

2020

National Research Foundation Strategy



science & technology

Department:
Science and Technology
REPUBLIC OF SOUTH AFRICA




National
Research
Foundation





Official sign-off


In accordance with National Treasury Regulations Chapter 5, Section 30, a Schedule 3A entity must table a new or revised strategic plan annually. The revision of NRF Strategy 2020 was developed by the management of the National Research Foundation (NRF) under the guidance of the NRF Board and the Department of Science and Technology (DST). The strategy takes into account all the relevant policies, legislation and other mandates for which the NRF is responsible. It accurately reflects the strategic outcome-oriented goals and objectives which the NRF will endeavour to achieve over the period 1 April 2015 to March 2020. It is hereby certified that this revision to the NRF Strategy 2020 was approved by Parliament in March 2016.

Signature:  _____
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NRF Board Chairman
[Accounting Authority of the NRF]



***NRF Strategy 2020** will enable the organisation to intensify and strengthen African and global networks to position South Africa in the international arena in order to drive the knowledge economy.*

The NRF is strategically positioned to ensure the deployment of additional resources that may accrue from the government's intended investment target of GERD increasing to 1.5% of GDP.

A new strategy for a globally relevant organisation

In identifying a five-year strategy that complements the NRF Act and supports the execution of the NRF mandate, the organisation took stock of past performance and the realisation of its previous strategy, **NRF Vision 2015**.

In the new **NRF Strategy 2020**, the organisation places renewed emphasis on the agency function of the NRF and its role as a policy implementer within the National System of Innovation (NSI). Playing a critical integration role across the National Science System, the NRF – as an agency of government – has the ability to catalyse societally beneficial research and development in support of knowledge generation, human capacity development and innovation.

Through NRF Strategy 2020 the organisation will:

- Continue to stimulate transformation across the sector through the use of targeted funding instruments.
- Continue to support excellence with relevance, i.e. the organisation will support knowledge generation that continues to have a positive impact on the quality of life of the people of the Republic.
- Leverage off the NRF brand to accelerate engagement between countries on the African continent and globally, by funding human capacity development and knowledge generation for the benefit of Africa and the world.
- Ensure that the organisation continues to practice the highest standards of corporate governance, fiscal management and compliance, whilst ensuring business efficacy.

The core intent will remain an unwavering commitment to the transformation of the research landscape and a focus on excellence, thereby ensuring global relevance.



NRF Strategy

NRF Strategy 2020 is built on the organisation's values and in recognition of the NRF's unwavering commitment to transformation, excellence, service culture and sustainability.

The NRF strategic outcomes have been created to embody the legislative mandate of the organisation, which ultimately contributes to the priorities set out in the Medium Term Strategic Framework (MTSF), which is National Government's strategic plan for 2014 to 2019 in line with the National Development Plan 2030. Ultimately, an efficiently executed strategy needs to remain flexible in order to accommodate systemic

changes that will culminate in the achievement of the strategic outcomes at the end of the five-year cycle.

The strategic objectives and their related implementation plans were selected to support the achievement of the strategic outcomes. The organisation approaches the implementation of **NRF Strategy 2020** as an evolutionary process and will continue to develop customised instruments to address new challenges. In doing so, the NRF will engage within and beyond government-funded programmes and include the private sector in its endeavours to address the planned initiatives as set out below.



NRF Strategy 2020

In the NRF Strategy 2020, the organisation places renewed emphasis on its agency function and its role in influencing and implementing policy within the National System of Innovation (NSI). The NRF plays an integration role across the science and technology system and has the ability to catalyse focused societally beneficial research and development in support of knowledge generation, human capacity development and innovation.

1 MANDATE



To promote and support research through funding, human resource development and the provision of the necessary facilities in order to facilitate the creation of knowledge, innovation and development in all fields of science and technology, including indigenous knowledge and thereby strengthen the relationship between science and society to contribute to the improvement of the quality of life of all the people of the Republic.

2 VALUES



The NRF Strategy is underpinned by an enabling and complementary system of values.

The NRF Vision is achieved through the organisation's unwavering commitment to these **four tenets** which form the basis for the strategy implementation plan as guiding principles.

Respect



Ethics



Integrity



Excellence

Service Culture

Transformation

Sustainability

Passion for excellence



World-class service



People-centred



Accountability



3 VISION



Catalysing **knowledge production** for societal benefit

4 MISSION



To contribute to the knowledge economy in South Africa by attaining at least 1% of the global research and development (R&D) output by 2020.

5 VALUE PROPOSITION



Enables research and HCD



Initiates strategies and policies



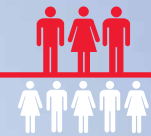
Facilitates research collaboration and science in society



Performs research through platform provisioning and the national research facilities

Our value proposition is premised on the fact that we have a dual role in the NSI:

- As an agency of government, the NRF provides a role as a policy implementer and funder; and
- As a research performer, the NRF provides cutting-edge research platforms staffed by world-class researchers.



6 Strategy 2020

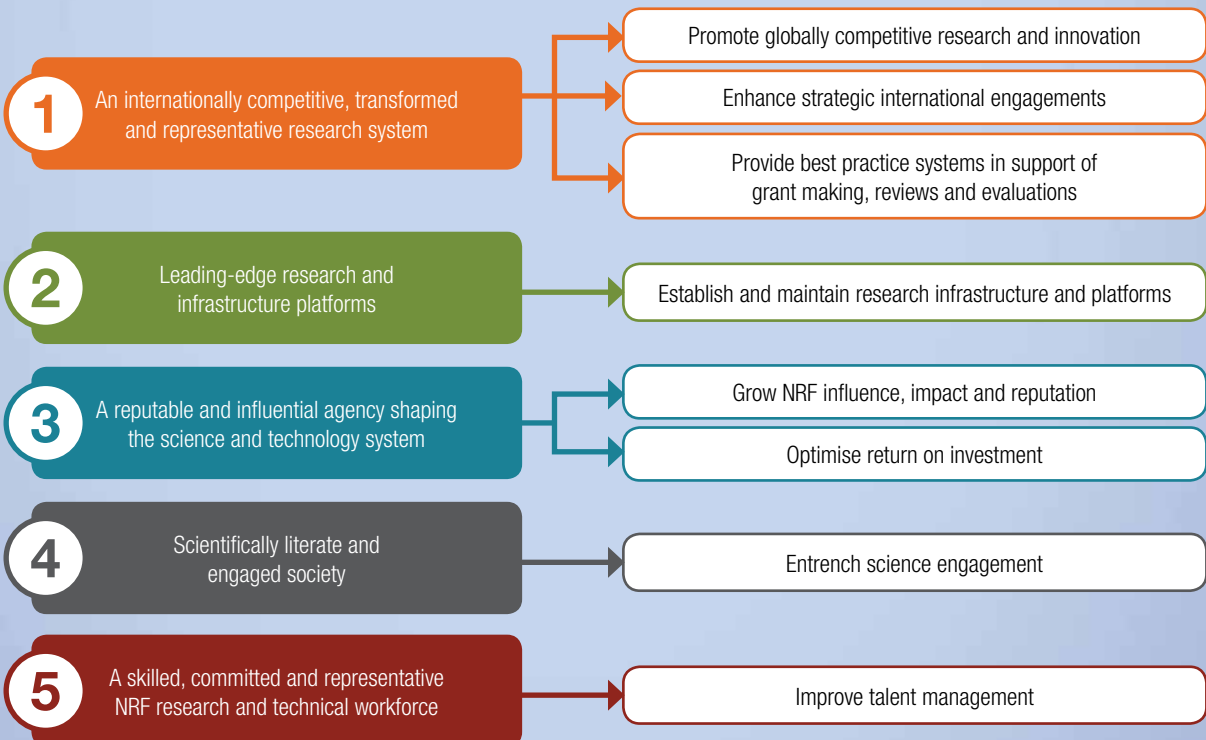


The suite of **five strategic outcomes** is a five-year expression of the NRF Vision. In implementing its strategy, the NRF has aligned its strategic outcomes to **eight strategic objectives**. The strategic objectives will be executed by the NRF business units through clearly articulated implementation plans that will ensure delivery.

STRATEGIC OUTCOMES

STRATEGIC OBJECTIVES

A vibrant and globally connected national system of innovation



The NRF has taken an integrated approach to strategy implementation by setting clear objectives for each of the five diverse yet interconnected programmes. The implementation has been supported by structural and systemic realignment and renewal.

The NRF recognises that the strategic outcomes reflect a mix of organisational and system-level outcomes. It is imperative that the organisation, as an agency and policy implementer, attempts to orchestrate system-level shifts that are measurable.

Programme 1: Corporate



Finance and Business Systems



Human Resources and Legal Services



Corporate Relations

The NRF Corporate Programme is a cross-cutting support function that is responsible for the provision of enabling systems, activities and structures. The programme has three sub-programmes:

3 STRATEGIC OUTCOME:
A reputable and influential agency shaping the science and technology system

The NRF is mandated to fulfil a dual role within the NSI. Primarily, the organisation fulfils an agency role by interpreting, influencing and implementing national strategy and policy, and by supporting and promoting research through its grant-making and science engagement activities. In line with this, the NRF aims to support strategy development through the provision of system intelligence to the DST and other strategic stakeholders via its mature and integrated business intelligence channels.

