implementation research, research dissemination, stakeholder engagements)
A skilled and capable workforce to support an inclusive growth path	Increase access to high level occupationally-directed programmes in needed areas	Social sciences and humanities as strategic resources	<ol style="list-style-type: none"> <li>1. HSRC's MA and PhD Researcher Trainee programme and Post-Doctoral programme</li> <li>2. Mainstream IKS in curricular and research project</li> <li>3. African studies programme revisited.</li> </ol>
	Research, development and innovation in human capital for a growing knowledge economy	Human capital development	<ol style="list-style-type: none"> <li>1. Skills forecasting Research to inform planning and priority-setting for national performance</li> <li>1. Number of HSRC research (excludes trainees) staff who complete higher level degree</li> </ol>
	Increase the output of research masters to 4 500 p.a. by 2014	Human capital development	<ol style="list-style-type: none"> <li>1. HSRC's MA Researcher Trainee programme</li> </ol>
	Increase the output of doctoral graduates to 1 350 p.a. by 2014 and post-doctoral fellows to 100 p.a. by 2014.	Human capital development	<ol style="list-style-type: none"> <li>1. HSRC's PhD Researcher Trainee programme</li> <li>2. HSRC postdoctoral fellowship programme</li> </ol>
Decent employment through inclusive economic growth	Sustainable inclusive growth	New economic growth path	<ol style="list-style-type: none"> <li>1. Staff serve on the Ministerial advisory committee on Economic Development</li> <li>2. Partnership agreements with government departments tasked with delivery</li> </ol>
	Labour absorbing growth		<ol style="list-style-type: none"> <li>1. Carry out research on strategies to grow the economy while at the same time creating employment</li> </ol>
	Reduced youth unemployment		<ol style="list-style-type: none"> <li>1. Decrease the number of youth that are neither in education, employment or training (NEETs)</li> </ol>
	Expanded public works programme		<ol style="list-style-type: none"> <li>1. Conducting research on workers and conditions of workers involved in early Childhood Development as a part of EPWP</li> </ol>
Environmental assets and natural resources that are well	Green growth contribution to economic growth and employment	A just transition towards a resource efficient, low	<ol style="list-style-type: none"> <li>1. HSRC's Post-doctoral Fellowship programme</li> <li>2. Increase new knowledge and skills that advance a green economy</li> <li>3. Just local and global transitions and relations</li> <li>4. Participate in the ISSC programme on global environmental</li> </ol>

Strategic outcome	Outputs	Dimensions	HSRC contributions (policy and implementation research, research dissemination, stakeholder engagements)
protected and continually enhanced	while preventing environmental degradation and pollution, biodiversity loss and unsustainable natural resource use	carbon and pro-employment growth path	<p>change and helping to identify social science research questions in this area.</p> <p>5. Carry out research on sustainable agricultural development, climate change and social adaptation strategies</p> <p>6. Indigenous knowledge systems and climate change mitigation strategies</p> <p>7. Research on health, nutrition and food security</p>

**Table 2 Research to inform the development of clear timelines and realistic targets to improve South Africa's ranking on the Global Competitiveness Index**

Strategic outcomes	Pillars	Dimensions	HSRC contributions (policy and implementation research, research dissemination, stakeholder engagements)
Improve South Africa's ranking on the Global Competitiveness Index	Institutions	Transparency of government policy making	<p>1. Efficacy and effectiveness of governance structures</p> <p>2. Public participation in democratic decision making</p> <p>3. Causes, scale and impact of crime and corruption</p> <p>4. South African Social Attitudes Survey- perceptions of South Africans on policy making process</p> <p>5. Replicate performance monitoring and evaluation across the provinces</p>
	Health	Life expectancy	<p>1. Conduct research to measure maternal, infant and child mortality</p> <p>2. Conduct research on interventions to strengthen health system effectiveness</p> <p>3. 4. Assess the health status of the population, including HIV/AIDS, TB, mental health and chronic diseases.</p> <p>4. To assess immunization levels.</p> <p>5. Conduct research on interventions to reduce the incidence of both communicable and non-communicable diseases</p>
	Basic education	Quality of primary education	<p>1. To conduct research on acquisition of knowledge, skills and capabilities through teaching and learning</p> <p>2. Conduct regular assessments, improved assessment practices and assessment systems</p> <p>3. Conduct research that will help to strengthen interventions aimed at improve early childhood development</p> <p>4. Develop research on credible outcomes-focused planning and accountability system</p> <p>5. Improved performance in international math and science studies</p> <p>6. Introduce, development and promote IKS</p> <p>7. Embed humanities and social sciences in research programme and curricular</p>
		Skills planning (strategic management information system)	<p>1. Conduct research on strategic intelligence system</p> <p>2. Partnership agreement (provision of analyse, surveys, studies, investigations, and research) strengthening institutional mechanisms for skills planning</p>
	Higher education and training	Quality of educational system	<p>1. Enrollments and completion at post-school studies</p> <p>2. Improved enrollments and graduation rates in Science, Technology, Math and Engineering areas</p>
		Quality of	1. Labour market absorption rates

