



**THE NATIONAL INSTITUTE FOR THE HUMANITIES AND SOCIAL
SCIENCES (NIHSS)**

ANNUAL PERFORMANCE PLAN

April 2020 - March 2021

FINAL

NOVEMBER 2019



Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

Acronyms

BA	Bachelor of Arts
BEd	Bachelor of Education
BSocSc	Bachelor of Social Science
BTech	Bachelor of Technology
BRICS	Brazil, Russia, India, China, and South Africa
CODESRIA	Council for the Development of Social Science Research in Africa
DHET	Department of Higher Education and Training
HBU	Historically Black University
HSS	Humanities and Social Sciences
IBSA	India, Brazil, and South Africa
MA	Master of Arts
NIHSS	National Institute for the Humanities and Social Sciences
NSFAS	National Student Financial Aid Scheme
PhD	Doctor of Philosophy
SAHUDA	South African Humanities Deans' Association
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNISA	University of South Africa

STRATEGIC OVERVIEW

March 2020 marks the end of the first five-year cycle of the National Institute for the Humanities and Social Sciences (NIHSS) in line with the NIHSS Strategic Plan 2015/16 – 2019/20. Given the pending Institute’s review and its timing, this Annual Performance Plan (APP) for the 2020/21, is proposed as a special year and might change based on the outcome of the review. The focus this financial year will be to start the next phase of the Institute, by scaling up specific programmes such as the post-doctoral programme and catalytic research projects and also consolidate other programmes such the doctoral scholarship programme. A decadal plan for the NIHSS 2020/21 – 2029/2030 will also be concluded, informed by the outcome of the 5-year Review.

This Annual Performance Plan, will build on the work of the Institute since its inception in 2013, leveraging on its strengths and success and fully aware of the challenges and shortcomings.

The Institute has driven its mandate through the academic portfolio, comprising of the Doctoral Scholarships Directorate, Research Directorate, and BRICS Directorate. Over 600 scholarships were awarded to eligible students (South Africans, and non-South Africans from the rest of the continent) enrolled for a doctorate in the Humanities and Social Sciences (HSS) at a South African public university. The last scholarship awards were made during the 2017/18 financial year. By March 2019, hundred and thirty-two (132) NIHSS-funded doctoral students had received their degrees, and it is expected that more than 200 students will graduate in 2019 and 2020. The end of the funding cycle, however, poses a significant challenge for those students who will still be in the system by 31 March 2020.

The NIHSS awarded grants to researchers in the HSS field through the Research Directorate, while the BRICS Directorate also awarded limited funding to researchers working on a BRICS-related research topic.

1. LEGISLATIVE MANDATE

As a statutory body established on 05 December 2013 as a juristic entity through publication of Government Gazette No.37118, the Institute strives to contribute meaningfully to ensuring the excellence, integrity and dynamism of the humanities and social sciences throughout Africa, through its core functions of enhancing and coordinating scholarship, research and ethical practice in the HSS fields. In January 2016, the NIHSS expanded its mandate to include managing and coordinating all BRICS Think Tank related activities on behalf of South Africa. The organisation is bound to legislation and regulation including:

- Higher Education Act, 1997 (No. 101 of 1997)

The Higher Education Act, which provides for a unified and nationally planned system, and White Paper 3: A Programme for the Transformation of Higher Education (1997) are the basis for transformation of the higher education sector in South Africa. NIHSS implementation is also guided by the National Plan for Higher Education (2001) and the 2013 White Paper for Post-School Education and Training.

- Skills Development Act, 1998 (No. 97 of 1998)

The Skills Development Act provides for an institutional framework to devise and implement national, sector and workplace strategies for developing and improving South African workforce skills. These strategies are integrated into the National Skills Framework, to provide for learnerships leading to the recognition of occupational qualifications and to address the financing of skills development through a levy and the National Skills Fund (NSF).

- White Paper for Post-School Education and Training (2013)

Seeking to contribute to overcoming the structural challenges facing our society by expanding access to education and training opportunities and increasing equity – while achieving high levels of excellence and innovation – the White Paper clearly articulates a vision for a single, coherent and differentiated post-school education and training system. The principle of institutional differentiation supported not just in policy but through funding is emphasised in the White Paper (and by the NIHSS) as key to strengthening the system and addressing societal needs. Another White Paper – and NIHSS – focus is the major problem area of inadequate and insufficient levels of research and innovation, which are key to economic development.

- National Development Plan (NDP) 2030

The NDP offers a long-term perspective on eliminating poverty and reducing inequality by 2030, seeking to grow an inclusive economy, build capabilities and enhance the capacity of the state while promoting leadership and partnerships throughout society. These objectives require progress on a broad front, the three main priorities being increasing employment through accelerated economic growth; improving the quality of education, skills development and innovation; and building the capability of the state to play a developmental and transformative role.