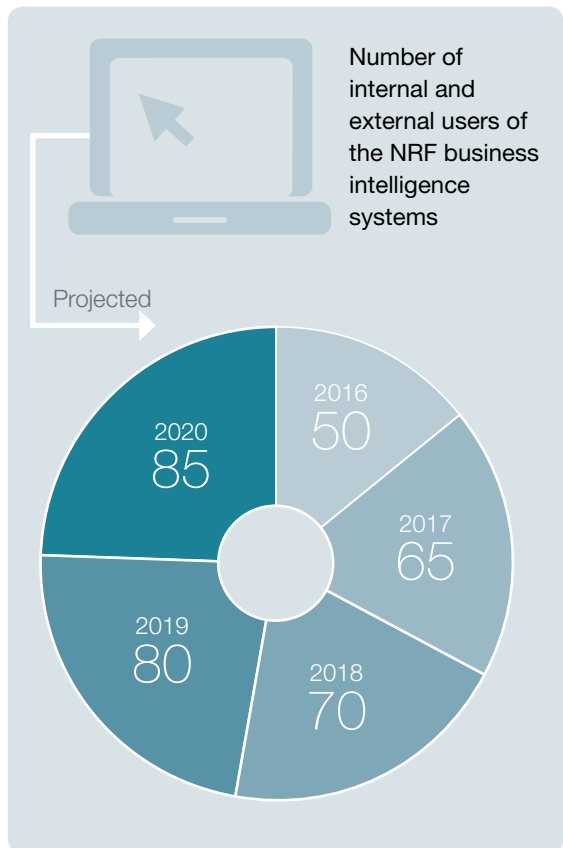
The organisation will continue to build the NRF brand by contributing to systemic benefits and impacts through the support of research and capacity development, evidence-based policy-making and the delivery of high-level market-attractive entrepreneurial expertise. As a research performer, the organisation will continue to provide domain-specific, cutting-edge national research facilities charged with creating globally competitive research competence for South Africa and Africa.

Through the organisation's reputation for excellence, further opportunities exist to build partnerships in the public and private sectors, locally and globally.



STRATEGIC OBJECTIVE 5:
Grow NRF influence, impact and reputation

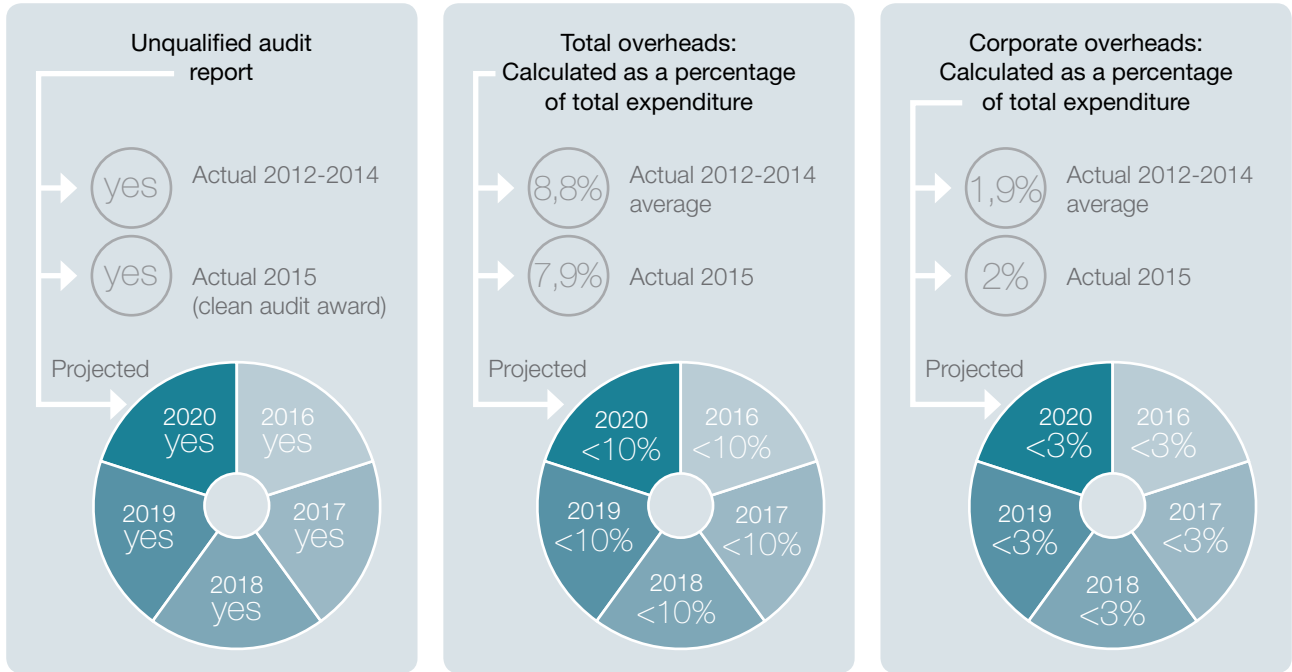
Strategy indicator



As a public entity, the NRF has a responsibility to the citizens of the country to manage the business in a compliant, efficient and transparent manner. The NRF recognises that its governance environment is a strategic asset and will continue to focus on strengthening the system of governance across the organisation while imparting the values of good governance to staff and stakeholders.

STRATEGIC OBJECTIVE 6: Optimise return on investment

Strategy indicators

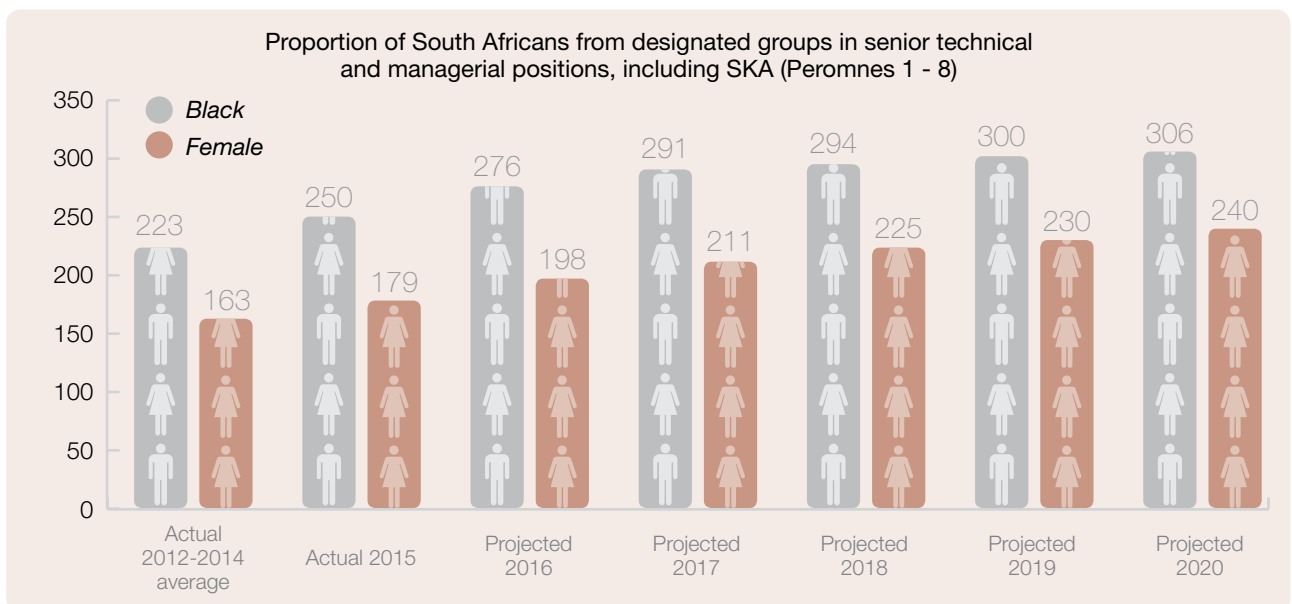


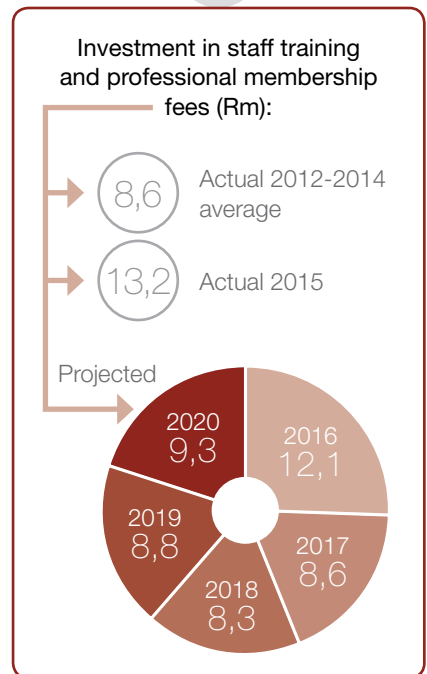
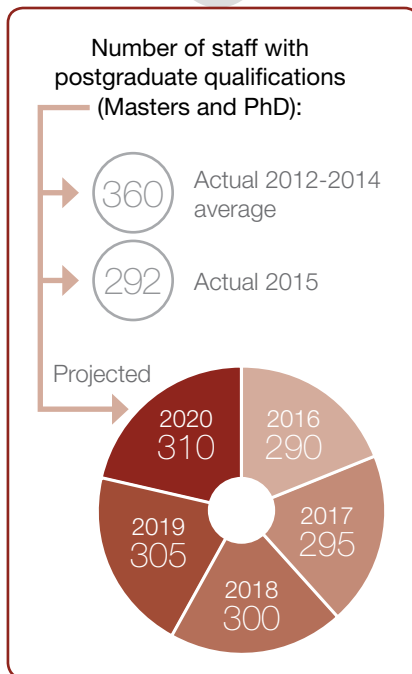
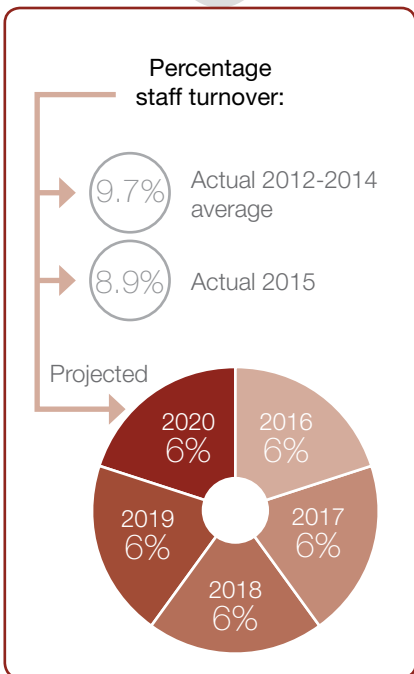
5 STRATEGIC OUTCOME: A skilled, committed and representative NRF research and technical workforce