Strategic outcomes	Pillars	Dimensions	HSRC contributions (policy and implementation research, research dissemination, stakeholder engagements)
		math and science education	2. Undertake panel studies in and through education and to the labour market
	Labour market efficiency	Efficient use of talent	1. HSRC research trainee programmes 2. Research on scarce skills and priorities
		Female participation in the labour force	1. Appointment of women in senior research leadership positions 2. Female participation in the HSRC's MA and PhD Researcher Trainee programme and Post-Doctoral programme
	Innovation	Quality of scientific research institutions	1. Publication of articles in high impact, internationally accredited journals 2. Proportion of research staff with a doctoral degree 3. Number of longitudinal studies 4. Mentoring and partnering between established researchers and novice researchers 5. Enhance research output through sharing of skills and resources
		Company spending on R&D	1. Monitoring and analysing progress in relation to the target set for 1% of GDP to be spent on R&D (by means of the National R&D survey, undertaken annually on behalf of DST), 2. Supplementing funds for R&D received from its Parliamentary Grant allocation and other South African government sources, with funds from other local and international sources – hence growing the R&D spend in the area of human and social sciences research
		University-industry collaboration in R&D	1. Research on University-industry collaboration in R&D 2. Undertaking research on University-community engagements

**Table 3 Research support for the implementation of the Ten-Year Innovation Plan**

Strategic outcomes	Grand Challenge	Thematic area	HSRC contributions (policy and implementation research, research dissemination, stakeholder engagements)
Implementation of the Ten Year Innovation Plan	Human and social dynamics	Science, technology, and society	1. Socio-economic and scientific indicators 2. Sustainable human settlements and enhanced service delivery 3. Evidence-based policy making 4. Production an annual science report (school math and science, human capacity development and utilisation in SMTE and public understanding of science 5. demonstration projects 6. technology transfer for poverty reduction 7. Support for research-policy dialogues
		Dynamics of human and social behaviour	1. Crime, social pathology and violence 2. Social movements and their contribution and responses to change 3. Participation of women in development and dissemination of research 4. youth studies
		Social cohesion and identity	1. Cultural heritage, and cultural diversity and social integration 2. African languages (linguistics, culture, folklore and literature) 3. social justice 4. women and gender
		Societal change and the evolution of modern society	1. Centre / programme on African studies 2. African knowledge producers series 3. humanities research

## Annexure D: Recent examples of HSRC contributions to support government outcomes

Outcome	Alignment with HSRC research programme(s)	Recent contribution or impact (including selected references from Government speeches, 1 April 2010 to 31 March 2011)
1. Improve the quality of basic education	ESD HSD PHHSI	<ul style="list-style-type: none"> <li>Research on literacy and numeracy skills in basic education years</li> <li>Research on educator leave</li> <li>Research on Further education and Training sector</li> <li>HSRC recognised as key partner in delivery agreement for quality of basic education (Minister Motshekga, October 2010) <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=14157&amp;tid=23443">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=14157&amp;tid=23443</a></li> <li>HSRC identified to lead research in the area of rural education and skills development (Minister Nzimande, October 2010), <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=13089&amp;tid=18806">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=13089&amp;tid=18806</a></li> <li>Importance of HSRC work on Early Childhood Development recognised (MEC De Lille, February 2011), <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=16063&amp;tid=27757">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=16063&amp;tid=27757</a></li> <li>HSRC work on educator health and prevalence of HIV/AIDS amongst children informing the need to update integrated strategy for HIV/AIDS in education (Deputy Minister Surty, March 2011) <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=16820&amp;tid=29596">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=16820&amp;tid=29596</a></li> </ul>
2. Improve health and life expectancy	HAST PHHSI HSD	<ul style="list-style-type: none"> <li>Work to support planning for a National Health Insurance: Dr Olive Shisana recognised as "leading by example" (Minister Pandor, October 2010) <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=14068&amp;tid=23295">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=14068&amp;tid=23295</a></li> <li>HIV/AIDS surveillance work (SABSSM studies) to serve as monitoring tool for NSP (National Strategic Plan for HIV/AIDS and sexually transmitted infections), to help identify priority interventions, to help identify indicators for inclusion in international reports (Minister Motsoaledi, May 2010) <i>"The information contained in this report as well as the first report that includes information on the health of youth and adults comes at a critical point to address research and development, which is point 10 in our programme. In recent years we have recognised that interventions or programs, plans, practice and policies should be evidence-based - especially in government. Secondly, a research agenda that includes a focus on maternal and child health ensures that we can make inputs into policy as necessary, and that our strategies and interventions are sophisticated and measurable. This is the value of research, and we should not shy away from research findings, even if they highlight shortcomings and challenges."</i> <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=10130&amp;tid=10147">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=10130&amp;tid=10147</a></li> <li>Work done in 2004, regarding perceptions on alcohol abuse in rural areas may inform decisions on alcohol advertising (MEC De Lille, November 2010) <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=14972&amp;tid=25237">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=14972&amp;tid=25237</a></li> </ul>
3. All people in South Africa protected and feel safe	DGSD HSD	<ul style="list-style-type: none"> <li>Recommendations contained in the Human Trafficking report (commissioned by the National Prosecuting Agency, and released in March 2010) found their way into the plans for the Human Trafficking awareness week, October 2010, see . <a href="http://www.tsireledzani.gov.za/Content.aspx?id=104">http://www.tsireledzani.gov.za/Content.aspx?id=104</a> and <a href="http://www.tsireledzani.gov.za/userfiles/file/Calendar%20of%20Events.pdf">http://www.tsireledzani.gov.za/userfiles/file/Calendar%20of%20Events.pdf</a></li> </ul>



