



ADDENDUM 1 TO THE HSRC ANNUAL PERFORMANCE PLAN

2017/2018

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Amendments to the HSRC approved five-year Strategic Plan

Since September 2015, when the current CEO of the HSRC took office, special and on-going efforts were made, under the auspices of the HSRC Board and with the involvement of the executive management team of the HSRC, to review the strategic approach of the HSRC.

It was clear that a much stronger focus on relevance, impact and quality of HSRC work would be required, to enable the organisation to make some inroads, through its research and collaboration with like-minded institutions and expert scholars in South Africa and internationally, on the scourge of poverty and inequality, and to contribute to better understand, and inform policy and planning, around inclusive development and governance. The revision of the introductory section of the HSRC strategic plan and Annual Performance Plan (APP) was a collaborative effort.

At the same time, performance indicators and targets were also critically reviewed and packaged in a manner to show a clearer alignment between the strategic outcome-oriented goals of the HSRC, and the indicators of performance and associated targets that had been selected. This revision took place with due consideration of indicators appearing in the DST Annual Performance Plan, with the intention of introducing some new indicators that could be more clearly aligned with DST objectives.

However, because the process of revising the strategic plan and associated performance indicators and targets took place towards the end of the planning cycle for 2016/17, the HSRC was able to *add* indicators to the existing set of approved performance indicators, to show stronger alignment with DST and national priorities and its new strategic thrust, but not to *remove* any previously-approved performance indicators or targets. In the course of the 2016/17 financial year, special efforts were made to engage with the executive leadership of the HSRC as well as DST around possible amendments, and to consult with other oversight departments (notably DPME and National Treasury) about due processes to follow in this regard.

The table on page 2 provides a detailed overview of the indicators and targets that were included in the approved 2016/17 APP, and the motivated changes for a revised set of indicators and targets for the period 2017/18 and beyond.

The motivation for the removal of several of the indicators, is that they reflect what the organisation has to do in any case, whether or not there are indicators to monitor performance. An example is the submission of annual employment equity reports (indicator 5.3). This is a legislated compliance requirement which the HSRC has always met, will continue to meet, and if it fails to meet the requirement, there will be consequences, regardless of whether it is listed as an institutional performance measure or not.

The motivation for the revision of some other indicators and the reduction of a few targets, has to do the strategic intention to focus on quality, relevance and impact alongside quantitative performance indicators. For instance, to set high or raising numerical targets for performance in areas related to research publications and capacity development, without adding financial or human resources to support this, may create additional risks around research quality and staff burnout which may not be sustainable or justifiable in the long run.

With these changes, the HSRC will have a total of 23 performance indicators with numerical targets, and a further 3 where more nuanced narrative examples or case studies will be provided. This is deemed to be more strategic and manageable than the total of 45 indicators included in the 2016/17 APP.

Table: Comparison and motivated changes: Performance indicators and targets appearing in 2016/17 and 2017/18 Annual Performance Plans

No	Performance Indicator Description	Audited Performance			Performance targets					Remarks
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1 A - Advancing knowledge and scientific excellence										
Objective 1A Disseminating of knowledge through publications and public dialogue										
1.1	Peer-reviewed journal articles: <i>Remove and replace with previous 1.11</i>	1.75[114/65]	1.83 (121/66)	1.97 (148/75)	1.4	1.4	1.4	1.4	1.4	n/a (re-moved) It will still be possible to monitor performance for internal purposes.
1.1	 <i>Renumber from 1.11 & replace previous 1.1</i>	Number of peer-reviewed journal articles published in internationally-recognised (ISI or IBSS-listed) scientific journals, per senior researcher (SRS/ SRM or higher) during the period under review.	New	New	0.7	0.8	0.9	1	1.1	1.2
1.2	Scholarly books published: <i>Reduce targets 1.1</i>	13	16	11	22	15	14	15	14	15
		Number of recognised books with at least one HSRC researcher listed as author or co-author, published during the period under review.								Not realistic to expect so many quality books alongside pressure to produce other types of research outputs.
1.3	Scholarly book chapters published: <i>Reduce targets</i>	40	54	53	63	54	54	55	55	Not realistic to expect so many book chapters of quality alongside pressure to produce other types of research outputs.

No	Performance Indicator Description	Audited Performance						Performance targets				Remarks
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
1.4	Publications from ring-fenced funding: <i>Remove as separate indicator, incorporate with 1.2</i>	New Indicator, but 1 was published	New Indicator, but 1 was published	1	1	1	1	1	1	1	n/a	The HSRC will continue to honour its commitment to publish high-quality volumes of the State of the Nation book, but will report this under 1.2 and 1.3.
1.5	HSRC research seminars convened: <i>Renumber to become 1.4</i>	51	58	62	50	50	50	50	50	50	50	
1.6	HSRC Review publication: <i>Renumber to become 1.5</i>	5	6	5	4	4	4	4	4	4	4	
1.7	New publishing imprint: <i>Remove</i>	3	3	6	5	5	5	5	5	5	n/a	Performance indicator for one operational unit (HSRC Press), not for HSRC as a whole.
1.8	Objective 1B Informing effective formulation of government policy Policy briefs: <i>Renumber to become 1.6 and reduce targets</i>	8	23	16	20	15	15	15	15	15	15	Need to focus on quality, relevance and planned engagement around fewer policy briefs, rather than on higher targets.

