

STRATEGIC PLAN 2025-2030



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SAPRIN

POPULATION-BASED SCIENCE

SOUTH AFRICAN POPULATION RESEARCH INFRASTRUCTURE NETWORK

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Health and Demographic Surveillance System (HDSS) Nodes



USINGA
UMLAZI SURVEILLANCE
INITIATIVE TO NURTURE
GRASSROOTS ACTION



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1. Introduction

The South African Population Research Infrastructure Network (SAPRIN) is a network of Health and Demographic Surveillance System (HDSS) nodes, established through collaboration between public and academic institutions to generate high-quality and impactful research.

SAPRIN's unique position as a national research infrastructure is that it collects longitudinal data from seven HDSS nodes, each designed to serve a target population of 100,000 individuals. The network includes four rural nodes i.e. Agincourt (Mpumalanga), DIMAMO (Limpopo), AHRI (KwaZulu-Natal) and BAMMISHO (North West), alongside three urban nodes GRT-INSPIRED (Gauteng), C-SHARP (Western Cape) and USINGA (KwaZulu-Natal).

SAPRIN is hosted at the South African Medical Research Council (SAMRC) and functions under the governance structures of the SAMRC. In this regard, it functions similarly to SAMRC's intra-mural units except that it receives base funding from the Department of Science, Technology and Innovation (DSTI). SAPRIN has attracted support for key research initiatives through external funding opportunities. Notably, SAPRIN has participated in projects supported by the United Nations Population Fund (UNFPA) during the COVID-19 pandemic and is currently conducting a study funded by the U.S. Centers for Disease Control and Prevention (CDC).

Outcomes and Impact

The SAPRIN HDSS nodes utilise a standardised surveillance protocol to collect data. By focusing on systematic longitudinal data collection on vital events, socio-economic and health indicators, SAPRIN aims to provide valuable insights into under-resourced South African communities.

1.1 SAPRIN's Mandate

As a key component of the DSTI's strategy, SAPRIN seeks to enhance research capacity by developing a robust national research infrastructure for health and social sciences.

This is crucial for informing public health policies and interventions, ultimately contributing to improved health outcomes for marginalised populations. With a commitment to collaboration and ethical research practices, SAPRIN not only enhances the quality of research but also fosters an inclusive environment that engages local communities in the research process, ensuring that their needs and perspectives are represented in the findings.

1.2 Focus of 2025-2030 Strategy

The SAPRIN 2025-2030 strategy is deliberately developed now, at a point where SAPRIN has achieved its goal of establishing seven networked nodes under a common surveillance protocol. This strategy outlines the next phase in advancing SAPRIN's vision of achieving equitable health and social wellbeing through its network of longitudinal population-based nodes in under-resourced communities across South Africa.

1.3 Consulting Partner

Ecaps Consulting was contracted to facilitate the development of a 5-year strategic plan for SAPRIN. This process included the development of an implementation plan, which supports the strategic plan and outlines the steps required to execute the strategy.

2. Strategic Alignment with National Policy

The strategic plan was developed through a collaborative process that drew from several key policy documents, including the National Development Plan (NDP) 2030, White Paper on Science, Technology and Innovation (STI) (2019), the Science Technology and Innovation Decadal Plan (2022-2032), and the DSTI's Research Infrastructure Roadmap (SARIR, 2016). This comprehensive approach was to ensure that SAPRIN's initiatives are closely aligned with national health priorities and responsive to the pressing public health challenges that South Africa faces today.

Alignment with National Development Plan 2030

The NDP 2030 is South Africa's long-term socio-economic development strategy. It aims to eliminate poverty, reduce inequality and unite all citizens through active participation in development and in strengthening democracy. A key focus area is delivering quality healthcare. SAPRIN shares the objectives of the NDP to enhance socio-economic and overall well-being. Both initiatives recognise the importance of evidence-based decision making. SAPRIN can provide high-quality longitudinal data on population health and well-being that can directly support decision making and policy development to support the NDP implementation.

Alignment with White Paper on Science, Technology and Innovation

The White Paper on STI emphasises that science, technology, and innovation are key drivers for economic growth and socio-economic reform which aligns with SAPRIN's goal of improving health and well-being in South African communities through rigorous research. It supports SAPRIN's objectives by promoting research capacity, supporting evidence-based policymaking and fostering partnerships. Furthermore, the White Paper proposes partnership initiatives that bolster institutional capabilities, including research infrastructures and human capital development. There is an emphasis on intra-African mobility of young African researchers. This supports SAPRIN's vision for broader international collaboration.

Alignment with Science, Technology and Innovation Decadal Plan (2022-2031)

The SAPRIN strategy aligns with the Science, Technology and Innovation Decadal Plan (2022-2031) through supporting key goals like increased and future-proof human capabilities by developing operational and research capabilities; fostering and enabling innovation environment via improved research infrastructure, research efficiency and productivity; and transforming the research system through population health insights and evidence-based interventions. Additionally, SAPRIN supports strategic internationalisation by extending its influence beyond South Africa while enhancing community agency through citizen science, ensuring meaningful contributions to both national and global STI priorities.

Alignment with Department of Science, Technology and Innovation (DSTI)

SAPRIN is funded by DSTI through SARIR. SAPRIN supports national research priorities by strengthening health and social research initiatives. As a key component of SARIR, SAPRIN provides high-quality longitudinal demographic and health data to inform evidence-based policymaking. Both initiatives champion transdisciplinary research and collaborative research. SAPRIN aims to ensure high-quality data accessibility to build a robust foundation for policy development. This synergy reinforces SARIR's objective of enhancing research infrastructure while advancing scientific and social outcomes.