Outcome	Alignment with HSRC research programme(s)	Recent contribution or impact (including selected references from Government speeches, 1 April 2010 to 31 March 2011)
4. Decent employment through inclusive economic growth	EPD ESD PHHSI	<ul style="list-style-type: none"> <li>Launch of 2008/09 R&amp;D survey results highlight the importance of R&amp;D for economic growth, and the need to increase the number of researchers per 1000 total employment (even lower in relation to total population) (Minister Pandor, September 2010)  <i>The survey also reveals a key constraint with respect to the low proportion of the research workforce in relation to the total employed population. The number of researchers per 1 000 total employment has been stagnant at 1,5 for several years. In 2008/09 it has shown a decline to 1,4 researchers per 1 000 total employment, which compares poorly to countries such as Argentina (2,9), the Russian Federation (6,4) and China (1,9). The slow pace of skills development in fields such as science, mathematics, engineering and technology continues to be addressed by government</i>  <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12938&amp;tid=18306">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12938&amp;tid=18306</a> </li> <li>The EUFP7-funded INGINEUS project, coordinated by the Italian Fondazione Eni Enrico Mattei (FEEM) brings together researchers from 14 institutions located in Europe (Italy, Denmark, Germany, Estonia, Sweden, Norway and United Kingdom) and in some of the most important emerging economies in the world (Brazil, China, India, and South Africa). The HSRC plays a leading role in this project, which focuses on the role of global innovation networks (GIN) and (amongst others), the impact they have on growth, employment and innovation. The concept of GIN, as introduced by this project, was cited three times in the text of the influential mid-term evaluation of FP7, and also in its recommendations.  <i>"The research and innovation strategy also has to take into account the need to support European enterprises' efforts to integrate in global innovation networks. The open, international character of the FP7 could therefore be expanded."</i> (recommendation 4), and <i>"The EU should seek stronger links to the emerging economies which are becoming increasingly active in global research and in global innovation networks."</i>  See <a href="http://ec.europa.eu/research/evaluations/index_en.cfm">http://ec.europa.eu/research/evaluations/index_en.cfm</a> and <a href="http://www.ingineus.eu/getpage.aspx?id=1&amp;sec=1">http://www.ingineus.eu/getpage.aspx?id=1&amp;sec=1</a> </li> </ul>
5. A skilled and capable workforce to support inclusive growth	EPD ESD	<ul style="list-style-type: none"> <li>The Department of Rural Development and Land Reform (DRDLR) is collaborating with the Department of Higher Education and Training (DHET) to lead the process to design a skills development strategy targeting rural areas. The Human Sciences Research Council (HSRC) has been asked to act as the central coordinating agency to provide evidence based support to this policy development process (Minister Nzimande, September 2010)  <i>"A skills development strategy for sustainable rural livelihoods is urgently needed. An overarching goal of this targeted strategy must be to contribute towards government's interventions to reduce rural poverty, create decent and sustainable livelihoods and bring about broad-based social development and social cohesion. It needs to enable people in rural areas to actively participate in socio-economic activities; to facilitate broader and deeper participatory development."</i>  <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=13089&amp;tid=18806">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=13089&amp;tid=18806</a> </li> </ul>
6. An efficient, competitive and responsive economic infrastructure network	EPD PHHSI	<ul style="list-style-type: none"> <li>HSRC involvement in spatial planning seminar for National Planning Commission (Presidency, August 2010)  <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12002&amp;tid=14397">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12002&amp;tid=14397</a> </li> </ul>
7. Vibrant, equitable	DGSD	<ul style="list-style-type: none"> <li>HSRC participated in Joint Portfolio Committee Workshop on rural</li> </ul>

Outcome	Alignment with HSRC research programme(s)	Recent contribution or impact (including selected references from Government speeches, 1 April 2010 to 31 March 2011)
and sustainable rural communities and food security for all	EPD PHHSI	development and agrarian reform, May 2010 <a href="http://www.phuhlisani.com/view.asp?ItemID=45&amp;tname=tblComponent1&amp;oname=News&amp;pg=front">http://www.phuhlisani.com/view.asp?ItemID=45&amp;tname=tblComponent1&amp;oname=News&amp;pg=front</a>
8. Sustainable human settlements and improved quality of household life	DGSD HSD	<ul style="list-style-type: none"> <li>HSRC appointed to lead the review process on environmental and spatial imperatives in the Free State province (EXCO meeting, October 2010) <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=13528&amp;tid=21837">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=13528&amp;tid=21837</a></li> </ul>
9. A responsive, accountable, effective and efficient local government system	DGSD	<ul style="list-style-type: none"> <li>Work done on water service delivery in rural parts of the Eastern Cape and the Great Karoo involved local communities and the local government structures; see <a href="http://wn.com/lkwezi_Local_Municipality">http://wn.com/lkwezi_Local_Municipality</a> for a video demonstrating the success of a research-based intervention programme. (2008 HSRC report on this study available at <a href="http://www.hsrc.ac.za/research/output/outputDocuments/5368_Hemson_Theviewfromthecommunity.pdf">http://www.hsrc.ac.za/research/output/outputDocuments/5368_Hemson_Theviewfromthecommunity.pdf</a> )</li> </ul>
10. Protection and enhancement of environmental assets and natural resources	HAST PHHSI DGSD EPD	<ul style="list-style-type: none"> <li>HSRC research on employment creation taken into account when referring to the green economy as potential source of future job growth (Minister Pandor, May 2010) <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=10755&amp;tid=10772">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=10755&amp;tid=10772</a></li> </ul>
11. A better South Africa, a better and safer Africa and world	DGSD HSD	<ul style="list-style-type: none"> <li>Launch of the 2008/09 R&amp;D survey results (Minister Pandor, September 2010) <i>South Africa is also involved in the African Science and Technology Indicators Initiative of the New Partnership for Africa Development (NEPAD), which aims to improve data measurement and benchmarking of R&amp;D and innovation activities in participating countries</i> <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12938&amp;tid=18306">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12938&amp;tid=18306</a></li> <li>Reference to the important role of African intellectualism; the role of human and social sciences to inform understanding of and future trajectories for Africa's development (Deputy President Motlanthe, August 2010) <i>"...in every generation intellectuals emerge who manage to interpret the social conditions under which they live and accordingly, develop a clear vision to a better future. We learn from them the basic fact that we are both makers and products of history"</i> <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12529&amp;tid=16344">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=12529&amp;tid=16344</a></li> </ul>
12. A development – oriented public service and inclusive citizenship	DGSD HSD	<ul style="list-style-type: none"> <li>Service delivery and accountability in the public service (Minister Padayachee, April 2010) <i>"We are also in discussions with the Centre for Service Delivery and the Governance and Democracy Unit of the Human Sciences Research Council (HSRC) to implement a project aimed at "invigorating service delivery and accountability orientation of the public service."</i> <a href="http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=9497&amp;tid=9514">http://www.info.gov.za/speech/DynamicAction?pageid=461&amp;sid=9497&amp;tid=9514</a></li> </ul>