2. MANDATE

The Institute continues to fulfil its mission – alone and/or in partnership – by doing the following:

- Providing strategic and intellectual resources to the higher education sphere within the Humanities and Social Sciences;
- Advancing research, teaching, and learning by ensuring collaboration and/or coordination of the work of higher education institutions;
- Advising the Minister of Higher Education and Training on matters relating to the Institute's strategic objectives, or on policy affecting teaching and research in the humanities and social sciences and higher education generally; and
- Advocating equity, justice and social responsibility.

The additional functions of the Institute are to:

- a) promote the integrity, reputation and recognition of the Humanities and Social Sciences within the higher education community, the science and technology community and society at large;
- b) advance post-graduate and under-graduate scholarships through a variety of innovations, including collaborative supervision of doctoral students by two or more Universities, which could include South African universities collaborating with universities outside South Africa;
- c) provide scholarships for post graduate students studying in the Humanities and Social Sciences;
- d) dynamise the fields of research and teaching in the Humanities and Social Sciences through a range of catalytic projects;
- e) establish and manage an African Pathways programme that will be about student and academic mobility;
- f) strengthen a student-centred culture in the higher education system and help create an environment where the critical, analytical and normative capacities of students are enhanced;
- g) provide remedial and mentoring functions to Faculties in Universities;

- h) advocate equity, justice and social responsibility
- i) advise the Minister on policy affecting teaching and research in the humanities and sciences
- j) establish committees, subject to the provisions of Chapter 5 of the Regulations; and
- k) coordinate and manage all BRICS Think Tank related activities on behalf of South Africa.

3. VISION AND MISSION

Our vision is *a new Humanities and the Social Sciences that is an epicentre of scholarship, pedagogy, community practice and social responsibility in Africa*. The NIHSS also envision a tertiary education system serving as an equal partner with centres of excellence in the Global North and the Global South in the world's knowledge production and dissemination.

The Institute seeks to advance and coordinate scholarship, research and ethical practice in the fields of the Humanities and Social Sciences (HSS) within and through the existing public universities and those to be established or declared in future as public universities. The NIHSS mission is to redress existing deficits and to coordinate programmes, projects, collaborations and activities in the HSS disciplines within and through existing and future public universities. The NIHSS is a statutory body that aims to contribute significantly to ensuring the excellence, integrity and dynamism of the HSS, through its core functions of enhancing and coordinating scholarship, research and ethical practice in the HSS fields.

The work of the Institute will be guided by the following five values and principles:

- a) **The principle of co-operation and the establishment of communities of scholarship.** From the Doctoral Schools to the Catalytic Projects, co-operation and networking, clusters and Humanities Hubs are seen as a priority.

- b) **The principle of norm-driven internationalization.** We live in a world that is more inter-related and entangled than ever before. Academics travel, students are on the move, ideas circulate, and international epistemic communities get stronger at the expense of their national equivalents. There are very few Universities of note that have not placed internationalization as one of their strategic goals. We are advocating a focused and norm-driven internationalization that strengthens Africa-wide, South-South collaborations in dialogue with our “Northern” counterparts.
- c) **The principle of social responsibility and equity.** We have to be socially responsive to the socio-economic problems that face South Africa and its citizens today. This is in recognition of the forms of scholarship in the humanities that has to relate and connect to the lived experiences of the majority in the country and the continent. It’s an intellectual project premised on mere critique but seeks to reconstructs grand narratives and possibilities for change.
- d) **The principle of functional differentiation as opposed to resource differentiation. Our higher education and research system need a** differentiation not on the basis of resource inequality but based on a differentiation of visions, of focuses and priorities. We need to be flexible enough to allow for pluralism and diversity, be generous enough to allow competition between priorities and visions and still be able to co-operate. The key point is simply a diversity of visions that should be expressed within any well-functioning system.
- e) **The principle of Transformative Relevance.** Any Catalytic Project and Working Group initiative has to open up new areas of research, which have in turn a multiplier effect on future research projects and serious transformative implications for the curriculum in the HSS fields.

4. STRATEGIC OBJECTIVES AND IMPLEMENTATION PROGRAMMES

Strategic Objective 1: Assure a sustainability of the Humanities and Social Sciences and Institute

Following the conclusion of the Institute's 5-years year review, the 2020/2021 APP will focus on the implementation of all the recommendations of the Review. The following activities will also be prioritised:

- A comprehensive risk assessment and gap analysis in the context of the 2011 Charter, and
- Drafting of the Institute's decadal plan
- Drafting of the Business Plan and contingency measures for the next phase of the Institute.

Strategic Objective 2: Advance postgraduate scholarship through a range of innovations

One of the NIHSS's primary functions is to "provide scholarships for postgraduate students studying in the humanities and social sciences". The Institute fulfils this function by providing scholarships to South Africa students and "non-South Africa students from the rest of the African continent" registered for a doctoral degree at a South African public university. This programme works in collaboration with the **South African Humanities Deans' Association (SAHUDA)**, and the **Council for the Development of Social Science Research in Africa (CODESRIA)**.