Over the five years, the NRF will provide opportunities for a transformed staff complement to continue to develop and improve their skills levels. In line with MTSF priorities 4 and 5, the NRF ensures it attracts, retains, develops and trains the right number, equity and quality of staff. The organisation moreover takes cognisance of the unique complexities of the business and provides customised training and development solutions that complement business needs in order to ensure that the business is appropriately capacitated.

Strategy indicator

STRATEGIC OBJECTIVE 8: Improve NRF talent management





Programme 2: Science Engagement



Programme 2 has an externally focused mandate that transcends the NRF stakeholder community. The new Strategic Framework for Science Engagement positions the NRF to extend the reach nationally, which will allow science engagement to play a pivotal role in the national landscape.

4 STRATEGIC OUTCOME: Scientifically literate and engaged society

Over the next five years, the NRF will work towards the sustainable implementation and resourcing of the new Science Engagement Framework. At the core of the framework are four strategic aims, each with several proposed or existing interventions or initiatives. The strategic aims have been defined as follows:

- To popularise science, engineering, technology and innovation as attractive, relevant and accessible in order to enhance scientific literacy and awaken interest in relevant careers through science education support, science literacy for the public and career support;
- To develop a critical public that actively engages and participates in the national discourse of science and technology to the benefit of society. This will be achieved through citizen-centred dialogues; public engagement in research; and the use of the media as a form of dialogue between science and society.
- To promote science communication that will enhance science engagement in South Africa through science communications media, and science communication as a professional field.
- To profile South African science and science achievements domestically and internationally, demonstrating their contribution to national development and global science, thereby enhancing the public standing of South African science.

It is important that the successes of the South African science and innovation system be effectively communicated and profiled to demonstrate how the country's science system has advanced and contributed to national development. It is envisaged that the South African Agency for Science and Technology Advancement (SAASTA) will give effect to a national coordinating role with respect to the DST Science Engagement Framework.

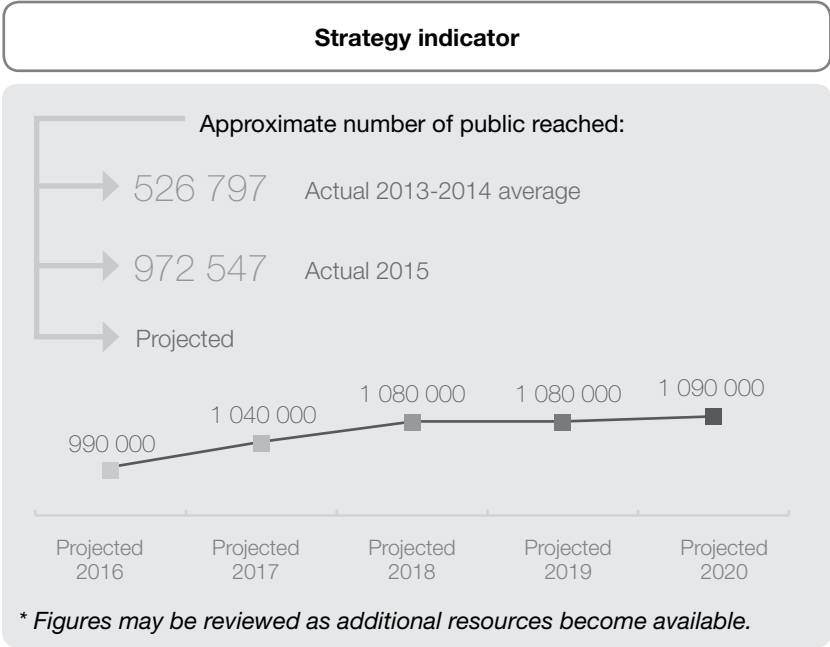
STRATEGIC OBJECTIVE 7: Entrench science engagement



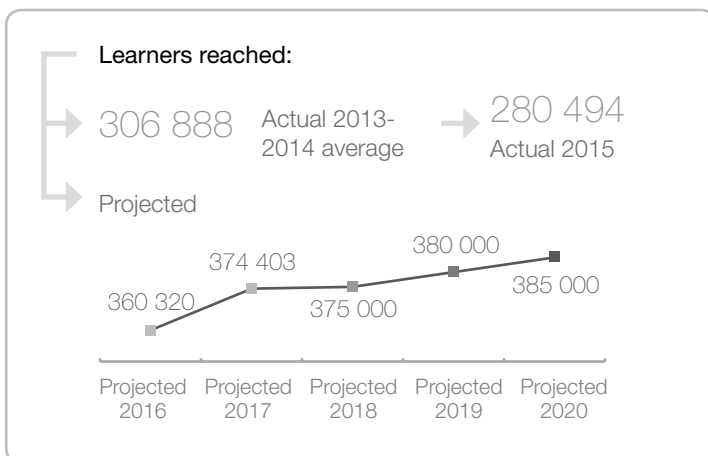
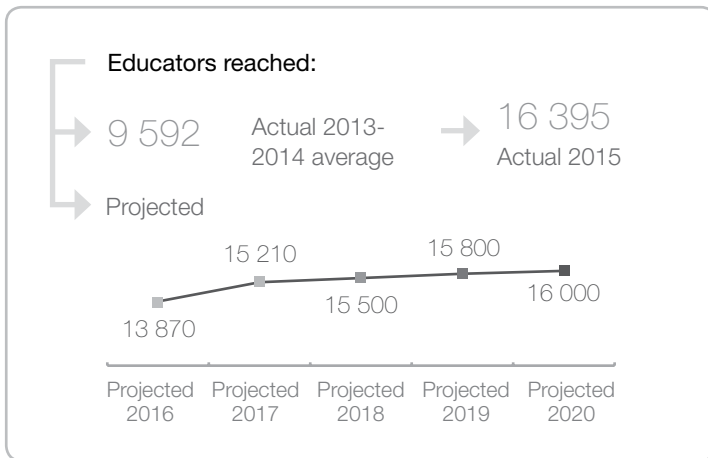


STRATEGIC OBJECTIVE 7: Entrench science engagement

Interactions with the public (learners, educators and general public) focusing on science awareness activities (SAASTA):



Interactions focusing on educator development and learner performance in Mathematics, Technology and Science:



Programme 3: Research and Innovation Support and Advancement (RISA)

As the grant-making programme within the NRF, RISA translates the science and technology strategies and policies of government into initiatives that support research, researchers and the provision of world-class research infrastructure. The key function of RISA is to ensure that the country has appropriate qualified human resources and the necessary high-level infrastructure to produce knowledge that is globally competitive and can transform the socio-economic landscape of South Africa. Ultimately, RISA contributes to the creation of a vibrant NSI that is sustainable and globally relevant.

2 STRATEGIC OUTCOME: Leading-edge research and infrastructure platforms

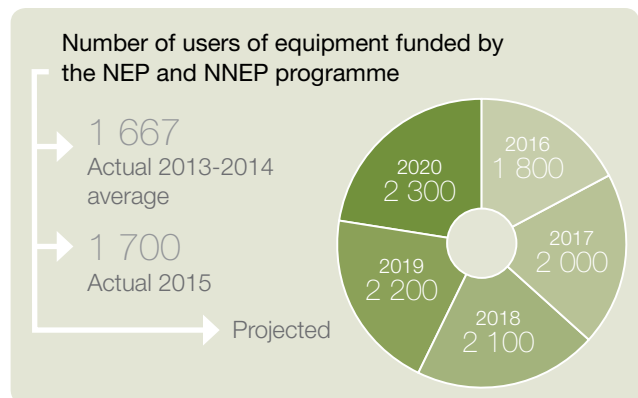
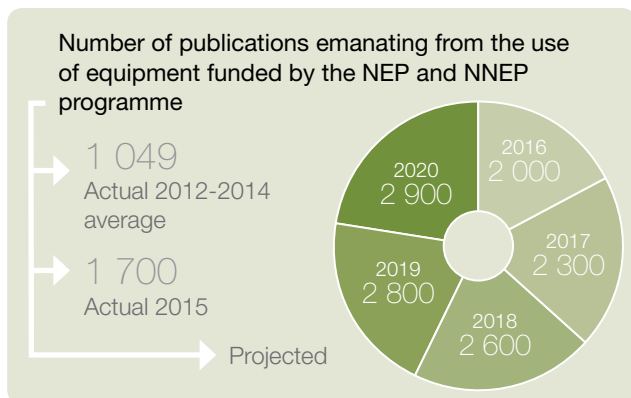
Access to cutting-edge research platforms is a critical component of globally competitive research outputs. In order to provide researchers with access to cutting-edge infrastructure within the economic constraints of the country, the NRF will continue to broker local and international agreements to leverage off existing and new high-end infrastructure. In addition, the NRF will ensure inter-institutional collaboration. Over the next five years the NRF will pay specific attention to the life cycle planning and maintenance of existing and new research platforms.

