

8 June 2021

**Group Executive: Impact Centre**

**Dear Prof Heidi van Rooyen,**

**APPROVAL OF 2021 BUSINESS PLAN AND BUDGET ALLOCATION FOR 2021/22**

I am pleased to advise that your Business Plan for 1 April 2021 to 31 March 2022 has been approved and will be funded as per the provisions set out in this letter. The budget allocation is based on discussions held and resolutions taken at the Executive Committee meeting held on 27 May 2021.

The financial model that has been applied from 01 April 2010 remains effective during this financial year, providing for a Cost Centre allocation from the baseline grant, and a target for raising external income. The Cost Centre allocation makes provision for salaries (for non-billable time), overhead and other direct expenses.

Please note that no separate Capital Expenditure (CAPEX) allocation was received for 2021/22. Capital expenditure using baseline funding is therefore only permitted with prior approval from the CEO and in accordance with the approved Delegation of Authority matrix. Capital expenditure using project funds is permitted in line with approved Delegation of Authority matrix.

The following principles were applied in allocating your centre's annual budget:

1. The Parliamentary grant was used to cover 80% of your total permanent/long term salary bill *as at 31 March 2021*. Time billing charged on research projects will cater for the remaining 20% of salaries over and above normal cost centre operational costs. This is consistent with the previous financial year;
2. All new positions to be filled will be funded at 80%, with the parliamentary grant allocation provided from date of appointment, after 1 August 2020 to the end of the financial year;
3. The total external Income target of **R182,183 million** is the difference between the total expenditure reflected in the ENE and the sum of the parliamentary grant and other expected guaranteed income (rental income and interest received);
4. The external income allocation for your centre was based on the centre's percentage consumption of the total parliamentary grant allocated in Programme 2, and consideration of the secured funding as indicated by your centre;
5. In instances where staff are funded 100% by a project, no additional funding was allocated from the parliamentary grant;
6. Your organogram (refer to Table 3) comprises *funded vacancies*, set out in Table 2 of this letter, included in your permanent salary bill as at 1 April 2021, and unfunded vacancies. Please confirm the accuracy and completeness of both these schedules; and
7. A moratorium on all baseline-funded appointments remains in place. Executives are required to submit motivations to fill any vacancies. The following criteria will be considered when reviewing motivations:

- a) Operational Requirements with specific reference to impact and risks associated with not filling the budgeted vacancy;
- b) Achievement of HSRC strategic objectives e.g. achieving LeaPTTS targets at an organisational level as well as achieving Equity Targets;
- c) Regulatory positions e.g. Occupational Health Officer; and
- d) Exhaustion of alternatives to ensure that the responsibility is discharged e.g. redistribution of workloads, sharing or reassignment of resources.

Contract extensions are subject to the same criteria outlined above, but in addition will also take into account:

- a) The employee's time billing record during the last year – at least at 60% (where applicable), overall performance at met expectations or above, and no disciplinary matters pending; and
- b) The extension period to be a maximum period of three (3) years unless the employee is close to retirement age in which case the extension will not be greater than the retirement date.

The process for filling baseline -funded vacancies is as follows:

- a) The responsible line manager compiles a motivation as per the criteria.
- b) The signed motivation, including the approved organogram and budget confirmation, is sent to HR for oversight and support based on all applicable criteria requirements.
- c) The motivation is approved by the Responsible Executive who will also be responsible for the budget and the budget implications.
- d) Where applicable, as per the Delegation of Authority Matrix the DCEO, GE:SS, or CEO 's final approval may be applicable.

All Programme 1 and Programme 2 allocations are meant to support the achievement of your business plan and the HSRC's Annual Performance Plan ("APP") and budget for 2021/22, as approved by the Minister of Higher Education, Science and Innovation and Parliament through the Portfolio Committee on Higher Education, Science and Technology. The APP and five-year Strategic Plan 2020-2025 are published on the HSRC Intranet and may be accessed at <http://intranet.hsrc.ac.za>.

The objectives outlined in the HSRC's Strategic Plan and APP for 2021/22 have been cascaded to your centre and incorporated into your approved business plan. You are required to cascade these objectives and targets to the performance agreements of employees in your centre to ensure proper implementation and monitoring thereof.

The HSRC Board is legally bound to oversee and report on the HSRC's performance in accordance with the objectives set in the HSRC Act, Strategic Plan and APP. You are therefore required to report on achievement against your business plan on a quarterly basis. The individual programme reports will be consolidated to inform the quarterly reports on achievement against the APP to be submitted to the HSRC Board, the Minister and the Portfolio Committee on Higher Education, Science and Technology and The National Treasury. The Auditor-General of South Africa is required to audit the performance of the HSRC based on the quarterly and annual performance plans. The format and dates for reporting will remain as communicated by the CEO.

In the previous financial year the organisation realised significant operational cost savings due to the impact of Covid-19 on our operations. The onset of the pandemic and the associated restrictions affected both our spending ability and our capacity for raising external income. In our continuing attempt to respond with the necessary agility to ensure our ongoing sustainability, the operational allocations in this financial year have been reduced in line with the operational spending trend of the previous year. Line items such as travelling, courier services, telephones and copying must be reduced in line with our current working from home arrangements. The money being freed up by this has been earmarked for use towards strategic, unfunded research activities as a ring-fenced allocation on your budget. The portion allocated towards operational expenditure must be utilised in your centre to ensure that existing, fixed-cost items are being honoured and to support our continued working from home arrangement.

It is envisaged that this approach will

- (i) Enhance our spending ability so that we do not end the financial year with an unspent surplus and the risk of having to return the money to the National Treasury;
- (ii) Enable us to pursue our strategic objectives and respond to important research priorities that remain otherwise unfunded; and
- (iii) Mitigate the challenges with raising external income in the current hostile economic circumstances.

Your centre's budget allocation for the period 1 April 2021 to 31 March 2022 is set out in Table 1 and is informed by your business plan and objectives and the principles explained above.

**Table 1: Budget Allocation for the 12-month period 1 April 2021 to 31 March 2022**

	Allocation from Parliamentary Grant	Other Income	Salaries	Operational Expenditure	2021/22 - Allocation	2020/21 - Allocation	2019/20 - Allocation
<b>Impact centre</b>							
Impact Centre	24,386,626	3,000,000	22,061,626	5,325,000	27,386,626	23,179,173	-
BDIL	-	-	-	-	-	-	4,800,000
Internal Seminars	200,000	-	-	200,000	200,000	325,000	400,000
HSRC Review publications	200,000	-	-	200,000	200,000	325,000	700,000
Corporate communications	600,000	-	-	600,000	600,000	650,000	7,500,000
Policy Briefs Training & Dissemination Workshop	200,000	-	-	200,000	200,000	285,000	450,000
PAN	600,000	-	-	600,000	600,000	590,000	-
Annual Report	290,000	-	-	290,000	290,000	290,000	450,000
HSRC Awards	220,000	-	-	220,000	220,000	220,000	300,000
<b>Total Allocation</b>	<b>26,696,626</b>	<b>3,000,000</b>	<b>22,061,626</b>	<b>7,635,000</b>	<b>29,696,626</b>	<b>25,864,173</b>	<b>14,600,000</b>

All expenditure for the year must be limited to amounts in this allocation letter.

**Table 2. Vacancies approved for 1 April 2021 to 31 March 2022**

Baseline funded approved vacancies for period 1 April 2021 to 31 March 2022.