## Annexure E: Response to 2010/11 Business Plan approval letter

The Minister of Science and Technology approved the 2010/11 budget and business plan of the HSRC on 23 March 2010. This approval was formally communicated in a letter dated 28 May 2010 addressed to the Chair of the HSRC Board. In the approval letter, a number of matters were mentioned as issues that need to be addressed by both DST and the HSRC. These issues have subsequently been addressed, as follows:

Item	HSRC response
<p>1. Value Added Tax (VAT) issue.</p> <p>As agreed, the HSRC will be convening a task team consisting of officials of the DST, the HSRC, the National Treasury and the South African Revenue Service to address the ongoing problem.</p>	<p>The CEO of the HSRC met with SARS to discuss the exemption of the HSRC from VAT. It became clear from the meeting that with the competing demands for tax the request will not be granted. Thus the matter with respect to the VAT is settled.</p>
<p>2. <u>Memorandum of Understanding with the Africa Institute of South Africa (AISA)</u></p> <p>The HSRC will collaborate with AISA during the Shanghai Expo from 1 May 2010 to 31 October 2010.</p>	<p>DST hosted a seminar in collaboration with the HSRC and AISA as part of the Shanghai Expo. The seminar, entitled “<i>Celebrating African Scholarship: Production of knowledge by Africans and the production of Knowledge on Africa</i>” took place on 27 October in Shanghai (St Regis Hotel). It took the form of a panel discussion where the following papers were presented and discussed:</p> <ul style="list-style-type: none"> <li>a) Production and Dissemination of Knowledge: How global can it be? Dr Temba Masilela, Deputy CEO, HSRC</li> <li>b) Reflections of a modern African scholar: Dr Patrick Matlou, CEO, AISA</li> <li>c) Evidence of early African Science Scholarship: A Case Study of Timbuktu: Prof Thebe Medupe, University of North West</li> <li>d) A Chinese perspective of African knowledge production: Prof. Yang Lihua, Institute of West Asian and African Studies (IWAAS)</li> <li>e) Treatise of Astronomy/Timbuktu Manuscripts: Professor Ahmed Sagaidou Maiga, Department of Physics, University of Bamako.</li> </ul>
<p>3. <u>Decline in social science intellectual activity in Africa.</u></p> <p>The HSRC to look into the reasons for the decline in African studies</p>	<p>Engagements with leading intellectuals in other parts of Africa and the diaspora commenced.</p> <p>The 2010 World Social Science Report, entitled “Knowledge Divides” also provides contextual information for such an investigation, which may lead to proposals on the establishment of a dedicated African studies unit.</p> <p>The following quote is from Dr Shisana's acceptance speech to</p>

Item	HSRC response
	<p>the ISSC on 12th December 2010 upon being appointed President for the 2010 - 2013 period:</p> <p><i>"The global social science community itself is also still riddled with a multiplicity of fault lines and hierarchies. The global epistemological order continues to be predominantly Euro-American. And the potential for the social sciences to inform policy and social practice in ways that enhance human freedom is still to be fully realized...I want to pledge that during my presidency, we will build on the success of the past while we grow the organization by increasing membership from the South. Many countries in Africa, Latin America, the Caribbean, and Asia have flourishing Medical Research Councils or similar organizations and could benefit from the establishment of similar councils for the Social Sciences. We must work with governments in the South to encourage them to establish such institutions. Areas of priority focus will be Africa, Asia, Latin America, and the Caribbean."</i></p>
<p>4. <u>Hosting of the World Social Science Forum in 2015.</u></p> <p>HSRC is currently working with China to prepare for this conference, which is to be hosted by China in 2012 and by South Africa in 2015.</p>	<p>The HSRC is currently working with their Chinese counterparts around their preparations for the 2012 WSSF in China. These preparations and the HSRC's participation were formalised during the General Assembly of the International Social Science Council (ISSC) in December 2010 in Japan.</p> <p>Dr Hackmann, Secretary-General of the ISSC is in regular contact with the HSRC on these matters. Dr Olive Shisana, the CEO of the HSRC was elected as President of the ISSC during the General Assembly meeting in December.</p> <p>The hosting of the 2015 Forum will be a South African and African event hosted by the HSRC and CODESRIA. The draft governance and management structure has been prepared for adoption by all stakeholders. The Department of Science and Technology, the University of Johannesburg, the University of Fort Hare, the National Research Foundation and the African Institute for Economic Development and Planning are the confirmed partners in the consortium that submitted and won the bid. Other additional potential partners have been identified and are subject to be confirmed in due course. Rhodes University has also expressed an interest in being a partner in the consortium and the consortium may be expanded to include a total of two universities from Gauteng and two universities from the Eastern Cape. As was and is the case with other World Social Science Forums, the 2015 Forum will be anchored to the university system in the host country.</p>

## **Annexure F: Progress made with the implementation of the 2010/11 Business Plan**

A consolidated report on progress made on deliverables identified in the 2010/11 Business Plan is prepared on a quarterly basis. Below follows selected highlights from of progress reports received to date (February 2011).