The NRF will contribute to relevant aspects of the infrastructure roadmap in support of the DST objectives.



STRATEGIC OBJECTIVE 4: Establish and maintain research infrastructure and platforms

Strategy indicators

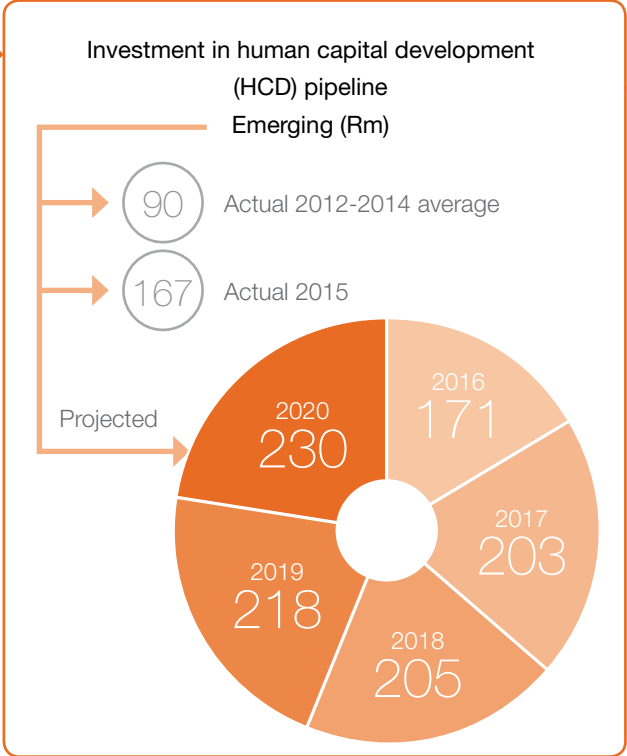
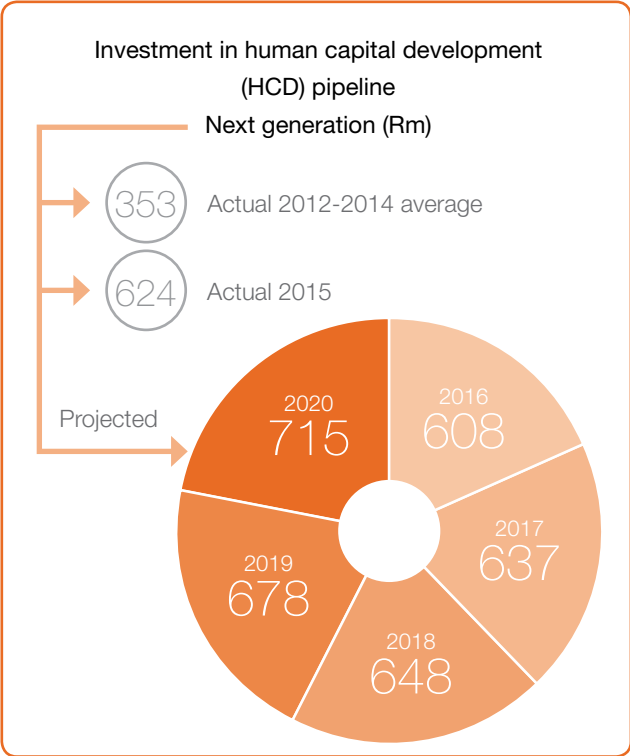
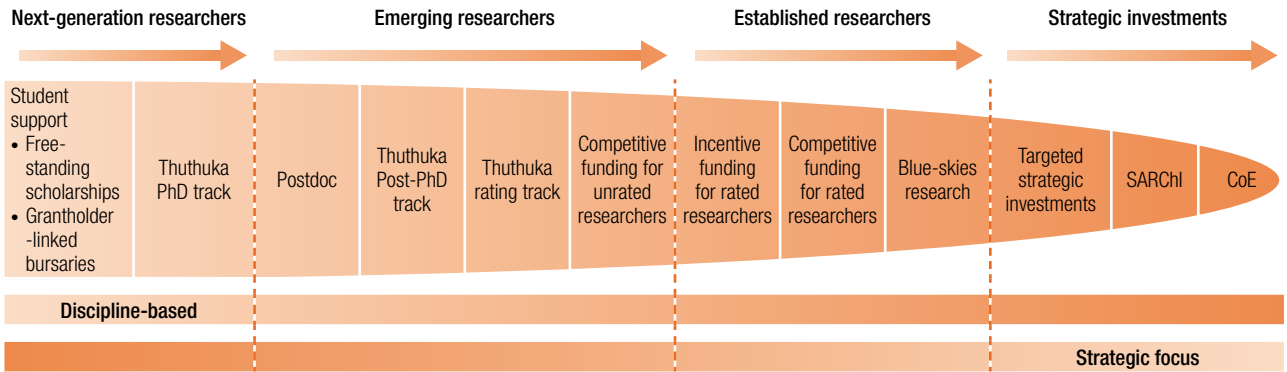


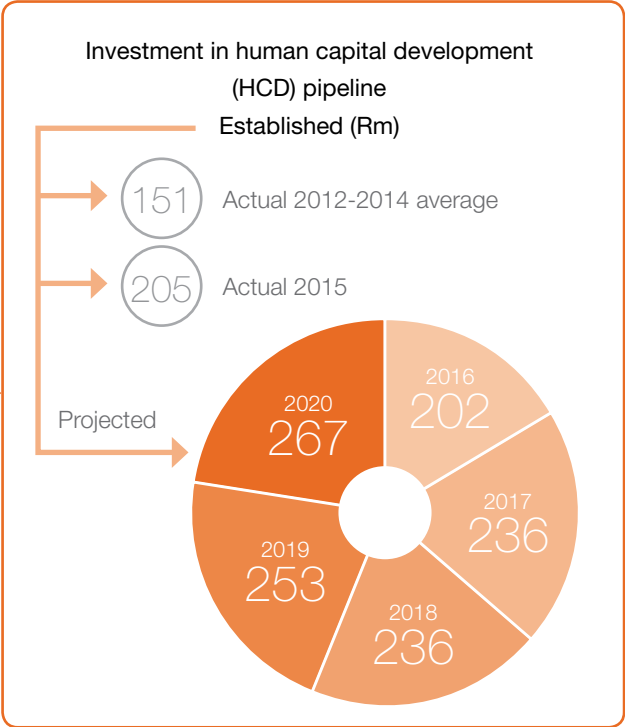
1 STRATEGIC OUTCOME:
An internationally competitive, transformed and representative research system

STRATEGIC OBJECTIVE 1: Promote globally competitive research and innovation



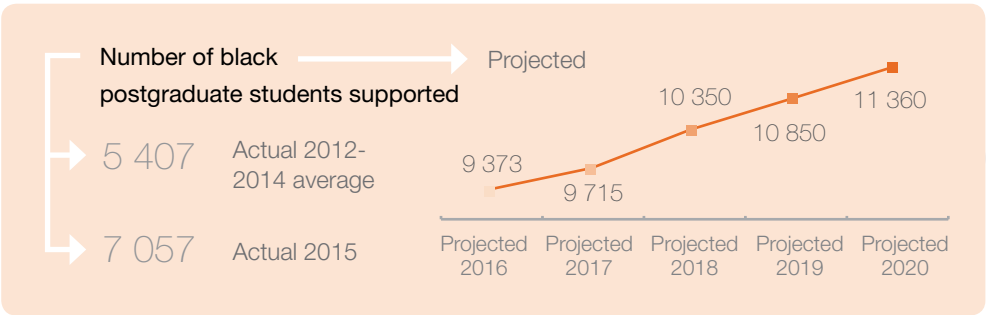
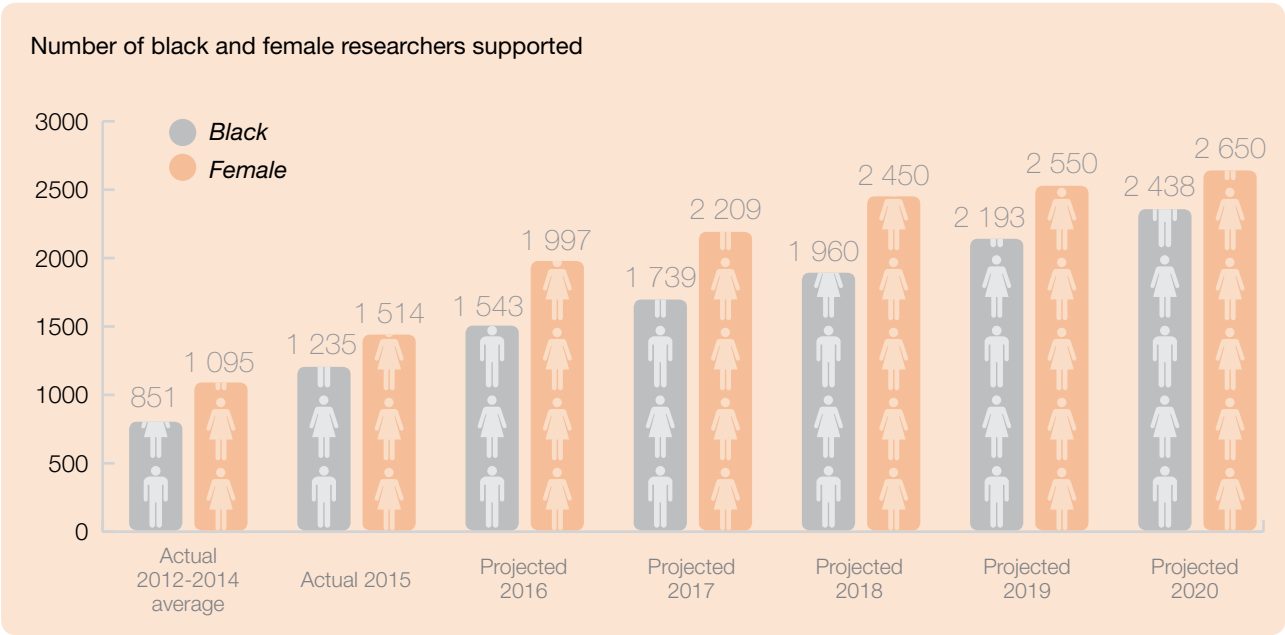
In promoting globally competitive research and innovation, the NRF adopts the Human Capacity Development Excellence Pipeline. The success of the pipeline is entrenched in the targeted investment strategies for researchers – from undergraduate to established levels in the system – by providing support and stimulating competitiveness while pursuing excellence throughout research careers. The pipeline considers the systemic need for supervisory capacity, which is the determining factor in the productivity of a system. The pipeline includes support of established researchers as well as strategic investments such as the South African Research Chairs Initiative (SARChI), where the objective is to attract and retain leading supervisory capacity. The pipeline further addresses the need for innovative infrastructure to support globally competitive research outputs. Through strategic investment in, among others, SARChI and the Centres of Excellence (CoEs), the NRF is able to support multidisciplinary research that contributes to the exploration of innovative solutions to nationally and globally relevant issues. The various instruments encompassed in the Human Capacity Development Excellence Pipeline ensure that the NRF, through the national research facilities, and specifically RISA, meets its mandate.