Unit	Position	Budgeted CTC	Source of funding
Impact Centre	Director : Science & Society	R1 007 700	Base Line Grant
Impact Centre	Policy Dialogue Manager	R785 100	Base Line Grant
Impact Centre	Researcher	R422 100	Base Line Grant. New position
Impact Centre	PhD Research Trainee	R245 220	Base Line Grant
	<b>Total</b>	<b>R2 460 120</b>	<b>**</b>

**\*\* Included in the budgeted salaries.**

I would also like to draw your attention to the general requirements for managing the allocated budget as well as performance in your centre. In particular, you are kindly reminded of your duty to ensure compliance with all HSRC policies and procedures, including the following:

- Correct procedures in relation to the delegation of authority policy and matrix;
- HR requirements and labour legislation;
- Improved leave management which constitutes approval of leave requests by management within 24 hours, and periodic review and verification of annual, sick and study leave reconciliations against HR records;
- Occupational Health and Safety requirements;
- Supply Chain Management and National Treasury Regulations;
- Management of risks within your areas of responsibility in consultation with the ERM Unit;
- Safeguarding of assets in your possession and ensuring timely reporting of all incidents;
- Recording all mobile assets in a Mobile Equipment register, ensuring that all research staff (including short-term contract staff) log the movement of assets timeously. You are reminded that all asset movements must be recorded in the movement register;
- Approval of all budgets and funding proposals according to the delegation of authority matrix prior to the submission of funding proposals;
- Vetting of ALL contracts signed with any third parties by our Legal Department which are in turn filed on the HSRC's contract repository;
- Timeous and accurate capturing of information on the Research Management System (RMS) (including both financial and performance targets). Members of the Executive are required to sign off quarterly reports confirming that the information captured in RMS is valid, accurate and complete;
- Finance Policies and Procedures which have been designed and implemented to comply with the Public Finance Management Act (PFMA) as well as Treasury Regulations;
- All private telephone and excessive data usage must be recovered from employees, where they exceed the amount allowed in the policy, currently R75 and R90 respectively;
- Prudent management of funds, to meet cash-flow requirements;
- Upholding and complying with internal controls to ensure that the HSRC remains a well-managed organisation;
- Your finances must be managed to avoid achieving a net deficit by 31 March 2022; and
- Adherence to National Treasury Cost Containment measures as well as the guideline as published and communicated via our Corporate Communications.

You are also reminded to comply with the HSRC Research Policy, including the requirement that all HSRC research projects must be submitted to the Research Ethics Committee (REC) for ethics approval or exemption from ethical review.

The HSRC Act (Act 17 of 2008) includes certain legal obligations that the HSRC must comply with. In this regard, your attention is drawn to the following legal requirements:

- All research projects involving the development of datasets need to make budgetary provision for the curation and requirements for dissemination thereof; and
- Requirements in relation to the management of intellectual property, protection of indigenous knowledge, and research to be undertaken in areas falling under the jurisdiction of traditional leaders (cf. Section 14 of the HSRC Act) must be complied with, and appropriately recorded in the RMS and related project filing systems.

The eResearch Knowledge Centre (“eRKC”) will remain the central contact with all system and database service providers and custodians where the subscriptions for these systems and databases are processed through individual research programmes’ budgets. The eRKC will further utilise Information Specialists to transfer knowledge and Information on the usage of information resources.

With reference to curation of datasets, you are required to submit your annual data deposit plan to the Head: Digital Curation in eRKC. This data deposit plan will be reviewed and finalised in consultation with the Office of the Deputy CEO: Research, to ensure that formal agreement is reached on the number of datasets from your centre to be deposited and curated before the end of this financial year. Subsequent quarterly reports on performance will then also require progress reports on datasets deposited and curated, in accordance with the approved data deposit plan.

Information Technology (“IT”) is the custodian of all applications and hardware in the organisation. Decisions to procure these items must be reviewed and approved by IT prior to finalisation.

In conclusion, I would like to wish you well in the new financial year.

With kind regards



**Professor Leickness Simbayi**  
**CEO (acting)**

## 1. Acceptance of allocation letter

This allocation letter was made available to you in duplicate.

The responsible official should please initial each page of the allocation letter and sign this page in full before returning one original to the Office of the CEO attention: Ms Ivy Mahloko.

I, \_\_\_\_\_ in my capacity as \_\_\_\_\_ of

\_\_\_\_\_ hereby accept the conditions as outlined in the allocation letter dated

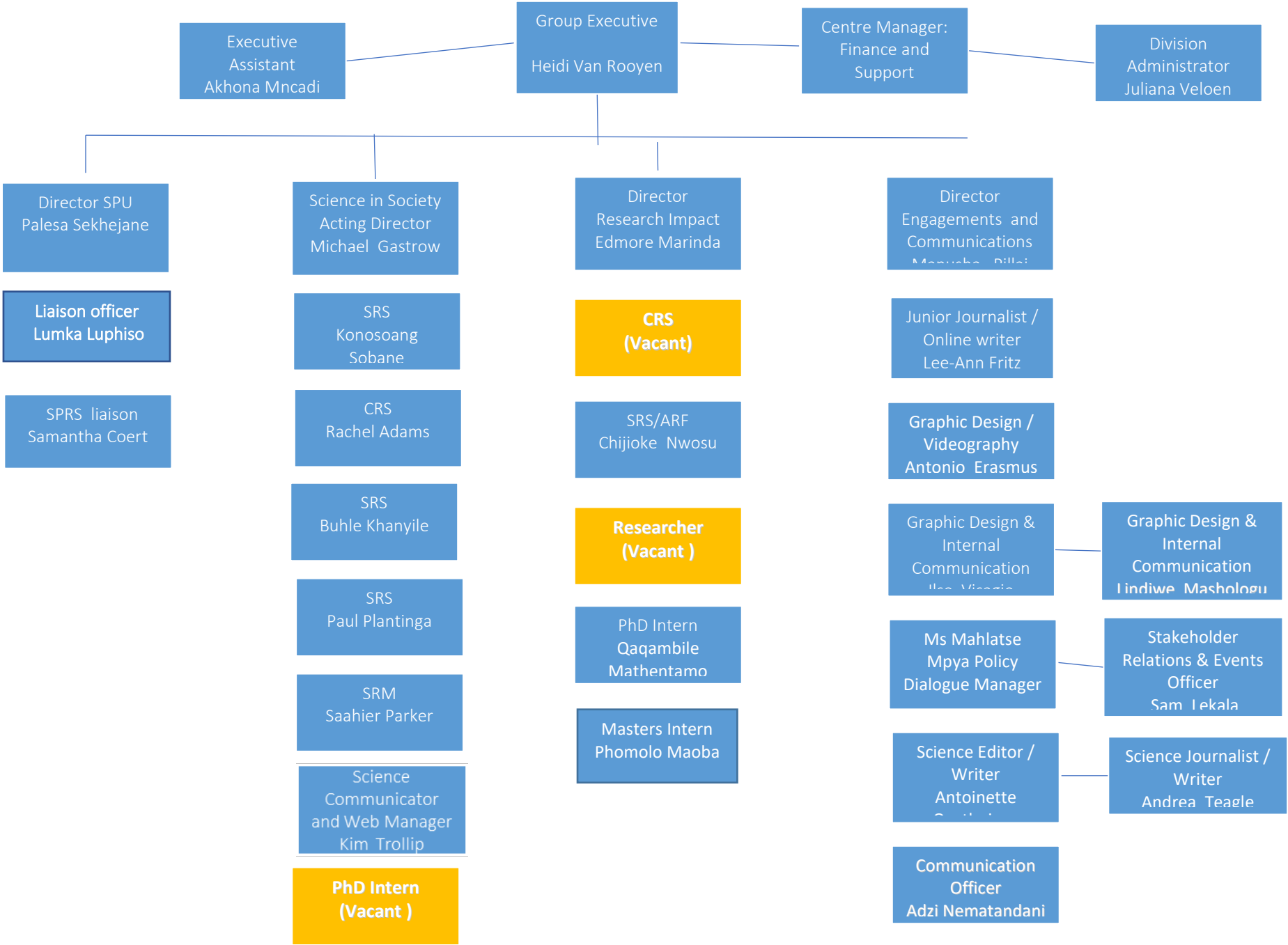
\_\_\_\_\_ 2021.