The wording used to describe strategic business objectives in the 2010/11 Business Plan appear below.

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

**A selection of recent contributions, outputs or achievements linked to deliverables identified under this business objective**

During 2010/11, the HSRC engaged with international counterparts notably through research network organisations, active Memoranda of Understanding (MoUs) and collaborative research projects.

Its 2009 participation in the first World Social Science Forum (WSSF) in Norway was strategically aligned with that of the Council for the Development of Social Science Research (CODESRIA), and helped to promote the image of social science and humanities research in Africa and in the global South. Contributions to the ensuing 2010 World Social Science Report, co-published by UNESCO and the International Social Science Council (ISSC) entitled *Knowledge Divides*, included edited papers prepared by HSRC researchers and other eminent scholars from South Africa and Africa. At the December 2010 General Assembly of the ISSC, Dr Olive Shisana, CEO of the HSRC, was elected President of the organisation. South Africa was successful in its bid to host the third WSSF in 2015, and this event will serve as an opportunity to promote social and human sciences in Africa and the global South.

Other significant contributions emanating from international MoUs include successful exhibits and a seminar involving DST, AISA, HSRC and the Chinese Academy of Social Sciences (CASS) in Shanghai, China (see Annexure E), and workshops on the development of policy briefs, offered by experts from the George Washington University in the USA.

The HSRC submitted inputs and participated in consultative events around the development of the work programme for the Human and Social Dynamics in Development Grand Challenge.

Following internal restructuring, a dedicated unit focusing on Research Use and Impact Assessment was established. The unit consolidated science communication-related activities undertaken by various units including the HSRC Press, Corporate Communications, conference and workshop coordinating unit, and knowledge management units supporting web-based communities of practice.

The 2010 Institutional Review Panel convened in August 2010, and requested additional time for follow-up consultation and finalisation of their draft report. A follow-up meeting will be convened early in 2011/12, to facilitate the finalisation of this report.

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

**A selection of recent contributions, outputs or achievements linked to deliverables identified under this business objective**

A regional research project, *Measuring Service Delivery*, which involved research counterparts in South Africa, Malawi, Tanzania and Botswana was undertaken with support from the Southern Africa Trust (SAT). Three years research into the health, education, water and sanitation sectors in four Southern African countries culminated in 16 sectoral reports and two regional reports which assess progress towards regional and international targets. The country workshops, have generated a high level of interest and engagement among civil society and government on the conclusions. A policy brief arising from this research was launched in February 2010.

The HSRC was involved in a number of regional research consortia preparing funding proposals for collaborative work, for instance in the areas of mental health (application to DFID successful, application to NIH for a "collaborative hub" awaiting outcome); climate change (application to the Ecosystems Services for Poverty Alleviation (ESPA) programme jointly funded by DFID and the UK-based Natural Environment Research Council (NERC) and the Economic & Social Research Council (ESRC)), and a funding proposal to support the work of the Social Aspects of HIV/AIDS Research Alliance (SAHARA).

Other areas of delivery against predetermined targets, in the context of international collaboration include the signing of a Memorandum of Understanding (MoU) with NEPAD, training on the development of policy briefs offered by the George Washington University, hosting of interns supported by the Canadian International Development Agency (CIDA) and National Contact Point (NCP) work to promote opportunities for research collaboration and funding for Socio-Economic Sciences and the Humanities (SSH) in the context of the EUFP7.

Research to support government planning and policy development include the completion and subsequent report launches of successive R&D surveys, the completion of the second national innovation survey, as well as a national biotechnology survey. Preparations for the next SABSSM study are underway. Annexure D contains a selection of research-based contributions made to support government outcomes. Further examples of projects that informed policy include the EUFP7-funded Ingineus project, which introduced the concept of "global innovation networks" and is informing policy formulation on innovation strategies for the European Union.

In 2010, the second report of the South African Social Attitudes Survey (SASAS), with subtitle *Reflections on the Age of Hope* was published by the HSRC Press. To coincide with the book launch, datasets from a number of successive SASAS surveys were made publicly available (see <http://www.hsrc.ac.za/sasas> ).

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

**A selection of recent contributions, outputs or achievements linked to deliverables identified under this business objective**

Research trainees and post-doctoral fellows are employed by the HSRC. Apart from working on their own studies, they are required to attend relevant capacity building workshops or seminars, and to participate fully in HSRC research activities, which may range from literature reviews and support for the preparation of funding proposals, to fieldwork planning

and management, data capturing and analysis, and the writing of research reports. This exposure goes beyond preparation for a degree, to a true internship opportunity to prepare for a research career. The value of this experience is also made evident in the fact that several trainees are “poached” by government departments or other institutions of higher learning, even before they have fully completed. Their exposure to a dedicated, applied research environment, also prepare them well for managerial positions where they will be able to interpret and apply evidence-based recommendations.