The main focus of this strategic objective will be as follows:

- **Support and fund new doctoral fellows** in specific humanities and social sciences research areas
- **Increasing the number of graduates** by ensuring that the current funded doctoral students are supported to completion by providing structured mentorship programme and introducing other interventions.

- Consolidating the **National mentorship programme** and strengthening **doctoral schools**
- Proving on-going doctoral workshops and the **Annual National Doctoral Conference**
- Expanding the **post-doctoral programme** by providing a fellowship funds to South African graduates, prioritising NIHSS funded doctoral graduates
- Building the NIHSS Alumni and encouraging them to publish and contribute to broader society. Build on the thesis publication initiative and identify doctoral theses for publication

2.1 New Doctoral Fellows

For this financial year, a limited number of scholarships will be provided to South African doctoral students. A total of fifty (50) scholarship will be awarded to students in specific disciplines and research areas in the humanities and social sciences.

2.2 Increasing the number of graduates

Over 600 doctoral students have received support from the NIHSS over the years, with over 100 graduates to date. It is envisaged that 55% (thus a total of 318) of all funded South African students will graduate. The same throughput rate (55%, thus a total of 61) of all funded non-South African students from the rest of the African continent is also expected to have completed their studies.

2.3 National Mentorship Programme (NMP) and Doctoral Schools

Mentors are appointed annually to the NIHSS **National Mentorship Programme (NMP)** to support the Doctoral schools with the aim of providing high-quality academic mentoring to all NIHSS doctoral students through targeted capacity development interventions offering a communally based approach to doctoral support. As part of the NMP, mentors organise regular **Regional Initiatives** such as writing workshops etc., bringing together students and mentors from the different universities within a region. Mentors submit requests for the funding of Regional Initiatives to the NIHSS.

At the centre of the scholarship programme is the **Doctoral schools**, established to support and provide mentorship to NIHSS-funded PhD students in the established six Doctoral Schools located by region as follows:

- Eastern Cape,
- Gauteng,
- KwaZulu-Natal,
- Northern Corridor,
- Western Cape,
- UNISA, Free State and North West (forming one region).

2.4 Annual National Doctoral Conference (ANDC)

Since 2016, the NIHSS has organised the **Annual National Doctoral Conference (ANDC)**, an event that brings together NIHSS-funded doctoral students in partnership with SAHUDA and CODESRIA. The aim of this annual conference is to create and foster student-centred approaches to doctoral research development, while also providing them with a platform and opportunity to:

- present and showcase their research with fellow doctoral candidate;
- provide a nurturing environment for stimulating peer feedback on each other's work;
- facilitate networking and collaboration possibilities among students working on similar projects; guided by senior and leading academics in the country; and
- encourage the formulation of collegial relationships and communities of scholarship among NIHSS funded students.

2.5 Sam Moyo and HSS postdoctoral fellowships

Launched in 2015/16, the Sam Moyo Post-Doctoral Fellowship in Land and Agrarian Reform advances the development of scholarship in the area of land and agrarian reform in South Africa and on the continent by addressing gaps in this field while complementing teaching capacity on land and agrarian subject areas. The Institute will expand this post-doctoral programme and include other HSS doctoral fellows, not limited to the Land and Agrarian Reform area of research focus. Thirty (30) new post-doctoral fellows will benefit from this programme and four (4) current post-doctoral fellows will be monitored 2020/2021 financial year.

2.6 Thesis Conversion

To boost the number of outputs in the HSS, several doctoral theses will be selected for conversion into books through collaboration with Wits Press, UKZN Press, HRSC Press, and other presses.

Strategic Objective 3: Dynamise the fields of research and teaching in the humanities and social sciences in South Africa through a range of Catalytic Projects and Humanities Hubs.

The focus of the Institute in 2020/2021 is to rebuild the catalytic research programme but providing funding to new projects and continue to fund existing ones. A total of thirteen (13) catalytic research projects will be identified and supported.

3.1 The Catalytic Research Programme is intended to dynamise the fields of research and teaching in the Humanities and Social Sciences (HSS) in South Africa through a range of catalytic projects. These are research-based projects, which aim to catalyse and open up new avenues of HSS scholarship and assist in the establishment of a network of researchers across universities in South Africa and the Global South. A *'catalyst'* in this regard has to produce benefits to the research project for the higher education system and indeed for society as a whole, by:

- dynamising the fields of research, disciplines and interdisciplinary work,

- increasing the capacity to research further and theorise better, and
- contributing to the raising of our status in the global academic commons.