No	Performance Indicator Description	Audited Performance	Performance targets					Remarks		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
D – Developing collaborative networks and applied research										
Objective 2A Supporting collaborative research networks										
2.1	Active MoUs: <i>Remove and replace with new 2.1</i>	41	47	53	41	41	41	41	n/a	Requests from Board and Minister to provide more nuanced reporting on collaborative work.
2.1	Active collaboration: <i>Revised 2.1 to replace previous version</i>	New	New	New	5	5	6	6	7	
2.2	Structured collaborative research projects completed: <i>Remove 2.2</i>	27	42	30	18	20	20	20	n/a	This is an internal operational objective but not linked to institutional strategic focus areas.
2.3	African research fellows: <i>Renumber to become 2.2</i>	11	14	6	14	14	14	14	14	Cumulative
2.4	Objective 2B Promoting an African research agenda <i>Renumber to become 2.3</i>	New	New	4	6	8	10	10	14	Non-cumulative

No	Performance Indicator Description	Audited Performance			Performance targets					Remarks
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Objective 3B Building research capacity for the human sciences										
3.4	Completed Master's level research internship: The number of interns (research trainees) enrolled in a Master's programme who have completed the programme during the period under review.	8	6	10	5	5	6	7	7	7
3.5	Completed PhD level research internship: The number of interns (research trainees) enrolled in a PhD programme who have completed the programme during the period under review.	3	9	0	7	8	8	8	8	8
Objective 3C Raising awareness of opportunities and contributions in social science and humanities research										
3.6	Students reached in the Research Seminars/Campus Lecture series: <i>Remove and replace with new 3.6</i> The number of students reached in the research seminars/campus lecture series during the period under review.	New	597	624	550	600	600	650	700	n/a Was an AlSA-specific indicator and linked to numerical targets rather than strategic content or approach.
3.7	Schools engaged in Outreach Programme: <i>Remove and replace with new 3.6</i> The number of schools engaged in the Outreach Programme during the period under review.	New	207	180	190	190	195	195	195	N/a Was an AlSA-specific indicator and linked to numerical targets rather than strategic content or approach.

No	Performance Indicator Description	Audited Performance						Performance targets					Remarks
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
3.8 <i>Remove as a separate indicator</i>	Social science research conferences The number of Annual social sciences research conference hosted during the period under review.	New	New	New	1	1	1	1	1	1		The HSRC will continue to deliver, on at least one “flagship” social science research conference per year, but will report on this in the context of operational and business rather than institutional performance plans.	
3.6 <i>To replace previous 3.6 and 3.7</i>	Capacity building and outreach: Training academy (“winter/summer school” or methodology workshop) hosted	New	New	New	New	1	2	2	2	2			
3.9 <i>To be retained but for narrative purposes, renumber to become 3.7 (narrative) and change targets accordingly</i>	Platforms for engaging policy makers Examples of platforms for engaging policy makers established during the period under review.	New	New	New	1	Narrative	Narrative	Narrative	Narrative	Narrative	Verifiable examples and case studies will be reported on.	It is not deemed realistic at this stage to set numerical targets for examples of impact.	

No	Performance Indicator Description	Audited Performance	Performance targets					Remarks		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
4 P - Preserving and sharing data for further analysis										
Objective 4A Preserving research data and artefacts										
4.1	Preserved datasets: The number of HSRC data sets that were preserved (archived/curated) during the period under review.	22	23	23	23	23	23	24	25	25
4.2	Remove as a separate indicator Preserved library holdings: Digitised library holdings; maps and photo collection during the period under review.	New	New	654	158	158	160	159	160	160
4.3	Renumber to 4.2. Indicator and target now defined in accordance with work done in 2016/17 Secondary use of preserved data: The number of unique downloads of HSRC curated data sets during the period under review	New	New	New	Indicator and target defined.	450	472	496	520	546

No	Performance Indicator Description	Audited Performance			Performance targets					Remarks
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Objective 6C Upholding effective and efficient systems of financial management and internal control										
6.6	Unqualified external audit report: <i>Remove as a separate indicator</i>	1	1	1	1	1	1	1	1	Will continue to prioritise without setting as institutional performance indicator.
6.7	BBBEE Status: <i>Remove as a separate indicator</i>	3	4	3	2	2	2	1	1	n/a Operational objective; will continue to deliver
6.8	PPPFA compliance: <i>Remove as a separate indicator</i>	100%	100%	100%	100%	100%	100%	100%	100%	Operational objective; will continue to deliver

Summary: Indicators included in Annual Performance Plans for 2016/17 and 2017/18, respectively

	2016/17	2017/18		
	Numerical	Narrative	Narrative	For narrative, to provide examples of
A	12	8	1	HSRC research that provided decision support to government services
D	6	3	0	
E	9	6	1	Networking platform(s) for engaging policy makers
P	3	2	0	
T	7	2	1	Addressing the ratio between researchers / senior researchers and all HSRC staff
S	8	2	0	
Total	45	23	3	

¹This target refers to the StatsSA classification of "African" in terms of population group reporting, i.e. black persons of African origin. It is intended to redress past inequalities and associated backlogs in representivity and access, by promoting capacity building and career development of Black African South African researchers; it is not intended to perpetuate past divisions based on racial classifications.



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