Examples of research trainees and post-doctoral fellows who have done the HSRC particular proud during the past year include:

- Mr Magau Aphane, Master's level intern, joined the HSRC from a historically disadvantaged university in the north. His HSRC mentors provided him with opportunities to write, and helped him to improve his skills in this area. By the end of 2010, Mr Aphane's dissertation was selected as the best, for the Master's level programme offered at the University of the Western Cape.
- Ms Julia de Kadt, a PhD intern, co-authored with her HSRC mentor, Professor Linda Richter, a book chapter that was included in the very prestigious World Social Science report, published by the ISSC in 2010/
- Mr Alastair van Heerden, a PhD intern, was honored at the November 2010 mHealth Summit held in Washington by the National Institutes of Health (NIH), with a “Meritorious New Investigators” recognition award..
- Dr Sharlene Swartz, a post-doctoral fellow, received an HSRC award for the mentorship support she provides for emerging researchers. She has subsequently been promoted to the level of a research director in the HSRC, and applied for NRF rating in February 2011.
- Dr Nyameka Mankayi, a post-doctoral fellow, was shortlisted for a prize for the best paper delivered at a conference of the International Association for the Study of Sexuality, Culture and Society, San Francisco in 2010. She has recently been promoted to the level of Senior Research Specialist in the HSRC, and applied for NRF rating in February 2011.

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

**A selection of recent contributions, outputs or achievements linked to deliverables identified under this business objective**

Following internal restructuring of the HSRC, the Research Use and Impact Assessment (RIA) unit took responsibility for data preservation across the organisation. A data management policy was approved in 2010.

The HSRC exceeded its overall target set for preserved datasets for the 2011/12 financial year. Important datasets that were preserved and made publicly available include several waves of the South African Social Attitudes Survey (SASAS), as well as TIMSS, SABSSM and the national R&D survey.

Staff entrusted with data preservation and curation responsibilities in the HSRC engage with counterparts in other parts of South Africa and internationally, and will continue to seek funding opportunities to expand their capacity to support work in this area.

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

**A selection of recent contributions, outputs or achievements linked to deliverables identified under this business objective**

The HSRC remains committed to ongoing transformation of the organisation, not only in terms of the racial and gendered composition of staff, but also in terms of ongoing renewal and transformation of the HSRC to remain a responsive and learning organisation. The internal restructuring of the organisation which was completed in the course of the 2010/11 financial year serves as case in point.

Apart from progress made in terms of quantitative indicators, which are reported on comprehensively in quarterly and annual reports submitted to the Department of Labour, the following contributions need to be highlighted:

With the appointment of a DCEO: Research and DCEO: Operations and Capacity Enhancement the top management structure of the HSRC has been consolidated. The DCEO: Ops and CE has been specifically tasked to oversee the development and implementation of plans for succession planning and career development in the HSRC, making the HSRC an employer of choice for staff in research as well as in support positions.

The need to appoint or develop more staff to fill senior researcher positions in the HSRC has been identified by the HSRC, and also noted by the 2010 Institutional Review Panel. Specific targets will be set in this regard for 2011/12 onwards.

Due to the restructuring of the HSRC and implementation of a new financial model, there wasn't sufficient funding available for the continuation of gender and diversity training across the organisation. A draft gender analysis tool was developed, but not yet piloted due to staff changes and internal restructuring.

The September Heritage Day celebrations coordinated by Corporate Communications, as well as corporate social responsibility events linked to World AIDS day and the support for "Football Fridays" proved to be very successful in terms of building a sense of cohesion amongst staff members. These celebrations usually include a formal seminar or workshop (e.g. in the case of Heritage Day celebrations, a presentation by a differently-abled person, and a seminar focusing on the practice of Lobola) as well as informal team building opportunities e.g. staff wearing traditional clothing, and sharing a meal of home-made traditional dishes and stories about their heritage or childhood.

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

**A selection of recent contributions, outputs or achievements linked to deliverables identified under this business objective**

Growing the Parliamentary Grant:

The MTEF allocation for 2010/11 represented a significant increase in relation to 2009/10, allowing the HSRC to change its funding model (including application of Parliamentary grant funding) to reduce pressure on cash flow. However, the HSRC remains dependent on external funding to meet its budgetary needs and to deliver on predetermined objectives.

Proposals to feed into the Work Programme for Human and Social Dynamics for Development, as well as Global Change were developed and submitted in accordance with DST deadlines, but no feedback has been received as yet.

Proposals for increases in MTEF allocations, in terms of capital as well as non-capital expenditure were submitted to DST in accordance with Treasury requirements, but no additional increase in funding was received for 2011/12.



The HSRC intends to work closely with the Department and Minister of Science and Technology in the development of its strategic plan and MTEF submission for 2012/13 and beyond, also to develop a budget and programme for capital expenditure.

Initiatives to support research programmes with achieving external income targets include a special visit to potential funders and collaborators in the USA, led by the CEO (November 2010), ongoing support with the identification of relevant advertised funding opportunities, and training support provided for the preparation of proposals for large funding opportunities including the NIH and EU. Due to funding and capacity constraints, a co-ordinated stakeholder management and fund-raising strategy has not been formally finalised as yet. The appointment of DCEOs for research as well as for Operations and Capacity Enhancement will ensure coordinated work going forward.

The Finance directorate provided strong support throughout the year to monitor income and expenditure trends, and to manage cash flow challenges. The Board secretariat and Enterprise and Risk management office provided further support in the context of good corporate governance and risk awareness. A successful anti-corruption day held in December in Gauteng will be repeated in other offices in 2011/12.