3.2 Humanities Hubs Programme aims to promote and preserve South Africa's heritage by transforming heritage sites into interactive and inclusive public knowledge spaces. Humanities Hubs are places where community-based knowledge, scientific and academic knowledge interact in promoting interdisciplinary and trans-disciplinary research; supporting local community participation in knowledge production and preserving archives for future research. The Institute will continue to fund and support the eight (8) Humanities Hubs as a continuation of work started in 2019/2020:

- Liliesleaf Farm Humanities Hub
- Migrant Workers' Hub (hosted by Lwandle Museum, Western Cape province)
- Land and Intellectual Heritage Hub (hosted by Hunterstoun Centre, Eastern Cape province)
- Origins Hub (hosted by WITS Origins Centre, Gauteng Province)
- Robben Island Museum Humanities Hub
- Market Theatre Foundation Humanities Hub
- Factory of Art Humanities Hub
- African Languages Literary Humanities Hub

Strategic Objective 4: Promote the integrity, reputation and recognition of the HSS within the higher education community and the science and technology community

This Strategic Objective is achieved through **Working Groups, Professional Associations,** and Strategic Initiatives such as **HSS Awards,** colloquiums, and conferences.

4.1 Working Groups

Unlike Catalytic Research Projects and Humanities Hubs, grants for Working Groups are awarded for short-term events or activities and may come from individuals or a group of individuals working together. In 2020/2021, the Institute will identify fifteen (15) Working group projects to facilitate higher research outputs in the HSS and dialogues amongst scholars. Funding is awarded for a range of activities and events including:

- Book publications (fiction, non-fiction, edited collections etc.)
- Creative Collections and exhibitions
- Conferences, Annual General Meetings
- Teaching and Curriculum
- Seminars/colloquia/symposia

4.2 Professional Association Programme

The Professional Association Programme seeks to promote the integrity, reputation and recognition of the humanities and social sciences within the higher education community, and the science and technology community. The objectives of this initiative are to ensure resilience and sustainability of the professional associations in which the NIHSS will fund the following academic activities:

- Conferences/ Annual General Meetings

- Workshops / Seminars
- Journal / Book publications
- Opportunities for international collaborations

4.3 South African Humanities and Social (HSS) Awards

The annual **South African Humanities and Social (HSS) Awards**, will remain the Institute's flagship initiative and will be held in March 2021. The annual (HSS) Awards, were launched in 2016, with the inaugural awards ceremony held on 30 March 2016. HSS Awards celebrate outstanding scholars in the HSS field who are stimulating and contributing to serious critical work while authentically telling South African stories that are shaping new ways of knowing. The Awards also re-position scholarly contributions as having public value and increase appreciation for the role they play in building sustainable social cohesion and the re-imagining of the humanities and social sciences.

Strategic Objective 5: Foster international research collaborations between South Africa and countries of the Global South

This Institute's International Programme will be implemented in 2020/21 through the following strategic initiatives:

- The implementation of the **African Pathways Programme** will be expanded and fifteen (15) scholars will be identified to participate in the academic exchange programme.
- Providing support and funding for **collaborative research projects** involving South African researchers and their counterparts in countries of the Global South, including Brazil, Russia, India, and China. A further five (5) collaborative research projects will be supported in this financial year.
- Facilitate dialogues between experts and policy makers through **Policy Engagement Forum** dialogues. It is envisaged that at least four (4) policy meetings will take place in 2020/21.

5.1 The African Pathways Programme

The Institute provides funding for the African Pathways Programme (APP) and BRICS Teaching and Research Mobility grants with the aim of providing support and funding to researchers engaging in the exchange of ideas with their counterparts outside South Africa, through research and/or teaching. The **African Pathways Programme** mobility is awarded to South African researchers/academics as well as postgraduate students (at master's and Doctoral levels) planning to undertake research and teaching endeavours across the African continent. The **BRICS mobility grant**, on the other hand, is awarded to South African researchers/academics as well as postgraduate students (at master's and Doctoral levels) planning to undertake research and teaching endeavours at BRIC universities and research institutes. The grant may also be awarded to South African academics/researchers wishing to host a collaborating partner during a short-term research and/or teaching visit in South Africa. A total of 20 mobility grants were awarded between 2017/18 and 2018/19 financial years. A further five (5) **collaborative research projects** involving South African researchers and their counterparts in countries of the Global South, including Brazil, Russia, India, and China collaborative research projects will be supported this financial year.

5.2 Policy Engagement Forum

The Institute, on the other hand, plays the role of “the funder”, by providing the funding required to host the policy dialogue(s). The purpose of the policy dialogues can be seen as two-fold:

- To provide a platform for the Institute to engage the broader South African society on matters of importance in the realm of international relations and multilateral forum, specifically the BRICS forum, and
- Articulate South Africa's position on matters referred to above and identify policy gaps that requires the attention of the South African government.

Strategic Objective 6: Act as a dynamic broker between the worlds of knowledge and policy action on behalf of South Africa as the South African BRICS Think Tank

- Strengthening the **BRICS Research clusters**. A total of nine (9) Research clusters will be supported.
- Implementation of the **South African BRICS Think Tank (SABTT)** agenda and working with other **BRIC Tank Thanks through the BRICS Thinks Tank Council (BTCC)** and annual Academic Forum. In 2020/21 the SABTT will work very closely with the host country, Russia with various academic exchanges and the annual Academic Forum

6.1 BRICS Research clusters

Through the South African BRICS Think Tank (SABTT) Program, the NIHSS has a mandate to develop initiatives that contribute towards a better and safer world order through peaceful diplomacy and multilateralism. Through the BRICS cluster funded projects the NIHSS continues to play a vital role in organising joint-research, networking and exchange programs with a view of addressing the five research focus areas outlined in the BRICS Long Term Strategy, which are:

- Promoting cooperation for economic growth and development,
- The maintenance of peace and security,
- Social justice, sustainable development and quality of life,
- Political and economic governance, and
- Achieving progress by sharing knowledge and innovation.