Signature: \_\_\_\_\_

Date \_\_\_\_\_

Table 3 - Organogram

Vacant posts on the organogram above is unbudgeted vacancies.  
Please refer to Table 2 for budgeted vacancies.



**Table 4 - Performance Targets - 2020/2021**

Please refer to your approved Business Plan.

Coordinating or other roles			
Outcome	Output	Output indicator	Role
<b>2</b> <b>A consolidated relationship of trust and influence with government to help guide and inform policy</b>	2.1 High-impact publications and knowledge products	2.1 The number of policy briefs and/or evidence reviews completed and published	Coordinate
	2.2 Use mechanisms	2.2 The number of structured research engagements with government, policy makers and implementers	Coordinate
<b>3</b> <b>Recognition as a trusted and engaged research partner within scientific communities and civil society</b>	3.1 Use mechanisms	3.1 The number of research-related engagements with communities and civil society forums	Coordinate and review reports generated and submitted by research divisions for DCEO Research's approval
	3.2 Use mechanisms: Partnerships	3.2 The number of solution-orientated communities of practice created or supported with active involvement of HSRC researchers	Coordinate and review reports generated and submitted by research divisions for DCEO Research's approval

### **Institutional policies and strategies to be developed and/or revised**

In accordance with the approved 2020-2025 Strategic Plan, the following strategies must be developed or strengthened in support of the Strategic Plan implementation (the list is not exhaustive):

- **Research Use Strategies**  
These strategies will focus on research use through appropriate knowledge-brokering of outputs generated in the research portfolio. The strategies will enable and co-ordinate support and mechanisms for collaboration, convening and communicating.
- **Strategic Partnership Strategy**
- **Communication Strategy**

You are required to submit and report on a plan for developing or regularly updating these strategies, and any others that might be appropriate to your programme of work.





# IMPACT CENTRE

BUSINESS PLAN 2021 / 2022

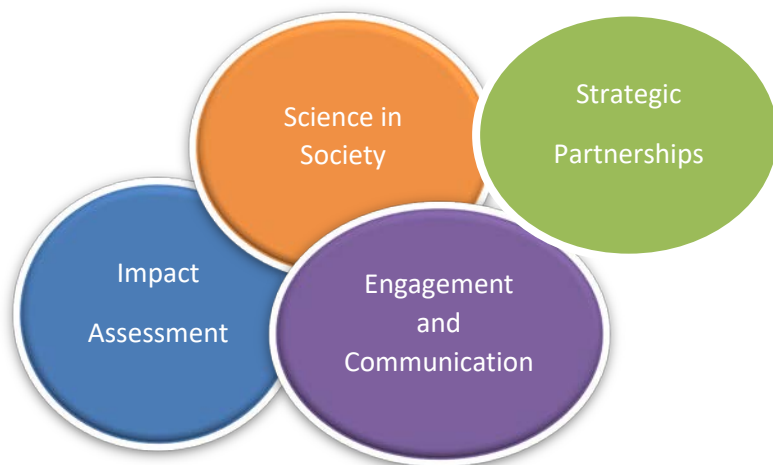
## Table of Contents

1.	Pertinent Background .....	4
2.	Vision and mission .....	5
2.1	Vision.....	5
2.2	Mission .....	5
2.3	Values.....	5
3.	Broad Objectives: .....	5
4.	Science in Society Unit: .....	6
4.1	Focus .....	6
4.2	Aims and objectives .....	6
4.3	Externally funded research .....	7
4.4	Internal collaboration .....	7
4.5	Research/policy interface mechanisms .....	8
5.	Impact Assessment Unit .....	15
5.1	Vision.....	15
5.2	Research Agenda.....	15
5.3	Short term, medium term and long-term operational plans.....	16
6.	Engagements and Communication Unit .....	19
6.1	Role of Corporate Communications within the HSRC.....	19
6.2	Communication Objectives .....	19
6.3	Key Priorities in delivering on the communication objectives.....	20
6.3.1	Message and content development .....	20
6.3.2	Strengthening media relations.....	20

6.4	Platform management .....	20
6.5	Product Development .....	21
6.6	Leveraging owned platforms .....	21
6.7	Internal Communication .....	21
6.8	Specific objectives and action plans: .....	21
7.	Strategic Partnerships .....	25
7.1	Specific Objectives and Action Plans – 2021 .....	26
7.2	Projected key milestones .....	27
8.	Challenges and needs for the coming financial year .....	31
9.	Impact Centre Organogram .....	32
10.	Proposed targets .....	<b>Error! Bookmark not defined.</b>

## 1. Pertinent Background

The 2020-2025 HSRC strategy and subsequent organisational realignment ushered in the Impact Centre (IC) on the 1st April. The Centre was tasked with addressing the impact, visibility and relevance of the HSRC's research and has implemented this mandate through four interconnected strands of work: science in society, impact assessment, engagement and communications, and strategic partnerships.



In the first year of operations, the primary goals were to lay the foundation for the systems, processes and people to be able to deliver both internally and externally on the Impact Centre mandate. Much of that has been achieved. In 2021/22, the Impact Centre will serve to consolidate and strengthen what has been achieved in this past year. With collaboration as its core guiding principle the Centre will focus on a more strategic and cohesive way of delivering on the impact assessment, communications, engagement, science in society and strategic partnerships components that shape its work in the HSRC. Externally, the goal is to occupy the conceptual leadership space on impact within the broader national system of innovation and in the country, with a view to building towards greater international presence in the impact research environment.

## 2. Vision and mission

### 2.1 Vision

We are an influential voice that engages society on impactful and innovative research in pursuit of a better South Africa and world.

### 2.2 Mission

The Impact Centre draws on diverse perspectives, skills and partnerships to generate, measure and communicate impactful research on critical challenges facing South Africa and the world.

### 2.3 Values

In fulfilling this vision, in the context of our democratic constitutional dispensation and transformation imperatives, we adhere to the following values as articulated by the International Science Council:

- a. Excellence and professionalism,
- b. Inclusivity and diversity,
- c. Transparency and integrity, and
- d. Innovation and sustainability.

## 3. Broad Objectives:

1. Initiate, undertake and foster strategic basic and applied research in human sciences;
2. Address developmental challenges in South Africa, Africa and globally by gathering, analysing and publishing data relevant to such challenges, by means of projects linked to public sector programmes;
3. Inform effective formulation and monitoring of policy, and evaluate the implementation thereof;

4. Stimulate public debate through effective dissemination of fact-based research results;
5. Help build research capacity and infrastructure for the human sciences;
6. Foster research collaboration, networks and institutional linkages;
7. Respond to the needs of vulnerable and marginalised groups in society through its research and analysis of developmental issues, thus contributing to improving their lives;
8. Develop and make available data sets underpinning research, policy development and public discussion of developmental issues; and
9. Develop new and improved methods for dataset use.

#### 4. Science in Society Unit:

##### 4.1 Focus

The focus of Science in Society unit is on the interface between research institutions and other social formations, and how this interface may enable or constrain research impact. The unit undertakes both research and praxis, which form a mutually reinforcing knowledge and skills base. Research requires a multi-disciplinary approach that encompasses, inter-alia, scholarship related to impact assessment, the research/policy nexus, and science communication. Praxis includes the development of the HSRC's Policy Briefs, management of the HSRC Seminar series, and the implementation of a formal research/policy engagement structure (the Policy Action Network).