**Annexure G: Responses to matters identified in the 2009/10 report of the Auditor General of South Africa (AGSA)**

The report of the Auditor General of South Africa (AGSA) to Parliament on the Financial Statements of the Human Sciences Research Council for the year ended 31 March 2010 appears on pages 115 and 116 of the published 2009/10 Annual Report of the HSRC.

The HSRC implemented an action plan to address all matters identified by the AGSA during the 2009/10 audit. All areas that needed improvements in management internal controls were identified and stringent controls implemented. Reports on these action plans were tabled quarterly at meetings of the Audit and Risk Committee and the HSRC and Board.

## Annexure H: Progress made following the 2003 Institutional Review

Recommendations from the 2003 Institutional Review were incorporated into the strategic planning process of the HSRC from 2004/05 onwards.

Following the appointment of a new HSRC Board in November 2004 and the current CEO of the HSRC in August 2005, the corporate strategy of the HSRC was revised to take into account all the recommendations contained in the 2003 report of the institutional review panel. Sentinel indicators included under the headings “PAITECS” (Public purpose, Africa focus, Implementation networking, Transformation, Capacity building and financial Sustainability) addressed the main recommendations contained in the 2003 Institutional Review Report. Section 1.8 of the Self-Reflection document produced in preparation for the August 2010 Institutional Review of the HSRC provides the following overview of progress made in response to the 2003 Institutional Review recommendations:

Recommendation	Response and progress made
<p>1 The administrative support services and systems need urgent strengthening in order to attend better to the requirements of the Research Programmes and the regional offices.</p>	<p><b>Recommendation was addressed</b></p> <ul style="list-style-type: none"> <li>• Systems and structures were put in place to coordinate support: MTEF applications for financial support to introduce an enterprise-wide information management system were not successful. Instead a “research management system” (RMS) was developed and introduced for in-house, integrated project information management and on-line reporting purposes.</li> <li>• Policies and procedures were developed to reflect best practice and encourage consistent approaches to work.</li> <li>• More support staff were appointed, notably to ensure that segregation of duties were possible where required, and to reduce pressure on staff in critical support positions.</li> </ul>
<p>2 The transformation of the organisation needs to be deepened, especially in respect of the central question of gender, staff representivity especially at senior levels, responsiveness to the research needs of poor communities and groups and multimedia communication of research findings to the public at large.</p>	<p><b>Recommendation was addressed</b></p> <p>Introduction of the “PAITECS” strategy:</p> <ul style="list-style-type: none"> <li>• Gender sensitivity training programmes were introduced; from 2005 the appointment and promotion of women (especially African and Coloured) in senior management positions were prioritised.</li> <li>• Staff representivity was monitored on an ongoing and detailed basis for reporting purposes and before any new appointments were made. Actual progress made: See section 5 of this document.</li> <li>• Several community-based projects launched to address the needs of poor and marginalised communities.</li> <li>• Research findings communicated via radio, TV, print media, web-based technologies (e.g. communities of practice) and more recently using podcasts and other social media. A new research communication unit will take these initiatives further as of 2010.</li> </ul>
<p>3 The HSRC should evolve toward</p>	<p><b>Recommendation was addressed</b></p>

Recommendation	Response and progress made
<p>becoming a platform for institutional collaboration and networking in the applied social sciences in South Africa and across the continent, though not to the exclusion of other forms of research production. The HSRC's long-term relationship with the higher education community should increasingly take this form, both for collegial and research programme purposes and to support the professional development of new social science researchers.</p>	<ul style="list-style-type: none"> <li>• Active memoranda of understanding in place: International collaboration with institutions in other parts of Africa and the rest of the world (10 MoUs), and specific MoUs with higher education institutions in South Africa (7 MoUs)</li> <li>• Senior researchers in the HSRC held joint appointments with universities in South Africa.</li> <li>• Researcher trainee policy of the HSRC requires a triad relationship between research trainee, university-based supervisor and HSRC-based mentor.</li> </ul>
<p>4 The HSRC should engage urgently with the questions of data preservation and of IP as subjects of research, both to establish principles and guide practice within the organisation and in order to contribute the public social science perspective to the national policy process on these vital issues.</p>	<p><b>Recommendations were addressed</b></p> <ul style="list-style-type: none"> <li>• Ongoing work in the area of data curation and preservation was done: By 2008, the 2003 SASAS data were cleaned, labelled and made available for use in the public domain, and the 2009/10 year saw the preservation of data of the longitudinal Birth to 20 project.</li> <li>• Local and international conferences in the area of data curation and dissemination were attended and organised; the HSRC is playing a lead role in a local interest group cutting across science councils and the university sector.</li> <li>• A data preservation policy was prepared and approved in May 2010.</li> <li>• MTEF funding applications for infrastructure support, to create a "knowledge hub" to support data curation and dissemination have not been successful.</li> <li>• IP issues: The DST addressed this issue through the Intellectual Property Rights from Publicly Financed Research and Development Act, No 17 of 2008. The HSRC identified a champion to lead further deliberations in this regard; however no significant progress has been made following the resignation of the individual concerned.</li> </ul>
<p>5 The HSRC should consider the formulation of its public purposes as a statement of its <i>raison d'être</i> for inclusion in a new HSRC Act. The statement of public purposes would also be a conceptual framework to guide the setting of its programme priorities and would help clarify its orientation towards the public constituencies it serves and its role in African development.</p>	<p><b>Recommendation was fully addressed</b></p> <p>The new HSRC Act was promulgated in 2008. The public purposes are reflected in the mandated objectives of the HSRC (Section 3 of the Act), as follows</p> <p>policy-relevant research purpose – 3(a)  policy information purpose – 3(b) and (c)  research stimulator purpose – 3(d) and (e)  support to disadvantaged people purpose – 3(f)  data set management purpose – 3(g)3, and  obligation to foster productive research linkages with the rest of Africa – 3 (a), (d) and (e)</p>

It should be noted that progress made against all of the above recommendations had to be funded from MTEF allocations to the HSRC, but strongly supplemented by external income streams.