6.2 The South African BRICS Think Tank (SABTT) & BRICS Think Tank Council (BTCC)

The NIHSS/SABTT identifies academics who will participate and represent the country at the **annual Academic Forum** in line with the research themes identified by the BRICS Chair/host nation. The SABTT then organises a **Pre-academic Forum** where all participating academics present the papers they intend to present at the main event, i.e. the Academic Forum. In this financial year, Russia will be hosting the annual Academic Form and BRICS Think Tank Council meeting. It is expected that pre-planning meeting several workshops will be also be organised and held in Russia during 2020/21 financial year.

5. OVERVIEW OF 2020/21 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) ESTIMATES

5.1 Expenditure Estimates

Table 1: National Institute for the Humanities and Social Sciences (NIHSS) - Total Budgets (2014-2021)

PROGRAMME	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Operating Expenditure	22 057 170	23 822 207	25 081 000	26 323 000	28 687 000	29 396 000	30 865 800
✓ Administration / Personnel	16 187 170	18 222 207	20 161 293	20 787 080	22 832 675	23 213 805	24 374 495
✓ Payments for capital assets	5 870 000	5 600 000	4 919 707	5 535 920	5 854 325	6 182 195	6 491 305
Academic Expenditure	53 740 000	88 786 500	117 501 600	137 474 225	121 173 000	98 319 000	131 630 482
Scholarships Programme	22 440 000	47 124 000	74 052 000	98 033 000	90 277 000	75 384 000	72 414 960
Research Programme, Catalytic Projects, Humanities Hubs, Working Groups/Strategic initiatives, Professional Associations, African Pathways Programme	31 300 000	34 500 000	33 299 600	13 000 000	13 000 000	9 750 000	41 446 000
BRICS Programme (Research, SABTT, BTTC)	-	7 162 500	10 150 000	16 850 000	10 150 000	6 800 000	8 586 000
Project Management Fee	-	-	-	9 591 225	7 746 000	6 385 000	9 183 522
TOTAL BUDGET	75 797 170	112 608 707	142 582 600	163 797 225	149 860 000	127 715 000	162 496 282

5.2 Overview of Performance Indicators 2020/21

Table 2: National Institute for the Humanities and Social Sciences (NIHSS) – Actual & Targets (2014-2021)

PROGRAMMES	2014 / 2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
SAHUDA PhD Scholarships	150	150	150	220 (600 cumulative)	0 (new) (500 cumulative)	-	50 (new)
NIHSS-SAHUDA PhD Scholarships	150	150	150	220 (600 cumulative)	0 (new) (500 cumulative)	578 monitored	578 monitored
Post-Doctoral Awards	-	-	-	3	2	5 monitored	30 (new) 4monitored
National Mentoring Programme (Mentors)	-	16	21	23	12	12	12
Regional Schools / Workshops	-	6	12	12	12	12	12
Catalytic Research Programme (Projects)	12	12	40	6 (new)	6 (new)	7 monitored	(13 new) 7 monitored
Humanities Hubs	-	1	8	4 (12 cumulative)	0 (new)	5 monitored	8 monitored
African Pathways Programme (PhD Scholarships)	-	74	37	22 (new) (111 cumulative)	0 (new) (90 cumulative)	111 monitored	111 monitored
Working Groups	-	4	24	14 (new)	10 (new)	15 (new)	15 (new)
Professional Associations	-	-	6	5	0	0	5 (new)
Strategic initiatives	-	2	2	2	2	2	1
BRICS Programme (Cluster Projects)	-	13	20	9 (new) 20 cumulative	9 new	5 (new)	9
BRICS Programme (conferences & seminars)	-	2	2	11	25	12	9
Catalytic Research & Working Group Publications	-	13	40	40	40	30	40
BRICS Research Publications	-	-	4	10	15	10	10