##### 4.2 Aims and objectives

The Science in Society unit aims to develop intellectual capital, skills, resources, research agendas and practices that support the HSRC's approach towards understanding impact and operationalising the notion of research impact across the work of the organisation.

To meet this aim, our objectives include:

- In-depth engagement with scholarship relevant to understanding research impact
- The development of online tools and resources for use by HSRC staff
- Internal HSRC collaborations mediated through MoUs
- The mobilisation of funding and development of intellectual capital through externally funded research projects
- The effective and strategic management of research/policy interfaces.

The overall trajectory envisaged for 2021/2 is to consolidate our movement away from legacy projects inherited largely from the RIA programme, and increasingly focus on understanding and generating research impact. This will entail: 1) the completion of our impact resources flagship project, 2) a growing focus on research impact as a theme running through our proposals for externally funded research, 3) closer strategic and operational alignment across our research/policy interface mechanisms, and 4) deepen collaboration within the HSRC and with our Impact Centre colleagues.

### 4.3 Externally funded research

New projects initiated in 2020/1 will continue into the following year, including projects focussed on science engagement with health journalists and communicators, health information practices during the COVID-19 pandemic, and artificial intelligence and human rights in Africa. Several proposals for new research projects are currently under review. In 2021/2 we will continue to search for appropriate externally funded research projects, taking into account our capacity constraints and the potential for growing our complement of research staff.

### 4.4 Internal collaboration

Collaboration with the HSRC's research divisions and centres is an important part of the unit's work. Such collaboration makes it possible for our expertise in research impact to become embedded across the organisation, and at the same time builds broad knowledge, experience, networks and skills for the unit's research team. In 2020/1 a suite of MOUs were developed with all three research divisions. In 2021/1 we will continue to build on these partnerships, and potentially extend these collaborations to the research centres.

#### 4.5 Research/policy interface mechanisms

The unit has oversight of some of the HSRC's key mechanisms at the research/policy interface. In 2020/1 we aim to deepen linkages between these areas of praxis and our research efforts, and also to achieve greater alignment across these mechanisms. We have undertaken a design evaluation of the Policy Brief process, with the aim of revising the policy brief strategy for the HSRC, which will take effect in 2021/2. The Policy Action Network is growing its portfolio of public sector engagements, including in the areas of health systems, local government, innovation and technology, and open data. Responsibility for the HSRC's seminar series has recently been taken over by the unit, and we will enter 2021/2 with a revised strategy for seminars. In order to achieve greater alignment between these mechanisms, as well as others such as the HSRC Review and the HSRC website, the unit is in the process of establishing a Policy Coms Team, which includes representatives from each of these mechanisms.

#### 4.6 Short term, medium term and long-term operational plans

Area of work	Components	Short term: 6 to 12 months	Medium term: 12 to 24 months	Long term: 24 to 36 months
<b>Impact resources flagship project</b>	Literature review	Complete parts I and II of the review; present to	Complete part III of the review; present to the HSRC at an internal seminar.	Publish scholarly work drawing on the combined



		the HSRC at internal seminars.	Work towards publication(s) drawing on the combined work of the review (monograph, book, or special edition of a journal)	work of the review.  Revise the strategic and intellectual direction of the unit's research into impact; design and implement the next research cycle
	<p>Toolkits:</p> <ul style="list-style-type: none"> <li>• Science communication</li> <li>• Digital Communication</li> <li>• Monitoring and Evaluation</li> </ul> <p>Strategic resources:</p> <ul style="list-style-type: none"> <li>• Strategic partnerships outputs</li> <li>• Impact literature review</li> </ul>	<p>By the end of 2020/1 we aim to have hosted the Science Communication toolkit and Digital Communication toolkit online.</p> <p>Present these to the HSRC through internal seminars</p>	<p>Develop content, host online, and hold HSRC seminars for the Monitoring and Evaluation toolkit</p> <p>Develop content and host online: 1) Research Impact Literature Review outputs, and 2) Outputs from the engagements facilitated by the</p>	<p>Continue to develop and host toolkits and resources in line with organisational needs.</p>

			Strategic Partnerships Unit  Re-assess organisational needs and plan for the development of new resources	
	Evidence mapping project on health systems research for SA:	Project concludes		
	Upacking and communication of the Hashim Mbita publication on the history of the liberation struggle	Awaiting further funding for the continuance of the project		
	AI and Human Rights/Ethics in Africa	On going	Project concludes	
	INSIGHT study on health information practices in South Africa during COVID-19	Project concludes		
	Science engagement: science and health	Project concludes		

	journalists and communicators			
	Proposals (awaiting outcomes)	<p>Histories of Intelligence (with Leverhulme Centre for the Future of Intelligence)</p> <p>African Human Rights for Responsible Artificial Intelligence</p> <p>Critical Zones Africa: South and East (with Environmental Humanities South, UCT)</p>	Continue to submit proposals for funded research, with an increasing focus on research on the research/policy interface and the broader engagement between institutions of science and society	Through a growing portfolio of projects, develop the SIS unit into a recognised centre of scholarship in the areas of science in society and research impact
<b>Internal collaboration</b>	MoUs with HSRC Divisions and Centres	<p>Creating Capacities and Capabilities of Civil Society Sector (DCES); SPEED(DCES); IID book (DCES); Gender Transformation in Science Grant Making Councils (HSC); National</p>	Deepen collaboration with a focus on playing impact-related roles in the work of Divisions and Centres	The SIS unit supports research impact across the HSRC through internal collaboration

		Gender Based Violence Survey (HSC); Science Engagement Indicator Framework Development (IED); Social Impact of the Covid-19 Pandemic among South African Youth (HSC); Assessment of Impact of Covid- 19 On Agriculture And Food And Nutrition Security In South Africa (IED); The Impact Of Covid-19 On Adolescents Living With HIV In South Africa (HSC); Health Systems Evidence Base for DPME (DCES); Creating Capacities and Capabilities of Civil Society Sector for NDA (DCES); District		
--	--	--	--	--

		Development Model (DCES)		
<b>Research/policy interface mechanisms</b>	Policy Briefs	Finalise a revised Policy Briefs strategy	Implement revised Policy Briefs strategy and achieve closer alignment with other policy interface mechanisms	The policy briefs have an ongoing critical role in the HSRC's research impact strategy
	Policy Action Network	Support evidence-informed decision-making by government and civil society policy actors through (1) facilitating the mapping and synthesis of existing research in response to specific end user questions, (2) enabling more effective use of research and administrative data by policy actors, (3) facilitating the use of digital media in	Engage with the DSI to revise the PAN strategy for the 2021/2 year  Achieve closer alignment with the HSRC seminars, HSRC Review, Policy Briefs, and website	Strengthen the position of the PAN as a critical research/policy interface in South Africa

		research and policy engagement		
	HSRC seminars	Oversight of the HSRC's seminars will shift from the Communications Unit to the Science in Society Unit. A new team will be configured and a revised strategy and process will be developed and initiated	Host HSRC seminars in accordance with revised strategy, and in alignment with the Policy Coms Team.	HSRC seminars play a critical role in connecting HSRC scholars with a wide range of stakeholders, and help to achieve a high level of policy impact.
	Policy Coms Team	Initiate a Policy Coms Team that includes members with oversight of Policy Briefs, the Policy Action Network, the HSRC Review, and the HSRC website. Set the terms of reference and strategy for the team	Develop strategic and operational alignment across the HSRC's main research/policy interface mechanisms	Continue to work towards strategic and operational alignment across the HSRC's main research/policy interface mechanisms

## 5. Impact Assessment Unit

### 5.1 Vision

The vision of the Impact Assessment unit is to contribute towards measuring and showcasing the impact of the HSRC's work, as well as undertake research on impact that is relevant to the country's development agenda. This will be achieved by partnering with other HSRC division impact units, and through collaboration with similar sister science council organisations and/or with other community of practice partners to drive evidence driven programming with the aim of achieving desired social, economic and development impacts.