In August 2010, a seven-person panel visited the HSRC to undertake the institutional review of the HSRC, in accordance with a predetermined Terms of Reference.

The Panel consisted of the following members:

	<b>Name</b>	<b>Position</b>	<b>Perspective</b>
1	Prof Katsuya Kodama (Chairperson)	Vice-President, International Social Science Council, Professor in Sociology, Mie University, Japan	International social and human sciences community
2	Professor Piyushi Kotecha (Deputy Chairperson)	CEO: SARUA	Higher education sector
3	Mr Pali Lehohla	Statistician General South Africa	Public sector
4	Ms Shirley Mabusela	Managing Member, Bafelile Consultancy	Civil society
5	Professor Lineo Vuyisa Mazwi-Tanga	VC: Cape Peninsula University of Technology, NACI Council member	Science sector
6	Dr Adebayo Olukoshi	Director UN African Institute for Economic Development and Planning (IDEP), Dakar, Senegal	International: Africa
7	Ms Riah Phiyega	Chairperson Presidential State Owned Enterprises Review Committee SA and Former Group Executive, Public Affairs: Absa Bank	Private sector

The Panel officially met from 10 to 16 August 2010, with the final day (17 August) earmarked for preliminary feedback on their findings to the executive management of the HSRC. Prior to the Review week, they received a self-reflection document from the HSRC, in which an overview of the organisation, important developments following the 2003 Institutional Review, as well as summarised information on the programme-level reviews that had taken place between 2005 and 2009, were provided. During the week of the review, the Panel met with internal and external stakeholders according to a predetermined programme. They were also able to request additional information or meetings as required. Following their meeting with the Minister of Science and Technology on the penultimate day of their visit, the Panel requested time for more consultation before finalising their report. This request was granted, and a questionnaire-based survey was sent to executive managers in the higher education and science sectors, to augment inputs already received from stakeholders who participated in panel or one-on-one discussions. This stakeholder engagement took place from August to October 2010.

A draft report, based the various inputs received and discussed, was subsequently developed and discussed by available panel members in a videoconference meeting held in October 2010. The draft report was reviewed by the HSRC management, and feedback provided for consideration by the Panel. A date for a follow-up meeting of the Panel to finalise their report is currently being negotiated. Topics expected to emerge from the final report of the panel include the funding model of the HSRC, the need to appoint more senior research staff, and ways to enhance collaboration with external organisations in South Africa, the rest of Africa and globally.

## **Annexure I: Technical indicator descriptions**

Technical indicator descriptions are prepared in accordance with Treasury guidelines and published, alongside the approved Strategic Plan and Business Plan of the HSRC, on its intranet website.

## Annexure J: List of acronyms

ACBF	African Capacity Building Foundation
ADEPTS	Advance, Develop, Enhance, Preserve, Transform, Sustain
AERC	African Economic Research Consortium
AFDB	African Development Bank
AIDS	Acquired immunodeficiency syndrome
AU	African Union
BMS	Building Management System
CAPEX	Capital Expenditure
CASP	Centre for Africa's Social Progress
CDC	Centers for Disease Control and Prevention
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CODESRIA	Council for the Development of Social Science Research in Africa
DCEO	Deputy Chief Executive Officer
DED	Deputy Executive Director
DST	Department of Science and Technology
ED	Executive Director
EPWP	Expanded Public Works Programme
GDP	Gross Domestic Product
HIV	Human immunodeficiency virus
HR	Human Resources
HSD	Human and Social Dynamics
HSDD	Human and Social Dynamics in Development
HSRC	Human Sciences Research Council
HVAC	Heating, Ventilation, Airconditioning
IFPRI	International Food Policy Research Institute
ISSC	International Social Science Council
IT	Information Technology
KIPRA	Kenya Institute for Public Policy Research and Analysis
KPI	Key Performance Indicator
MA	Magister Artium Master's Degree
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NACI	National Advisory Council on Innovation
NEPAD	New Partnership for Africa's Development
NEET	Not in education, employment or training
NIDS	National Income Dynamics Study
NRF	National Research Foundation
NSI	National System of Innovation
PFMA	Public Finance Management Act
PhD	Philosophiae Doctor (Doctoral Degree)
PG	Parliamentary grant
PME	Performance Monitoring and Evaluation
R&D	Research and (Technological) Development
REC	Research Ethics Committee
RiMS	Research Information Management System
RMS	Research Management System
SABSSM	South African (population-based HIV/AIDS) behavioural risks, sero-status and media impact survey
SADC	Southern African Development Community

SAHARA	Social Aspects of HIV/AIDS Research Alliance
SANHANES	South African National Health and Nutrition Examination Survey
SASAS	South African Social Attitudes Survey
SRM	Senior Research Manager
SRS	Senior Research Specialist
SMTE	Science, Mathematics and Technology Education
SWOT	Strengths, Weaknesses, Opportunities, Threats
USA	United States of America
TB	Tuberculosis
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNISA	University of South Africa
UPS	Uninterruptable Power Supply
WHO/Afro	World Health Organisation - Regional Office for Africa
WSSF	World Social Science Forum
ZIDS	Zimbabwe Institute of Development Studies