TABLE 3: SUMMARY OF STRATEGIC OBJECTIVES, PERFORMANCE AND TARGETS

Strategic Objectives	Estimated Performance	Medium Term Targets		
		2020 (1)	2020/21 (2)	
1. Assure a sustainable return on the investment made in the Humanities and Social Sciences	<ul style="list-style-type: none"> Strategic review of the impact of the first 5 years 	Comprehensive report	<ul style="list-style-type: none"> N/A 	
	<ul style="list-style-type: none"> The Institute’s decadal plan 	N/A	<ul style="list-style-type: none"> Comprehensive risk assessment 	
	<ul style="list-style-type: none"> Comprehensive risk assessment and analyse gaps in the context of the 2011 charter 	N/A	<ul style="list-style-type: none"> Decadal plan approved by the Board 	
	<ul style="list-style-type: none"> 2025 Business plan and contingency measures 	N/A	<ul style="list-style-type: none"> Business plan approved by the Board 	
2. Advance postgraduate scholarship through a range of innovations	50 South African scholarships	<ul style="list-style-type: none"> Award 50 new scholarships 	<ul style="list-style-type: none"> Monitor (through progress report submissions) 	
	578 South African scholarships	<ul style="list-style-type: none"> Monitor (through progress report submissions) and mentor existing scholarship holders 	<ul style="list-style-type: none"> Monitor (through progress report submissions) and mentor existing scholarship holders 	
	111 non-South African scholarships	<ul style="list-style-type: none"> Monitor (through progress report submissions) and mentor existing non-South African scholarship holders 	<ul style="list-style-type: none"> Monitor (through progress report submissions) and mentor existing non-South African scholarship holders 	
	55% through put rate on total funded PhDs by March 2021.	N/A	<ul style="list-style-type: none"> 318 SAHUDA PhDs 61 CODESRIA PhDs 	
	30 Postdoctoral scholarships awarded, and 4 Postdoctoral scholarships monitored	Award 30 new postdoctoral scholarships	<ul style="list-style-type: none"> Monitor 30 new postdoctoral scholarships (through progress report submissions) 	<ul style="list-style-type: none"> Monitor 30 new postdoctoral scholarships (through progress report submissions)
		N/A	<ul style="list-style-type: none"> Monitor 4 postdoctoral scholarships (Sam Moyo Land and Agrarian Reform) 	<ul style="list-style-type: none"> Monitor 4 postdoctoral scholarships (Sam Moyo Land and Agrarian Reform)

Strategic Objectives	Estimated Performance	Medium Term Targets	
		2020 (1)	2020/21 (2)
	6 Doctoral schools <ul style="list-style-type: none"> • 12 Mentors • 12 Regional workshops 	<ul style="list-style-type: none"> • Coordinate and monitor (through progress report submissions) the 12 mentors supporting NIHSS Doctoral schools • 6 Regional workshops hosted to support NIHSS Doctoral schools 	<ul style="list-style-type: none"> • Coordinate and monitor (through progress report submissions the 12 mentors supporting NIHSS Doctoral schools • 6 Regional workshops hosted to support NIHSS Doctoral schools
	<ul style="list-style-type: none"> • 1 National conference 	N/A	<ul style="list-style-type: none"> • Host 1 national conference
	<ul style="list-style-type: none"> • Expand thesis publication of 15 theses 	<ul style="list-style-type: none"> • Identification and selection of 15 theses for publication 	<ul style="list-style-type: none"> • Monitor the thesis conversion to publication process through respective publishing presses.
3. Dynamise the fields of research and teaching in the humanities and social sciences in South Africa through a range of Catalytic Projects and Humanities Hubs	<ul style="list-style-type: none"> • Monitor (through progress report submissions) and strengthen existing catalytic projects 	<ul style="list-style-type: none"> • Monitor and strengthen existing catalytic projects 	<ul style="list-style-type: none"> • Monitor and strengthen existing catalytic projects
	<ul style="list-style-type: none"> • Identify, select and support thirteen (13) catalytic research projects 	<ul style="list-style-type: none"> • Identify, select and award thirteen (13) new catalytic research projects 	<ul style="list-style-type: none"> • Monitor and support thirteen (13) new catalytic research projects
	<ul style="list-style-type: none"> • Monitor (through progress report submissions) and strengthen eight (8) Humanities Hubs 	<ul style="list-style-type: none"> • Monitor and strengthen eight (8) Humanities Hubs 	<ul style="list-style-type: none"> • Monitor and strengthen (8) Humanities Hubs.
	<ul style="list-style-type: none"> • 40 research publications/outputs 	<ul style="list-style-type: none"> • 20 research publications/outputs 	<ul style="list-style-type: none"> • 20 research publications/outputs
	<ul style="list-style-type: none"> • 10 conferences, workshops, colloquiums, and similar academic events 	<ul style="list-style-type: none"> • 5 conferences, workshops, colloquiums etc. 	<ul style="list-style-type: none"> • 5 conferences, workshops, colloquiums etc.
4. Promote the integrity, reputation and recognition of the HSS within the higher education community,	<ul style="list-style-type: none"> • 15 Working Group projects awarded 	<ul style="list-style-type: none"> • Award 15 Working Group projects 	<ul style="list-style-type: none"> • Monitor and support 15 Working Group projects
	<ul style="list-style-type: none"> • Identify, select and support five (5) Professional Associations 	<ul style="list-style-type: none"> • Identify and select five (5) Professional Associations 	<ul style="list-style-type: none"> • Monitor and support five (5) Professional Associations