### 5.2 Research Agenda

The Impact Assessment unit's key research focus in the short to median term is to undertake work that explores and integrates the different ways for measuring impact. These include numeric metrics in experimental and quasi-experimental designs; narratives change methodologies such as storytelling and case studies and surveys which range from indicator generating studies to assessing opinions and/or perceptions.

The literature on measuring impact has been heavily influence by behavioural economics, thus there is a big bias towards quantitative measures of impact. There are relatively fewer qualitative measures of impact. The Impact assessment unit aims to undertake research that includes both qualitative and quantitative evaluations and will cover various dimensions of impact that address the HSRC's strategic focus and the broader needs of the society our research intends to serve. This work will culminate in the development of qualitative and quantitative indicators and a framework for how these can be integrated or triangulated as a collective of evidence of impact.

Another focus area of the unit will be the expansion of the dashboard indicator work, expanding the work started in the 2019/2020 financial year to explore how different rounds, in terms of the same studies (temporal and trend issues) and different types of studies (e.g. economic studies, health and education

studies) can be linked and/or combined to speak about broader and more nuanced evidence of impact. This will be achieved by exploring different methodologies that may include e-research, data mining, big data and predictive modelling. Macro-level analysis will also be explored, where different data sources will be combined and analysed to see impacts at population level rather than at individual levels.

### 5.3 Short term, medium term and long-term operational plans

To address this focus, several short, medium- and long-term activities are outlined below.

#### Research work

- a. Conduct research on how to measure impact using social science and humanities theories e.g. social and behavior change communications theories, narrative change theories, nag theory etc.
- b. Undertake implementation science research. Sometimes desired/expected outcomes and/or impacts are not be realized because interventions are not implemented as designed, i.e. on time, with appropriate resources, at appropriate intensities and because parameters would have changed. Implementation science allows for assessment of adaptive models, that are optimized along the way in line with how programme implementation is evolving.

Sub Theme	12 months	12-24 months	24-26 years
<b>SABSSM VI</b>	Develop M & E Framework and associated tools (Logic model, quality assurance tracking tools)  Barriers to ART sub-study - develop protocol, get ethics clearance, design tools,	Extend dashboard work to include other past surveys  Research publication on socio-economic inequalities on mental	Panel Data analysis, modelling and projections using HSRC datasets of SABSSM



	<p>collect data, analysis and write research outputs</p> <p>Dashboard for the SABSSM VI study. Draft an SOP for developing dashboards.</p> <p>Provide capacity building on dashboard development</p>	<p>health and HIV outcomes</p> <p>Publications on SABSSM VI</p>	
<b>COVID-19 projects</b>	National COVID-10 antibody Survey (NCAS): Participate on the implementation of the NCAS survey	Participate in the Gauteng Provincial Department of Health Research Committee	Publish on COVID-19 work
<b>Develop Capacity of Science Granting councils on gender inclusivity</b>	Develop M & E framework and associated tools. Research on impact evaluation methods with special focus on qualitative methods	Research on impact evaluation methods with special focus on qualitative methods	Publish on lesson learnt on qualitative impact evaluation methods
<b>National Food security and nutrition study</b>	Support the development of M & E framework and associated tools	Develop in-equality indices on food security and nutrition in SA	Macro-economic analysis and food security and nutrition in SA
<b>Modelling and simulation to assess the impact of certain</b>		NHI	NHI

<b>policies and/or interventions</b>			
<b>Work with Government departments to understand tools and/or methodologies that are relevant and useful for evidence-based policy making among policy makers.</b>		Workshops with parliamentarians, portfolio committees, etc. These include training on understanding and interpreting research findings, training on methodologies to help gather evidence. Undertake training on M & E frameworks as well as training on reviews to synthesize research findings	National & Provincial Department - Health - Basic Education - Higher education, Science & innovation
<b>Collaborate with academics and/or developmental partners in undertaking research in social development</b>	Climate Adaptation and Sustainable Rural Health Outcomes in Southern Africa Project.  Conduct Provincial Department of Health Community of Practice workshops and seminars	Conduct BRICS work on COVID-19 Universities Wits Limpopo Western Cape University Cape Town UP	
<b>Solicit and raise funds to undertake</b>	Secure one short term (1 year) impact grant for the unit through responding to calls for proposals or actively	Secure one medium/long term (2/3 years) impact grant for the unit through	Become the preferred name for undertaking impact evaluations in South

implementation science and impact studies.	seeking and working with appropriate and relevant collaborators	responding to calls for proposals or actively seeking and working with appropriate and relevant collaborators	Africa and on the continent.
--	---	---	------------------------------

## 6. Engagements and Communication Unit

### 6.1 Role of Corporate Communications within the HSRC

To undertake a set of activities involved in managing and executing all internal and external communications aimed at creating understanding and appreciation of the HSRC's positioning, its value proposition, and to garner a positive reputation for the organisation among its key stakeholders. This is also aimed at enabling the organisation to compete in the attention economy.

In executing its mandate within the HSRC, the Communications function will use all platforms available to it:

- **owned** (HSRC platforms: [hsrc.ac.za](http://hsrc.ac.za); HSRC social media platforms; HSRC publications; HSRC events);
- **earned** (media coverage as a result of a press release, launch of a report, media coverage from an issue that emanates from outside the Council; speaking opportunities to which researchers are invited);
- **paid** (paid advertisements, advertorials, speaking engagements)

### 6.2 Communication Objectives

Aligned to the strategic intent and objectives of the HSRC, the Council's communication programme will seek to:

- Firmly entrench the HSRC as the premier science council dealing with the country's social science programme of work within the national system of innovation (NSI). This will be done by profiling the academic and science outputs of the Council.
- Position the HSRC's contributions towards the broader social science agenda of the international community (where appropriate and relevant).
- Position the Council's human capital as thought leaders within the social science space of the country's NSI.
- Manage and maintain a positive reputation and profile of the HSRC.

The HSRC's strategic communications portfolio will leverage the environment in which it exists with a view to driving and shifting the agenda.

### 6.3 Key Priorities in delivering on the communication objectives

#### 6.3.1 Message and content development

Message development is the most strategic function of the communication team because it drives the alignment of all communication products which provides the cohesion of the function. This includes all content for HSRC products and platforms, written and creative.

#### 6.3.2 Strengthening media relations

In considering ways to strengthen the media relations and media profile of the organisation, it should be borne in mind that the media landscape has transformed significantly and includes traditional and new media. Community and digital communication platforms need to be factored into the HSRC's communication mix.

### 6.4 Platform management

All platforms of the HSRC including amongst others, the website, the social media profiles and the intranet must be managed in a way that is consistent with the personality of the HSRC: efficient, relevant, truthful. Platforms house the products of the HSRC and should be cohesive but not necessarily always replicated. For instance, a post on social media can direct the user to the website for the report. Platforms speak to each other and reinforce the overall message that needs to be communicated. Platforms do not exist as autonomous entities which exist independently of each other. In the 2021/22 year, greater effort will be made to manage and coordinate HSRC platforms with this intent. Work will also commence on rationalising some of the various

websites to ensure better alignment and co-ordination of the various digital platforms. This will culminate in the rebuild of [www.hsrc.ac.za](http://www.hsrc.ac.za) which will be guided by the evaluation undertaken in 2020/21.