Over the next five years to 2020, strategic investments will grow by an additional R3.6 bn. SARCHI will receive R2.2 bn and CoEs R794 mil.

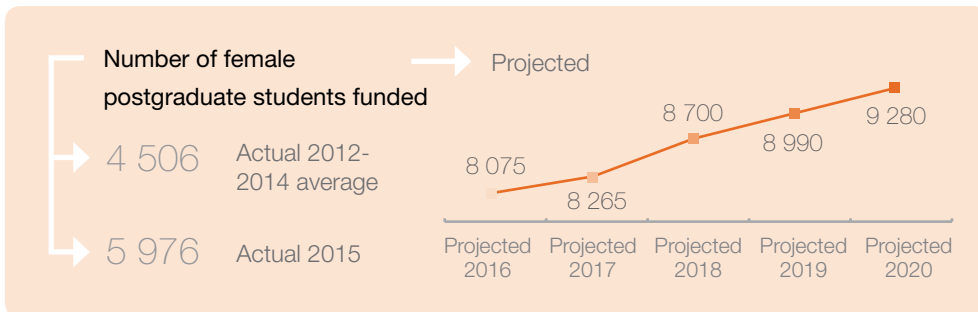
Strategy indicators



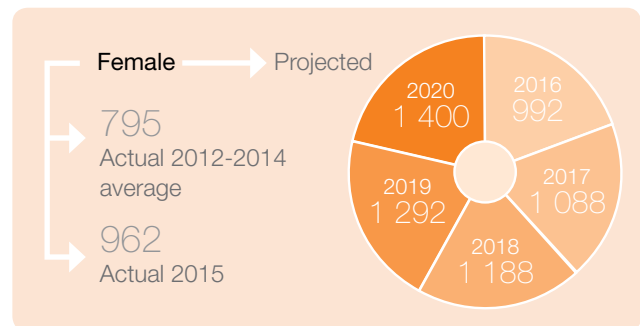
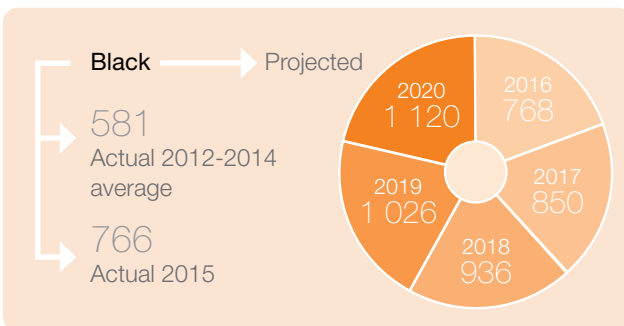
STRATEGIC OBJECTIVE 1: Promote globally competitive research and innovation (continued)



Strategy indicators



Number of NRF-rated researchers from designated groups



As part of the strategy implementation, the NRF will lobby with local and international private and public sector partners to increase the investment in research, innovation and human capacity development through the creation of focused funding instruments. These instruments will be utilised to address transformation as a central theme and drive knowledge generation in critical areas of national and global priority. The organisation acts within the context of the NRF Act, which dictates that the actions of the organisation result in societal benefits. The objective of the NRF funding strategy is ultimately to maintain a balanced investment portfolio. To this end, the organisation invests in broad disciplinary categories. Over the next five years, the organisation will continue to pursue resources to increase investment in strategic knowledge areas aligned to the National Development Plan (NDP 2030), the National Research Development Plan (NRDP) and the Ten Year Innovation Plan (TYIP). The NRF responds to these through a coordinated investment strategy in priority areas.

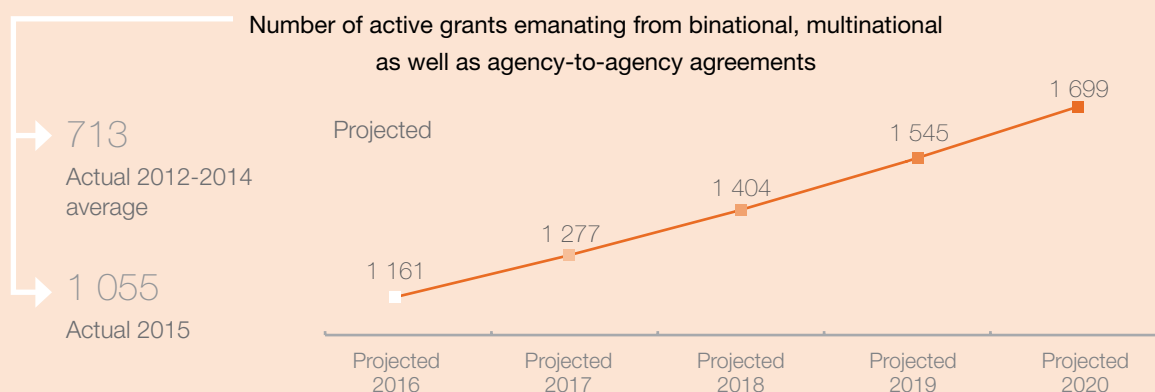
STRATEGIC OBJECTIVE 2: Enhance strategic international engagements

The NRF's robust and internationally recognised funding systems position it as a leading funding agency. The NRF uses this strategic advantage to accelerate engagements between countries to leverage tangible and intangible investment in the South African and African development agenda. In this way, the NRF will continue to participate in and promote the global knowledge economy in order to contribute to sustainable socio-economic growth on the African continent.

	Bursaries and Grants (R'000)	SARChI (R'000)	CoEs (R'000)	National Research Facilities (R'000)	
GRAND CHALLENGES	BIO-ECONOMY				
	2012 - 2015	17,695	2,844	143,997	1,295
	2016 (Current Estimate)	9,000	1,562	40,785	
	2017-2020	41,806	7,008	187,549	
	HUMAN AND SOCIAL DYNAMICS				
	2012 - 2015	43,952	259,711	8,836	
	2016 (Current Estimate)	10,500	115,266	21,837	
	2017-2020	75,273	559,224	108,059	
	GLOBAL CHANGE				
	2012 - 2015	196,791	1,186		128,338
	2016 (Current Estimate)	61,280	8,505		35,865
	2017-2020	261,540	27,686		146,013
	ENERGY SECURITY				
	2012 - 2015	83,358	74,241	41,995	
	2016 (Current Estimate)	46,877	24,445	19,821	
2017-2020	113,484	105,434	88,636		
ASTRONOMY					
2012 - 2015	9,334	60,247		1,549,151	
2016 (Current Estimate)	3,325	90,894		655,665	
2017-2020	20,925	105,434		1,885,115	
GEOGRAPHIC ADVANTAGE AREAS	INDIGENOUS KNOWLEDGE SYSTEMS				
	2012 - 2015	29,964	14,498	2,000	
	2016 (Current Estimate)	9,384	5,670		
	2017-2020	41,025	16,034	24,000	
	BIODIVERSITY				
	2012 - 2015	53,892	217,361	78,963	23,668
	2016 (Current Estimate)	12,135	85,198	22,365	10,316
	2017-2020	43,756	450,811	106,638	37,684
	HUMAN PALAEOLOGY				
	2012 - 2015	44,579	10,650	17,750	
	2016 (Current Estimate)	10,190	6,062	11,300	
	2017-2020	71,062	27,364	48,752	
	ANTARCTIC RESEARCH				
	2012 - 2015	54,320			
	2016 (Current Estimate)	18,000			
2017-2020	173,634				