Strategic Objectives	Estimated Performance	Medium Term Targets	
		2020 (1)	2020/21 (2)
the science and technology community	<ul style="list-style-type: none"> 1 NIHSS Annual Awards 	N/A	<ul style="list-style-type: none"> Finalise and publish a call for nominations. Nominate panels of judges NIHSS selection process; and hosting of 1 Award ceremony
	<ul style="list-style-type: none"> 2 colloquiums/ conferences hosted or co-hosted 	N/A	<ul style="list-style-type: none"> Coordinate the hosting of 2 colloquiums/ conferences
5. Foster international research collaborations between South Africa and countries of the Global South	<ul style="list-style-type: none"> 5 BRICS collaborative research projects 	N/A	<ul style="list-style-type: none"> Award 5 BRICS collaborative research projects
	<ul style="list-style-type: none"> 15 African Pathways and BRICS mobility grants 	<ul style="list-style-type: none"> Award 15 African Pathways and BRICS mobility grants 	N/A
	<ul style="list-style-type: none"> 4 dialogues/ colloquiums/ policy discussions etc. 	N/A	<ul style="list-style-type: none"> Coordinate the hosting of 4 dialogues/ colloquiums/ policy discussions
	<ul style="list-style-type: none"> 10 outputs/publications 	<ul style="list-style-type: none"> 5 outputs/publications 	<ul style="list-style-type: none"> 5 outputs/publications
6. Act as a dynamic broker between the worlds of knowledge and policy action on behalf of South Africa as the South African BRICS Think Tank	<ul style="list-style-type: none"> 9 BRICS Cluster projects monitored 	<ul style="list-style-type: none"> 5 BRICS Cluster projects monitored 	<ul style="list-style-type: none"> BRICS Cluster projects monitored
	<ul style="list-style-type: none"> 9 seminars, workshops, and conferences hosted/co-hosted and funded by the NIHSS 	<ul style="list-style-type: none"> 4 Thematic / BRICS Cluster seminars 	<ul style="list-style-type: none"> 5 Thematic / BRICS Cluster seminars
	<ul style="list-style-type: none"> 4 steering committee meetings (NIHSS & DHET) 	<ul style="list-style-type: none"> 2 advisory committee meetings (NIHSS & DHET) 	<ul style="list-style-type: none"> 2 advisory committee meetings (NIHSS & DHET)
	<ul style="list-style-type: none"> 3 BRICS Meetings (Pre-academic forum, Academic forum & BTTC) 	N/A	<ul style="list-style-type: none"> 3 BRICS Meetings (Pre-academic forum, Academic forum & BTTC)

6. QUARTERLY PERFORMANCE INDICATORS AND TARGETS

Key Performance Indicators		Reporting period	Annual Target 2020/21	Quarterly Targets				M&E
				1 st	2 nd	3 rd	4 th	
Strategic Objective 1: Assure a sustainable return on the investment made in the Humanities and Social Sciences								
1.1	Strategic review of the impact of the first 5 years	Annually	1	-	1	-	-	Comprehensive report
1.2	The Institute's decadal plan	Annually	1	-	-	1	-	Decadal plan approved by the Board
1.3	Comprehensive risk assessment and analyse gaps in the context of the 2011 charter	Annually	1	-	-	1	-	Risk Assessment
1.4	2025 Business plan and contingency measures	Annually	1	-	-	1	-	Approved Business Plan
Strategic Objective 2: Advance postgraduate scholarship through a range of innovations								
2.1	Number of NIHSS-SAHUDA scholarships	Annually	50	50	-	-	-	<ul style="list-style-type: none"> Signed Scholarship Contracts Award letters
2.2	Number of NIHSS funded South African doctoral students monitored by the NIHSS in the humanities and social sciences.	Quarterly	578	578	578	578	578	<ul style="list-style-type: none"> Progress Reports Cancellation letters
2.3	Number of NIHSS funded non-South African doctoral students monitored by the NIHSS in the humanities and social sciences.	Quarterly	111	111	111	111	111	<ul style="list-style-type: none"> Progress Reports Cancellation letter
2.4	Through put rate on total funded SAHUDA PhDs by March 2020.	Annually	55%	-	-	-	318	<ul style="list-style-type: none"> Certificates Completion letters