## 6.5 Product Development

All HSRC products should be vehicles through which to advance the organisation's strategic objectives as well as the communication objectives outlined above. Therefore all products including, amongst others, HSRC Review, posters, pamphlets, vests for fieldworkers, branded promotional items, the Annual Report, research reports, etc. must adhere to the Council's corporate identity manual which serves to create a uniform and consistent application of the brand assets like the logo.

## 6.6 Leveraging owned platforms

The communication space is becoming increasingly diversified to include digital and social media platforms. An efficient way of building both the profile of the HSRC in general and its media profile, is to leverage own platforms for reach, impact and influence. This includes using the HSRC's digital and social media platforms more strategically. This will require greater cohesion in the planning of events and with the communication unit so that the most effective intervention can be identified and implemented. This could, as an example, include the decision to live stream the release of a report rather than to merely put out a press release, host twitter and facebook chats to popularise the work of the Organisation.

## 6.7 Internal Communication

The internal communication function is also a strategic function of the Communications unit. The internal communication function carries the voice of the leadership to the staff with a view to sharing information and keeping people up to date on developments within the organisation. An enhanced internal communications programme will be implemented in 2021/22 based on the outcomes of the internal survey done in 2020/21.

## 6.8 Specific objectives and action plans:

Sub Theme	6 months	12-18 months	2-3 years
EXTERNAL COMMUNICATION			

<b>Content Development</b>	<p>Develop content profiling the HSRC's research outputs. This includes:</p> <ul style="list-style-type: none"> <li>• Media statements</li> <li>• HSRC Review</li> <li>• Content for digital platforms (website, social media copy)</li> <li>• Any other content as necessary</li> </ul> <p>Ensure all content archived appropriately</p>	<p>Develop content profiling the HSRC's research outputs. This includes:</p> <ul style="list-style-type: none"> <li>• Media statements</li> <li>• HSRC Review</li> <li>• Content for digital platforms (website, social media copy)</li> <li>• Any other content as necessary</li> </ul> <p>Ensure all content archived appropriately</p>	<p>Develop content profiling the HSRC's research outputs. This includes:</p> <ul style="list-style-type: none"> <li>• Media statements</li> <li>• HSRC Review</li> <li>• Content for digital platforms (website, social media copy)</li> <li>• Any other content as necessary</li> </ul> <p>Ensure all content archived appropriately</p>
<b>Audio visual content</b>	<p>Develop audio-visual content profiling the HSRC's research outputs and its human capital. This includes:</p> <ul style="list-style-type: none"> <li>• Photography</li> <li>• Videography</li> <li>• Graphic design products</li> </ul>	<p>Develop audio-visual content profiling the HSRC's research outputs and its human capital. This includes:</p> <ul style="list-style-type: none"> <li>• Photography</li> <li>• Videography</li> <li>• Graphic design products</li> </ul>	<p>Develop audio-visual content profiling the HSRC's research outputs and its human capital. This includes:</p> <ul style="list-style-type: none"> <li>• Photography</li> <li>• Videography</li> <li>• Graphic design products</li> </ul>

	Ensure all content archived appropriately	Ensure all content archived appropriately	Ensure all content archived appropriately
<b>Media engagement</b>	<p>Profile HSRC's research outputs using traditional media platforms (print, broadcast and electronic media)</p> <p>Profile HSRC's researchers / human capital using traditional media platforms (print, broadcast and electronic media)</p> <p>Work with service provider to monitor advertising value equivalent (AVE) of HSRC's media engagement</p>	<p>Profile HSRC's research outputs using traditional media platforms (print, broadcast and electronic media)</p> <p>Profile HSRC's researchers / human capital using traditional media platforms (print, broadcast and electronic media)</p> <p>Work with service provider to monitor advertising value equivalent (AVE) of HSRC's media engagement</p>	<p>Profile HSRC's research outputs using traditional media platforms (print, broadcast and electronic media)</p> <p>Profile HSRC's researchers / human capital using traditional media platforms (print, broadcast and electronic media)</p> <p>Work with service provider to monitor advertising value equivalent (AVE) of HSRC's media engagement</p>
<b>Digital platforms</b>	Use HSRC's digital platforms (website and social media – facebook, twitter, youtube) to drive audiences to Council's research outputs and other relevant information.	Use HSRC's digital platforms (website and social media – facebook, twitter, youtube) to drive audiences to Council's research outputs and other relevant information.	Use HSRC's digital platforms (website and social media – facebook, twitter, youtube) to drive audiences to Council's research outputs and other relevant information.

	<p>Update website timeously with products, such as:</p> <ul style="list-style-type: none"> <li>• Media statements</li> <li>• HSRC Review</li> <li>• Publications</li> <li>• Research outputs</li> <li>• Researcher profiles</li> </ul>	<p>Update website timeously with products, such as:</p> <ul style="list-style-type: none"> <li>• Media statements</li> <li>• HSRC Review</li> <li>• Publications</li> <li>• Research outputs</li> <li>• Researcher profiles</li> </ul>	<p>Update website timeously with products, such as:</p> <ul style="list-style-type: none"> <li>• Media statements</li> <li>• HSRC Review</li> <li>• Publications</li> <li>• Research outputs</li> <li>• Researcher profiles</li> </ul>
<b>Branding</b>	<p>Ensure brand alignment with the HSRC's corporate identity. This applies to all products including publications, audio visual content, banners, posters, promotional items and digital platforms</p>	<p>Ensure brand alignment with the HSRC's corporate identity. This applies to all products including publications, audio visual content, banners, posters, promotional items and digital platforms</p>	<p>Ensure brand alignment with the HSRC's corporate identity. This applies to all products including publications, audio visual content, banners, posters, promotional items and digital platforms</p>
<b>Seminars and other policy dialogues</b>	<p>Facilitate seminars and/or policy dialogues in collaboration with divisions and centres</p> <p>Use seminars and/or policy dialogues as</p>	<p>Facilitate seminars and/or policy dialogues in collaboration with divisions and centres</p> <p>Use seminars and/or policy dialogues as</p>	<p>Facilitate seminars and/or policy dialogues in collaboration with divisions and centres</p> <p>Use seminars and/or policy dialogues as</p>



	opportunities for content and product development (traditional, digital, audio-visual, etc)	opportunities for content and product development (traditional, digital, audio-visual, etc)	opportunities for content and product development (traditional, digital, audio-visual, etc)
<b>New products</b>	Develop new products to profile HSRC's research outputs eg. blogs, vlogs, podcasts, webinars	Develop new products to profile HSRC's research outputs eg. blogs, vlogs, podcasts, webinars	Develop new products to profile HSRC's research outputs eg. blogs, vlogs, podcasts, webinars
<b>INTERNAL COMMUNICATION</b>			
<b>Digital/electronic content</b>	Develop products for internal consumption profiling the HSRC's work. This includes the Friday Bulletin	Develop products for internal consumption profiling the HSRC's work. This includes the Friday Bulletin	Develop products for internal consumption profiling the HSRC's work. This includes the Friday Bulletin
<b>Information services</b>	Support the HSRC to ensure that all necessary information is shared timeously with the Council	Support the HSRC to ensure that all necessary information is shared timeously with the Council	Support the HSRC to ensure that all necessary information is shared timeously with the Council

## 7. Strategic Partnerships

The role of the Strategic Partnerships Unit (SPU) is to facilitate and support partnerships within the HSRC that are in alignment with the mandate and research priorities of the institution and focused on increasing the impact, visibility and relevance of the HSRC's research. The goal of the SPU is to:

1. Facilitate, enable and coordinate strategic partnerships to enhance the impact of the HSRC's research
2. Ensure that the HSRC employs a strategic and value-driven approach to strategic partnerships

3. Identify new strategic relationships for the HSRC, and nurture existing relationships, through catalyzing engagement with national, regional and international actors
4. Support strategic partnership, collaboration and networking by working with researchers from HSRC research divisions, centres and units
5. Build the HSRC's capacity to partner through documenting good partnership practice and sharing learning across the HSRC and in partnering forums.
6. Align with Communication and Research Use Strategies to maximize meaningful engagements about research use and its impact
7. Support meaningful engagement with civil society and local communities.