STRATEGIC OBJECTIVE 2: Enhance strategic international engagements

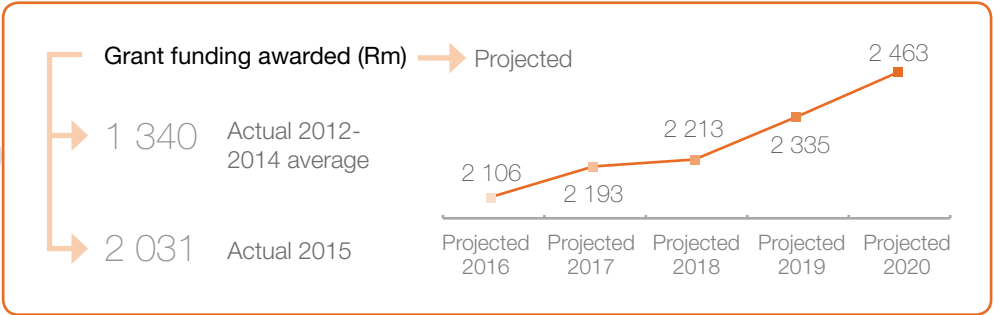
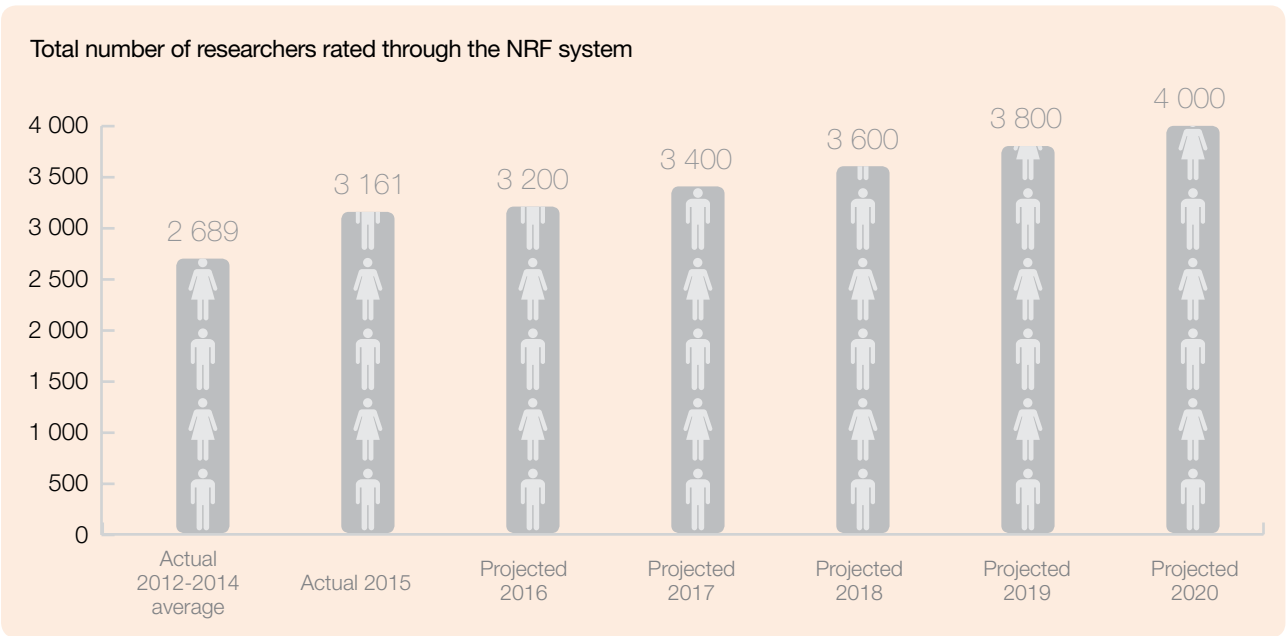
Strategy indicator



With transformation paramount to the **NRF Strategy 2020**, the NRF will pursue best practice grant-making, evaluation and rating systems through a system of planning; evaluations; and reviews in support, researcher ratings; institutional and programme reviews and the assessment of funding proposals through a peer-review process and a world-class grant-making system.

STRATEGIC OBJECTIVE 3: Provide best practice systems in support of grant-making, reviews and evaluations

Strategy indicator



Programme 4: National Research Facilities (excluding Astronomy)



The national research facilities provide unique and cutting-edge research platforms through a network of distributed institutions. These facilities support research of strategic importance and provide access to “big science” infrastructure to national and international researchers and research. They contribute to the NRF strategic goal of growing a representative research workforce through focused human capacity development initiatives. It is through these facilities that South Africa can compete and cooperate effectively with international counterparts in the selected strategic research areas.

The five declared national research facilities and one emerging facility (the South African Environmental Observation Network – SAEON) fall within three broad clusters according to their areas of specialisation: Biodiversity and Environmental Sciences, Nuclear Sciences and Astronomy, that are arranged in two NRF programmes.

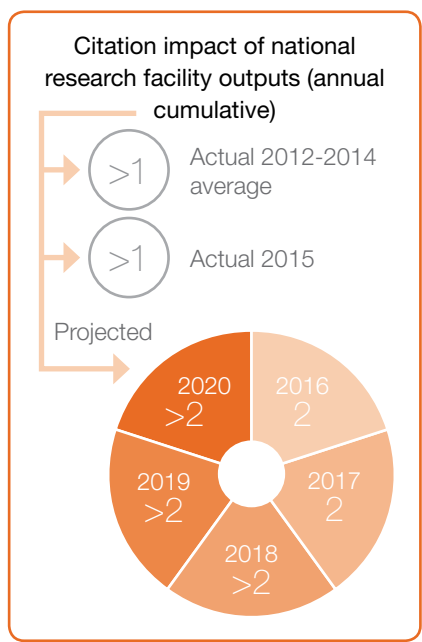
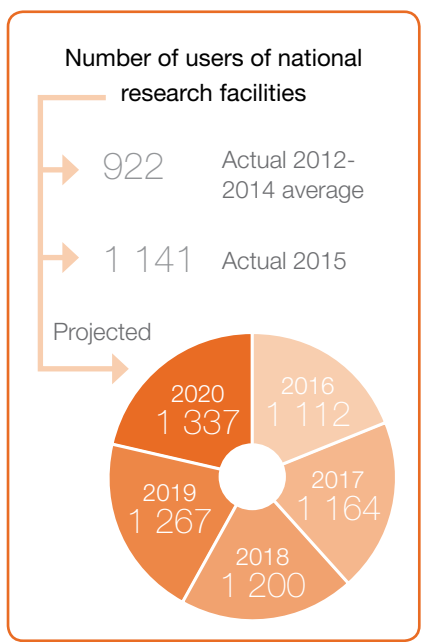
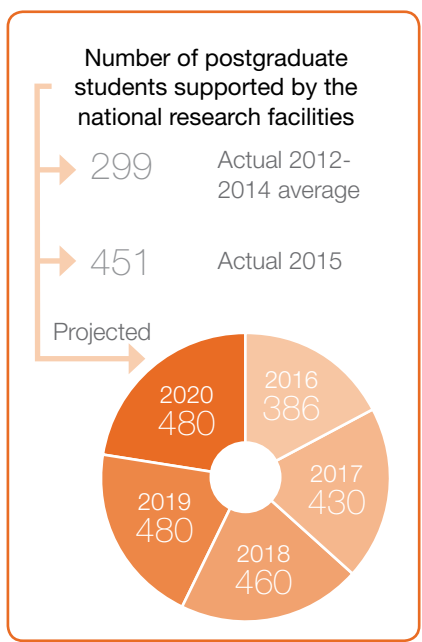
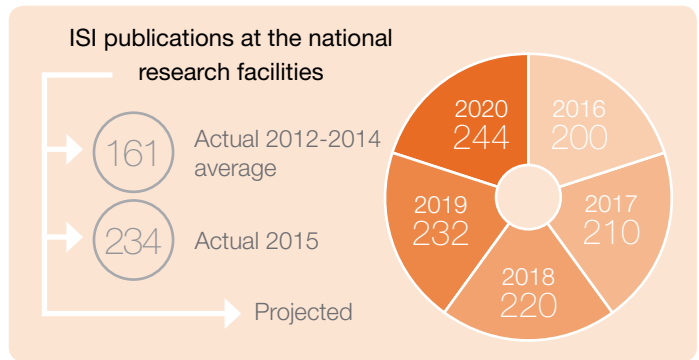
1 STRATEGIC OUTCOME:
An internationally competitive, transformed and representative research system

STRATEGIC OBJECTIVE 1: Promote globally competitive research and innovation



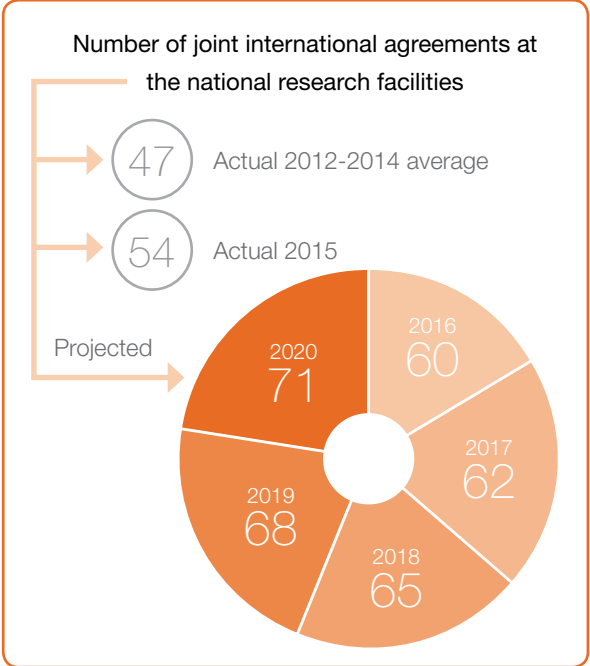
Strategy indicator

Over the next five years the national research facilities will continue to support cutting-edge research, innovation and human capacity development by providing domain-specific cutting-edge infrastructure. The facilities will build on their unique contributions to the global research landscape in order to establish themselves as world leaders in their domain-specific research and innovation areas. They will strive to build transformed capacity in their niche areas over the next five years and increase collaborations with higher education institutions and other scientific organisations.