2.5	Through put rate on total funded CODESRIA PhDs by March 2020.	Annually	55%	-	-	-	61	<ul style="list-style-type: none"> • Certificates • Completion letters
2.6	Number of NIHSS funded South African post-doctoral fellows monitored by the NIHSS in the humanities and social sciences.	Annually	34	-	-	-	34	<ul style="list-style-type: none"> • Progress Reports
2.7	Number of Mentors appointed by the NIHSS to support Doctoral Schools, and ultimately enhance the creativity, and technical capacities of NIHSS doctoral students	Annually	12	12	-	-	-	<ul style="list-style-type: none"> • Signed contracts
2.8	Number of regional doctoral workshops co-hosted by mentors through the NIHSS Doctoral schools to enhance the creativity and technical capacities of NIHSS doctoral funded students	Quarterly	12	3	3	3	3	<ul style="list-style-type: none"> • Programmes • Attendance registers/ screenshots of online workshops
2.9	NIHSS hosted Annual National Doctoral conference as an innovation to advance postgraduate scholarship	Annually	1	-	-	1	-	<ul style="list-style-type: none"> • Conference proceedings • Programme • Attendance register/ screenshots
2.10	Number of doctoral theses to be converted into publications, contributing further to the HSS	Bi-annually	15	3	15	-	15	<ul style="list-style-type: none"> • Funding agreements with three (3) university press publishers • Progress reports discussing all fifteen (15) theses • Fifteen (15) publication outputs
Strategic Objective 3: Dynamise the fields of research and teaching in the humanities and social sciences in South Africa through a range of Catalytic Projects and Humanities Hubs								
3.1	NIHSS Catalytic Research Projects monitored	Quarterly	7 monitored	2	2	0	3	<ul style="list-style-type: none"> • Extension letters • Progress reports
3.2	Thirteen (13) new Catalytic Research Projects awarded and monitored	Bi-Annually	13	-	13	-	13	<ul style="list-style-type: none"> • Funding agreements • Progress reports
3.3	NIHSS Humanities Hubs monitored	Quarterly	8 monitored	2	2	2	2	<ul style="list-style-type: none"> • Funding agreements • Progress reports

3.4	The number of research outputs in the humanities and social sciences produced by the Catalytic and Humanities Hubs projects leaders and collaborators	Bi-Annually	40	-	20		20	<ul style="list-style-type: none"> • Output: Books, conference papers, journal, manuscripts
3.5	Number of conferences, workshops, colloquiums and similar academic events organised by NIHSS-funded projects leaders and collaborators	Bi-Annually	10	-	5	5	-	<ul style="list-style-type: none"> • Conference programme • Attendance registers/screenshots • Conference report
Strategic Objective 4: Promote the integrity, reputation and recognition of the humanities and social sciences within the higher education community, the science and technology community, and society								
4.1	Number of Working Groups, professional organisations and associations funded by the NIHSS.	Annually	15	-	-	15	-	<ul style="list-style-type: none"> • Funding agreements
4.2	Number of Professional Associations funded by the NIHSS.	Annually	5	5	-	-	-	<ul style="list-style-type: none"> • Funding agreements
4.3	Number of NIHSS Annual Awards Ceremony held to recognise individuals within the higher education's community contribution to HSS.	Annually	1	-	-	-	1	<ul style="list-style-type: none"> • Programme • Catalogue • Report
4.4	Number of colloquiums/ conferences hosted or co-hosted by the NIHSS to create, foster and maintain a culture of collaborative scholarship	Bi-Annually	2	-	1	1	-	<ul style="list-style-type: none"> • Conference programme • Attendance register/screenshots • Conference report

Strategic Objective 5: Foster international research collaborations between South Africa, Africa, countries of the Global South, including Brazil, India and China								
5.1	Number of international collaborative research projects to promote the principle of norm – driven internationalisation and collaboration of institutions in the Global South	Annually	5	-	-	5	-	<ul style="list-style-type: none"> • Funding agreements

5.2	Number of International mobility grants (APP and BRICS) to promote the principle of norm – driven internationalisation and collaboration of institutions in the Global South	Annually	15	-	15	-	-	<ul style="list-style-type: none"> • Funding agreements
5.3	Number of dialogues, colloquiums, policy discussions etc. hosted/co-hosted and funded by the NIHSS to expand the knowledge base of Global South research and scholarship	Bi-Annually	4	-	2	2	-	<ul style="list-style-type: none"> • Agenda • Attendance Register/screenshots • Engagement reports
5.4	Number of research outputs produced by the international collaborative project leaders	Bi-Annually	5	-	2	-	3	<ul style="list-style-type: none"> • Research outputs: book, journal, article, policy brief,, papers presented
Strategic Objective 6: Act as a dynamic broker between the worlds of knowledge and policy action on behalf of South Africa as the South African BRICS Think Tank								
6.1	Number of BRICS Cluster projects monitored	Quarterly	9	2	3	2	2	<ul style="list-style-type: none"> • Reports from project leaders
6.2	Number of seminars, workshops, and conferences hosted/co-hosted and funded by the NIHSS	Quarterly	9	2	3	2	2	<ul style="list-style-type: none"> • Agenda • Attendance Register/screenshots • Engagement reports
6.3	Number of SABTT steering committee meetings (NIHSS, DHET)	Bi-Annually	4	-	2	-	2	<ul style="list-style-type: none"> • Advisory committee meeting reports/ minutes
6.4	Number of South African BRICS Think Tank Forums (Pre-academic forum, Academic forum & BTTC)	Bi-Annually	3	-	-	1	2	<ul style="list-style-type: none"> • Pre-academic forum, Academic forum & BTTC meeting reports