### 7.1 Specific Objectives and Action Plans

The partnership activities and engagements over the next three years will be underpinned by the finalization and sign off of the Strategic Partnership Strategy. This will serve as the roadmap to how the institution responds and implements its partnerships plan. It will be supported by an Implementation plan which outlines the role of the divisions and centres as well as who in the HSRC is responsible for engaging and managing partners and their respective roles in supporting the strategy. The implementation plan will ensure that the strategy is embedded throughout the institution and in the divisions and centers whilst still coordinated centrally within the Impact Centre through the Strategic Partnership Unit. Representatives of the divisions and centres will serve on a strategic partnerships committee with the SPU to ensure implementation over the next 2-3 years to:

- Build and nurture engagements and relationships with relevant funders.
- Convene – bring together critical partners around a particular topic or area to catalyze new ideas and possible proposals to strengthen our research; bring together like-minded partners where a new research agenda could be developed.
- Increase research uptake – work with key stakeholders from the conceptualization of proposals, through research implementation to dissemination.
- Network and create opportunities to engage with key strategic partners in the social sciences and humanities

## 7.2 Projected key milestones

Sub Theme	6-12 months	12-18 months	2-3 years
<b>MOUs</b>			
<b>Review, advise and initiate MOUs with key partners</b>	<p>Utilise MOUs signed to identify key institutions to do the mapping exercise of institutions most relevant to the HSRC.</p> <p>Set up meetings with divisions and centres to explore support needed for the selected MOU partners and explore new potential partners</p> <p>Draw research synergies and approaches to develop means of engaging these partners.</p>	<p>Initiate/Maintain MOU's with:</p> <ul style="list-style-type: none"> <li>• 2 HDI's University of Limpopo Sol Plaatje University</li> <li>• Government departments Department of Arts and Culture Department of Social Development</li> <li>• Funders and Donors – to be identified</li> <li>• 2 Civil society organisations – to be identified in line with the Science for Society Unit</li> </ul>	<p>Consolidate and Increase our relationship with international and regional stakeholders</p> <p>Identify and agree on institutions and departments to prioritize Develop an activity / implementation plan for collaborative projects/events and engagements to build and establish meaningful partnerships with the agreed ones</p> <p>Increase collaboration with international partners.</p> <p>Audit of MOUs and relevance to HSRC priorities and action.</p> <p>Review current MOU system and make recommendations.</p>

	<p>Facilitate and support implementation partnership meetings</p> <p>Strengthen relationships with existing partners</p>	<p>Hold initiating meetings to explore collaboration</p> <p>Support two Community Engagement activities</p> <p>Support a policy engagement activity</p> <p>eThekweni Municipality Eastern Cape Consortium-DVC's. USAF ASSAF NRF</p>	
<b>Increase HSRC visibility</b>			
<b>Identify events where HSRC can be profiled and our research disseminated</b>	<p>Identify 1 Strategic Event: Information sharing session on community engagement</p> <p>SARIMA DSI SFSA</p>	<p>Identify 2 Strategic Events: Information sharing session on community engagement.</p> <p>SARIMA DSI SFSA</p>	<p>Identify 3 Strategic Events: Information sharing session on community engagement.</p> <p>SARIMA DSI SFSA</p>

	Host exhibition together with Communications and Publications to maximise our impact and visibility.	Host exhibition together with Communications and Publications to maximise our impact and visibility.	Host exhibition together with Communications and Publications to maximise our impact and visibility.
<b>Strategic national, regional and international partnerships</b>			
<b>Strengthen partnership through applying a strategic approach</b>	<p>Finalise the strategic partnerships strategy.</p> <p>Conduct a mapping exercise</p> <p>Agree on partners of relevance and importance</p>	<p>Ratify the Strategic Partnership Strategy</p> <p>Develop an implementation plan for strategic partnerships.</p> <p>Set up a Strategic Partnership Committee</p> <p>Finalise and roll out the survey to partners</p> <p>Set up initial meetings with selected strategic partners</p>	<p>Strengthen the selected partnership through setting up a steering committee for each partner.</p> <p>Develop partner specific promotional materials together with Communications.</p> <p>Identifying priority areas</p>

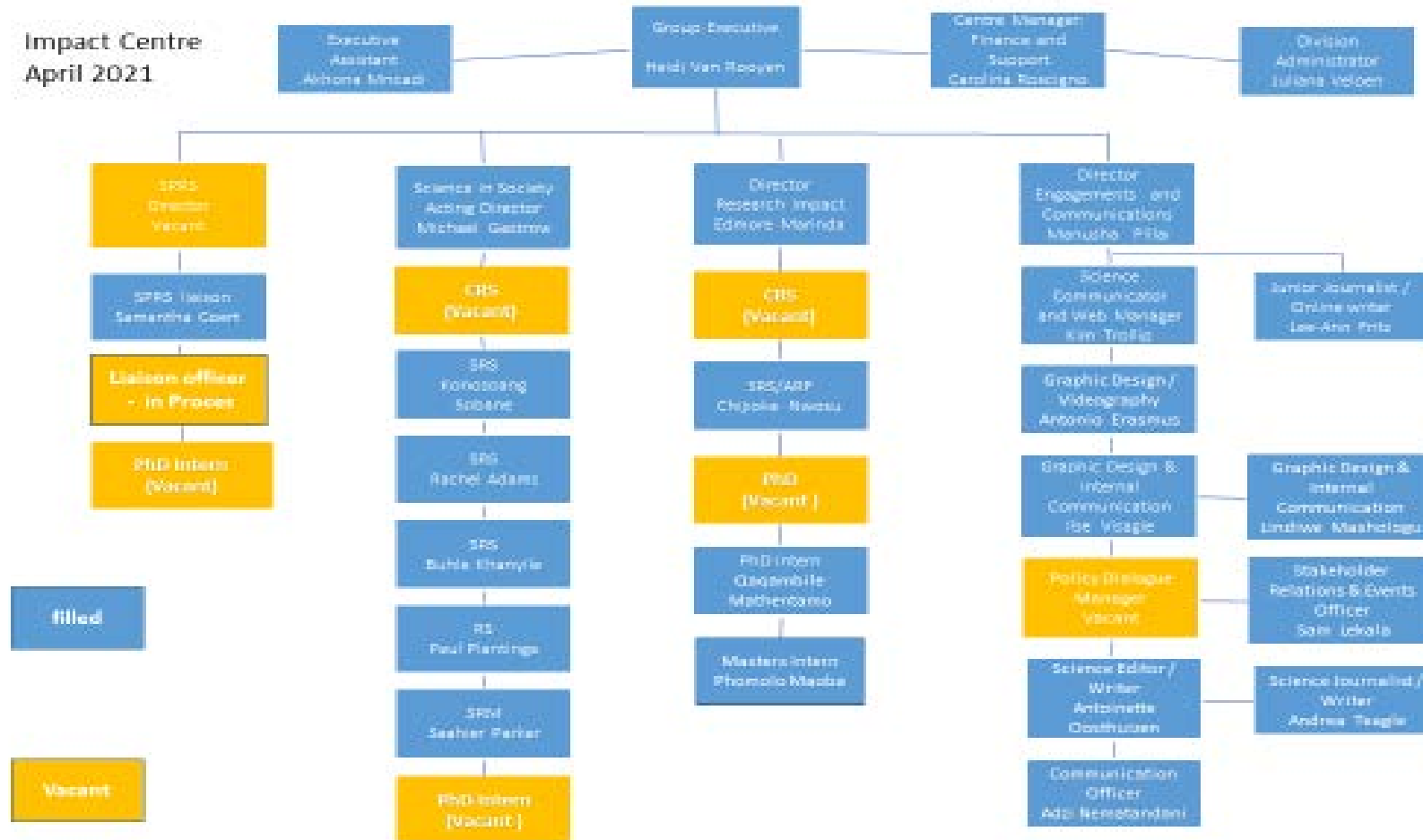
		Develop collaborative activities with partners, HSRC Divisions, and Centres.	
<b>Stakeholder management</b>			
<b>Establish a database for stakeholder management</b>	<p>Ensure updated databases for all units in the Impact Centre</p> <p>Finalise and agree on the partnership survey</p> <p>Send out the survey and consolidate responses</p> <p>Update the information accordingly</p> <p>Ensure this is inputted in the software purchased</p> <p>Develop a list of missing key stakeholders to be surveyed for inclusion on the database.</p>	<p>Update database</p> <p>Develop a communication and dissemination strategy for the respective partnership segments on the database</p> <p>Identify strategic activities to support the partnerships.</p> <p>Agree and prepare promotional and communicate for partners</p>	<p>Develop a list of missing key stakeholders and update database accordingly</p> <p>Produce, high quality HSRC Highlights that identifies and profiles flagship research activities that will help to fulfil the Impact Centre's vision and that of the HSRC. (Together with Communications, Science for Society, Impact Units, Divisions and Centres.)</p> <p>Disseminate, E-Newsletters the Partnership in Action internally and Research Highlights externally.</p>
<b>Stakeholder Events</b>	Identify two strategic events with the main purpose of	Identify the potential partners	Host four events