Due to the unique geographic location and corresponding science agenda of the national research facilities, they are prime internationally recognised research destinations. Leveraging off this strategic advantage, the national facilities will continue to strengthen intercontinental collaboration through platform provisioning and exchange programmes in order to maximise the return on investment while accelerating globally recognised research outputs.

STRATEGIC OBJECTIVE 2: Enhance strategic international engagements

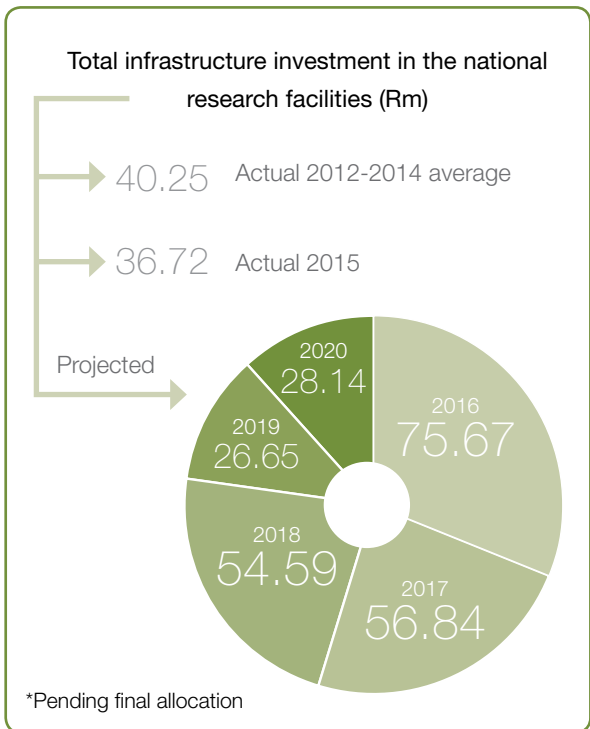


2 STRATEGIC OUTCOME: Leading-edge research and infrastructure platforms

Access to cutting-edge research platforms is a critical component of globally competitive research outputs. The NRF will review the life cycle and maintenance plans of the national research facilities in order to ensure optimal return on investment and sustainable access to cutting-edge infrastructure to researchers. Over the next five years, the national research facilities for Nuclear Sciences, Biodiversity and Environmental Sciences will continue to expand their research agendas through critical capital injections to enhance their capability and ensure global relevance.



STRATEGIC OBJECTIVE 4: Establish and maintain research infrastructure and platforms



Programme 5: National Research Facilities - Astronomy

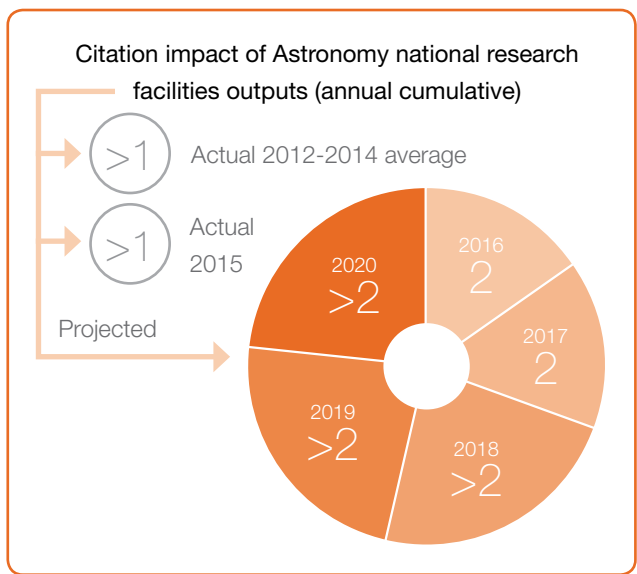
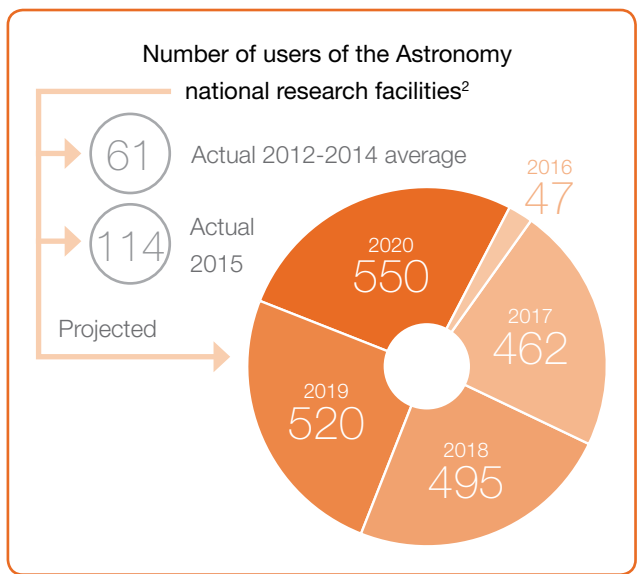
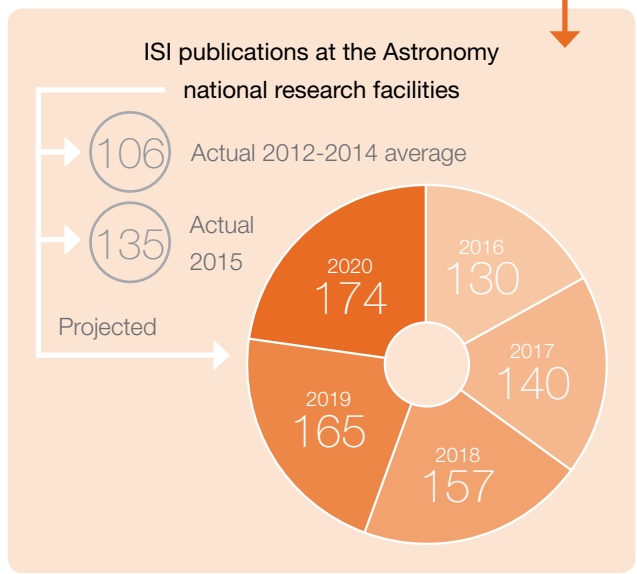
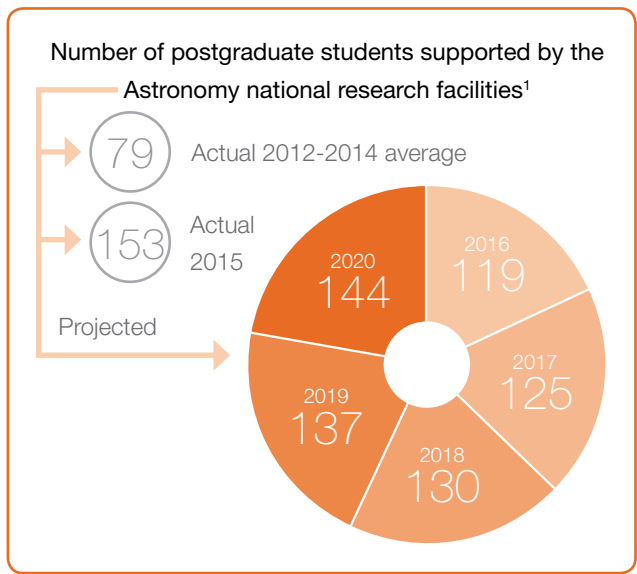
Programme 5 caters for multiwavelength astronomy while overseeing the HartRAO and SAAO national research facilities and the SKA SA project. The DST, in collaboration with the astronomy community, has developed the National Strategy for Multiwavelength Astronomy which will be implemented through Programme 5. An Astronomy Advisory Council has been appointed to give scientific input into the execution of the Multiwavelength Strategy as aligned to the NRF objectives.