	highlighting; Who we are HSRC history Institutional capabilities and Relevance. National International Community	Facilitate meetings Agree on activity and all logistical and admin details Host the event	Measure the impact of the events and make recommendations of one or two to take forward as flagship events to take forward and to host on an annual basis
--	---	--	---

## 8. Challenges and needs for the coming financial year

- A key challenge in 2021/2 is staffing. At the end of 2020, we lose key, senior staff with established institutional knowledge and experience. Something is always lost when this happens. These key posts must be replaced if we are to maintain our momentum in moving the Centre forward.
- In both the Science and Society teams, which have a dual research and support role, a balancing act between attaining externally funded research projects and fulfilling various internal MOUs that draw on our disciplinary skills and expertise must be maintained. As the research work comes in, we must address the capacity constraints in these units and the need to grow our complement of research staff so that we can strengthen this part of our work. For example, the skills of the small impact assessment team (two senior researcher, one short term researcher, a PhD intern and an MA intern) is constantly being drawn on by the numerous large surveys being conducted in the organisation. Additional staff support must be provided if we are to deliver on the research mandate for the Impact Centre.
- A balance must also be maintained between research that supports our individual research interests and research for impact. The balance must be tilted in the latter direction.

## 9. Impact Centre Organogram





## Delivery on selected key performance indicators

### Output indicators

	Cumulative Year-to-date
	Annual
	Non-cumulative

Outcome	Output	Output Indicator	Annual target 2021/22		Quarterly targets 2021/22			
					IC			
			HSRC	IC	Q1	Q2	Q3	Q4
<b>1 National, regional and global leadership in the production and use of targeted knowledge to support the eradication of poverty, the reduction of inequalities and the promotion of employment</b>	1.1 High-impact publications and knowledge products	1.1 The number of peer-reviewed journal articles published per HSRC researcher	<b>1</b>	<b>1</b>	0,1	0,3	0,5	1
	1.2 High-impact publications and knowledge products	1.2 The number of peer-reviewed journal articles published with at least one non-HSRC co-author from an African country other than South Africa	<b>12</b>	<b>1</b>	0	0	0	1
	1.3 High-impact publications and knowledge products	1.3 The number of scholarly books published by HSRC researchers	<b>8</b>	<b>1</b>	0	0	0	1

Outcome	Output	Output Indicator	Annual target 2021/22		Quarterly targets 2021/22			
					IC			
			HSRC	IC	Q1	Q2	Q3	Q4
	1.4 High-impact publications and knowledge products	1.4 The number of scholarly book chapters published by HSRC researchers	47	3	0	1	2	3
	1.5 High-impact publications and knowledge products	1.5 The number of HSRC research articles that achieved a citation count of at least 10 within five years of initial publication	160	0	0	0	0	0
	1.6 High-quality research	1.6 The number of curated datasets downloaded for secondary use	546	0	0	0	0	0
	1.7 Use mechanisms	1.7 The number of events dealing with the eradication of poverty, reduction of inequalities and/or promotion of employment convened by the HSRC	2	0	0	0	0	0

Outcome	Output	Output Indicator	Annual target 2021/22	Quarterly targets 2021/22				
				IC				
			HSRC	IC	Q1	Q2	Q3	Q4
<b>2</b> <b>A consolidated relationship of trust and influence with government to help guide and inform policy</b>	2.1 High-impact publications and knowledge products	2.1 The number of policy briefs and/or evidence reviews completed and published	<b>9</b>	Coordinating role				
	2.2 Use mechanisms	2.2 The number of structured research engagements with government, policy makers and implementers	<b>6</b>	Coordinating role				
<b>3</b> <b>Recognition as a trusted and engaged research partner within scientific communities and civil society</b>	3.1 Use mechanisms	3.1 The number of research-related engagements with communities and civil society forums	<b>6</b>	Coordinating role				
	3.2 Use mechanisms: Partnerships	3.2 The number of solution-orientated communities of practice created or supported with active involvement of HSRC researchers	<b>1</b>	<b>1</b>	0	1	1	1
	3.3 High-quality research use mechanisms	3.3 The number of community innovations	<b>1</b>	<b>0</b>	0	0	0	0

Outcome	Output	Output Indicator	Annual target 2021/22		Quarterly targets 2021/22			
					IC			
			HSRC	IC	Q1	Q2	Q3	Q4
		supported or enabled by HSRC research						
	3.4 Partnerships	3.4 The number of collaborative research projects with universities (including Historically Disadvantaged Institutions (HDIs) and science councils in South Africa	4	Oversight role				
	3.5 Trained researchers: Skills	3.5 The number of incoming international exchange visits or fellowships active during the period under review	4	0	0	0	0	0
4 Transformed research capabilities	4.1 Trained researchers: Skills	4.1 The percentage of senior researchers (SRS/SRM+) who are black	48%	48%	48%	48%	48%	48%
	4.2 Trained researchers: Skills	4.2 The percentage of senior researchers (SRS/SRM+) who are female	37%	37%	37%	37%	37%	37%

Outcome	Output	Output Indicator	Annual target 2021/22		Quarterly targets 2021/22			
					IC			
			HSRC	IC	Q1	Q2	Q3	Q4
	4.3 Trained researchers: Skills	4.3 The percentage of researchers (excluding trainees) with PhDs	76%	76%	76%	76%	76%	76%
	4.4 Trained researchers: Skills	4.4 The number of PhD trainees	27	1	1	1	1	1
	4.5 Trained researchers: Skills	4.5 The number of conferences or training academies for emerging scholars	2	0	0	0	0	0
5 Sustainable income streams	5.1 Partnerships	5.1 The percentage of total income that is extra-parliamentary	45%	45%	45%	45%	45%	45%
	5.2 Partnerships	5.2 The number of internationally-funded collaborative projects involving multi-year grants of R5 million or more	3	0	0	0	0	0