1 STRATEGIC OUTCOME: An internationally competitive, transformed and representative research system



STRATEGIC OBJECTIVE 1: Promote globally competitive research and innovation

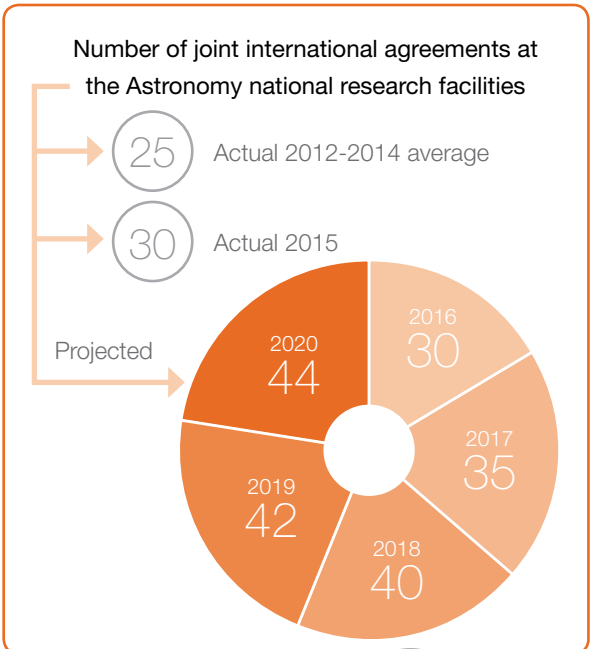
Strategy indicator



1 The higher than average achievement in 2015 was due to students from Dartmouth University who came to SAAO under a USA-funded SALT programme.
2 The significant increase in projections is due to refining of databases for tracking users of the facilities and facilities' data.

Due to the unique geographic location and corresponding science agenda of the Astronomy national research facilities, they provide an integral link in the global astronomy network. Over the next five years, the Astronomy national research facilities will strengthen their catalytic role to enhance the vibrancy of an interactive astronomy culture of shared discourse, knowledge and innovation.

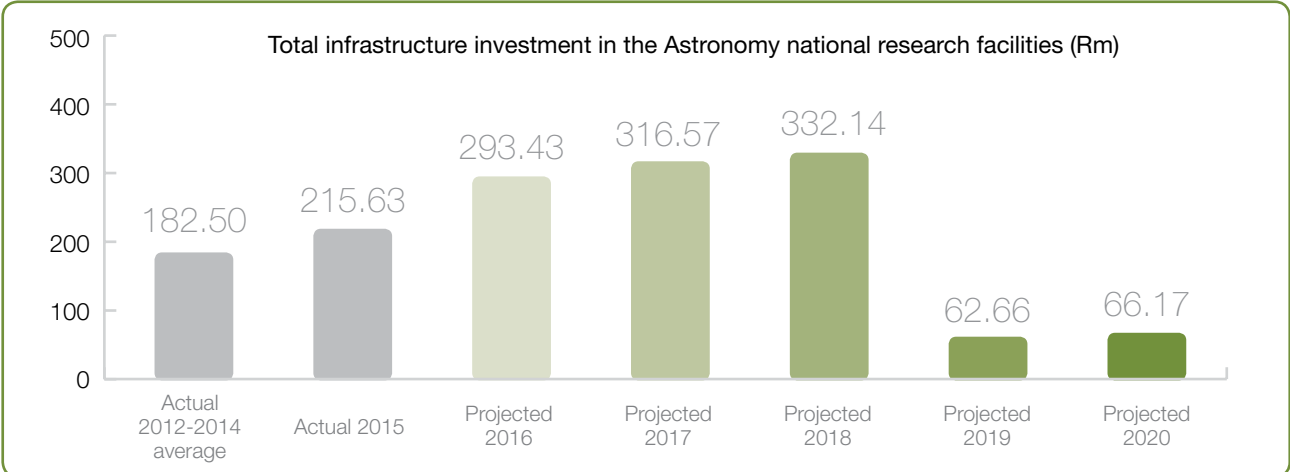
STRATEGIC OBJECTIVE 2: Enhance strategic international engagements



2 STRATEGIC OUTCOME: Leading-edge research and infrastructure platforms

The Astronomy national research facilities leverage off the geographic advantages unique to Southern Africa. As such, the research platforms offered within the programme are extensive and significant. The world-class facilities provided at HartRAO and SAAO and soon to be provided by SKA SA through the MeerKAT, are significant components of the global astronomy network. This affords South Africa a host of opportunities for collaboration, knowledge generation and human capacity development. As part of the National Strategy for Multiwavelength Astronomy, the programme will provide the DST with a strategy implementation plan, including funding and resourcing, that will support the development of a proactive funding strategy for multiwavelength astronomy. This will impact the projected investment in astronomy infrastructure post 2017.

STRATEGIC OBJECTIVE 4: Establish and maintain research infrastructure and platforms



*Pending final allocation

Resourcing NRF Strategy 2020

The appropriation in terms of the Estimates of National Expenditure (ENE) forms approximately 90% of the NRF funding. The NRF receives government funding for various programmes and projects on a contractual basis, primarily from the DST. Over the five-year period to 2020, the NRF will receive approximately R4bn per annum, of which the discretionary element is less than 25%.

In executing its mandate and meeting the needs of the national system of innovation, the NRF utilises innovative instruments and mechanisms in order to grow the funding base over and above the government allocation.

Leveraging

The NRF leverages approximately R600m through programmes like SARChI and the Africa engagements. Over the five-year period, the organisation will continue to roll out similar programmes and leveraging agreements to ensure accrued benefits to the NSI.

Collaborations

International agreements, including agreements to provide access to high-end infrastructure at the national research facilities, have the potential to leverage significant funds for the system.

Partnerships

Public-private partnerships and industry partnerships on a global scale have the potential to unlock significant resources. Over the next five years, the NRF will make significant efforts to extend existing and pursue new industry partnerships.

Strategy Key Performance Indicators

INDICATORS		Actual 2012	Actual 2013	Actual 2014	Actual 2015	Proj. 2016	Proj. 2017	Proj. 2018	Proj. 2019	Proj. 2020
OUTCOME: An internationally competitive, transformed and representative research system										
STRATEGIC OBJECTIVE 1		Promote globally competitive research and innovation								
Number of NRF-funded researchers from designated groups	Black	754	790	1,008	1,235	1,543	1,739	1,960	2,193	2,438
	Female	957	1,044	1,285	1,514	1,997	2,209	2,450	2,550	2,650
Number of postgraduate students funded from designated groups	Black	4,569	5,541	6,110	7,057	9,373	9,715	10,350	10,850	11,360
	Female	3,774	4,557	5,186	5,976	8,075	8,265	8,700	8,990	9,280
Number of NRF-rated researchers from designated groups	Black	506	569	668	766	768	850	936	1,026	1,120
	Female	717	780	889	962	992	1,088	1,188	1,292	1,400
ISI publications published by the national research facilities		233	271	305	369	330	350	377	390	400
STRATEGIC OBJECTIVE 2		Enhance strategic international engagements								
Number of active grants emanating from binational, multinational as well as agency-to-agency agreements		765	515	858	1,055	1,161	1,277	1,404	1,545	1,699
STRATEGIC OBJECTIVE 3		Provide best practice systems in support of grant-making, reviews and evaluations								
Total number of researchers rated through the NRF system		2,471	2,638	2,959	3,161	3,200	3,400	3,600	3,800	4,000
OUTCOME: Leading-edge research and infrastructure platforms										
STRATEGIC OBJECTIVE 4		Establish and maintain research infrastructure and platforms								
Number of users of equipment funded by the NEP and NNEP programmes		0	1,651	1,682	1,700	1,800	2,000	2,100	2,200	2,300
Number of publications emanating from the use of equipment funded by the NEP and NNEP programmes		690	910	1,546	1,700	2,000	2,300	2,600	2,800	2,900
OUTCOME: A reputable and influential agency shaping the science and technology system										
STRATEGIC OBJECTIVE 5		Grow NRF influence, impact and reputation								
Number of internal and external users of the NRF business intelligence systems		-	0	0	0	50	65	70	80	85
STRATEGIC OBJECTIVE 6		Optimise return on investment								
Unqualified audit report		yes	yes	yes	yes	yes	yes	yes	yes	yes
Total overheads: calculated as a percentage of total expenditure		9.8%	9.4%	7.2%	7.9%	<10%	<10%	<10%	<10%	<10%
Corporate overheads: calculated as a percentage of total expenditure		2%	2%	2%	2%	2%	<3%	<3%	<3%	<3%
OUTCOME: Scientifically literate and engaged society										
STRATEGIC OBJECTIVE 7		Entrench science engagement								
Approximate number of public reached through SAASTA's science awareness activities		0	551,408	502,186	972,547	990,000	1,040,000	1,080,000	1,080,000	1,090,000
OUTCOME: A skilled, committed and representative NRF research and technical workforce										
STRATEGIC OBJECTIVE 8		Improve talent management								
Proportion of South Africans from designated groups in senior technical and managerial positions, including SKA (Peromnes 1 - 8)	Black	207	218	244	250	276	291	294	300	306
	Female	155	157	176	179	198	211	225	230	240

Acronyms

CEO	Chief Executive Officer
CoE	Centre of Excellence
DST	Department of Science and Technology
GDP	Gross Domestic Product
GERD	Gross Expenditure on Research and Development
HartRAO	Hartebeesthoek Radio Astronomy Observatory
HCD	Human Capacity Development
HEI	Higher Education Institution
HRDS	Human Resource Development Strategy
KPI	Key Performance Indicator
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEP	National Equipment Programme
NNEP	National Nanotechnology Equipment Programme
NRDP	National Research Development Plan
NRDS	National Research and Development Strategy
NRF	National Research Foundation
NSI	National System of Innovation
PhD	Doctor of Philosophy
R&D	Research and Development
RISA	Research and Innovation Support and Advancement
S&T	Science and Technology
SAAO	South African Astronomical Observatory
SAASTA	South African Agency for Science and Technology Advancement
SAEON	South African Environmental Observation Network
SALT	Southern African Large Telescope
SARChI	South African Research Chairs Initiative
SARIR	South African Research Infrastructure Roadmap
SKA	Square Kilometre Array
TYIP	Ten Year Innovation Plan

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