3. Stakeholder Consultation

3.1 Consultative Approach

As part of the process key stakeholders were identified and consulted. These included the SAPRIN management hub, the HDSS nodal directors, DSTI, SAMRC unit directors, and the Science and Policy Advisory Committee.

3.2 Partner Analysis

An analysis of various partner roles ensured alignment with their interests and mandates.

Partner	Roles, Interests and Mandate
Management Hub	Operationalisation of the SAPRIN mandate.
Nodal Directors	Ensure that the SAPRIN protocol is executed within the nodes.
Department of Science, Technology and Innovation	Drive the national science research agenda.
SAMRC Unit Directors	Provide insight into how SAPRIN can align with the SAMRC research mandate.
Science and Policy Advisory Committee	Give strategic direction to the science and policy of SAPRIN.

SECTION I: STRATEGY DEVELOPMENT PROCESS

4. Methodology

The development of the SAPRIN strategic plan was a comprehensive and structured process, ensuring alignment with national policies and the involvement of key stakeholders. The methodology followed is detailed below:

1. *Align* with National Policy to ensure coherence and support of the broader governmental objectives. These policies included:
 - a. National Development Plan
 - b. White Paper on Science, Technology and Innovation
 - c. Science, Technology and Innovation Decadal Plan
 - d. DSTI's Research Infrastructure Roadmap
2. *Define* the Vision, Mission, and Values
 - a. This was developed in collaboration with the key partners. This collaborative approach ensured that the strategic direction was reflective of the collective aspirations and commitments of all stakeholders involved.
3. *Conduct* an Environmental Scan
 - a. We looked at internal and external factors that affected SAPRIN
 - b. Strategic issues were identified using a SWOT matrix
 - c. A strategic SWOT matrix mapped the McKinsey 7 pillars to develop strategic objectives.
4. *Propose* a Theory of Change
 - a. The strategic objectives were reviewed against a Theory of Change hypothesis. This step ensured that the proposed objectives were logically linked to the desired long-term outcomes and that the necessary preconditions for achieving these outcomes were identified.
5. *Develop* the Strategic Objectives
 - a. The strategic objectives were developed through a consultative process, involving input from various stakeholders. These objectives were then broken down into sub-objectives to provide a clear and actionable roadmap for achieving the strategic goals.
6. *Prepare* the Implementation Plan to operationalise the strategic plan which includes:
 - a. Define the key performance indicators (KPIs).
 - b. Determine actions and tactics to see the plan actioned.
7. *Map* the Next Steps to ensure successful implementation and adoption of the strategic plan
 - a. The plan must be communicated throughout the organisation to foster understanding and buy-in.
 - b. Change management must be instituted to support adoption by stakeholders.
 - c. A system must be developed to monitor the progress of the plan.

5. Overview of Consultatory Process

The table below describes the key dates and activities for the consultatory process.

Date	Activity
25th June	Development of pre-work (SWOT Matrix)
26th June	Pre-work sent
8th July	Planning meeting with SAPRIN management team
11th July	Kick-off meeting with André Rose at offices
7th Aug	Review meeting with David Everatt & Hannah Hussey (virtual)
14th Aug	Progress meeting with André Rose
21st Aug	Preparation for strategic planning meeting
26th Aug	First day session with management and nodal heads
30th Aug	Catch-up
4th Sept	Progress meeting with André Rose
2nd Oct	Progress meeting with André Rose
9th Oct	Development work to date & meetings
10th Oct	2nd Day session with SAPRIN Hub
16th Oct	Small team of SAPRIN Management Hub on Zoom to finalise draft
22nd Oct	DSTI meeting in Pretoria
23rd Oct	Meeting in Pretoria - Policy and Science Advisory committee
4th Nov	SAMRC Unit Directors - 7th version of plan developed after this meeting
12th Feb	Session with the SAPRIN Management Hub team to finalise Strategic plan and discuss the Actions and Tactics (A&Ts)
13th Feb	Session with the SAPRIN Management Hub team to finalise

6. SWOT Matrix

A SWOT Matrix was distributed to the key partners and completed. The template below illustrates the matrix and selected findings from the different matrices completed. The matrix was used to develop the strategic objectives of the strategic plan.

RESEARCH AGENDA	RESEARCH COMMUNITIES	PARTNER NETWORK	PEOPLE DEVELOPMENT	RESEARCH INFRASTRUCTURE	GOVERNANCE & SUSTAINABILITY	INTERNATIONAL REACH
STRENGTHS – Internal capabilities that help SAPRIN’s mandate						
<ul style="list-style-type: none"> ▪ We are thinking in broader terms around our research agenda. 	<ul style="list-style-type: none"> ▪ Embedded in health system allowing for routine linkage of HDSS and services data. ▪ Strong relationships with institutions. 	<ul style="list-style-type: none"> ▪ Success in securing competitive grants. 	<ul style="list-style-type: none"> ▪ Ability to draw on multi-nodal research agenda. 	<ul style="list-style-type: none"> ▪ Robust data collection systems. ▪ Excellent research infrastructure that links population, clinical, and laboratory science which facilitates translation of findings in both directions. 	<ul style="list-style-type: none"> ▪ SAPRIN is a good network to be part of. ▪ No passengers. 	<ul style="list-style-type: none"> ▪ Collaboration with over 60 institutions globally.
WEAKNESSES – Internal limitations that hinder SAPRIN’s mandate						
<ul style="list-style-type: none"> ▪ Academic output is too low. ▪ There is insufficient collaboration from other faculties within the University. 	<ul style="list-style-type: none"> ▪ There is insufficient collaboration between nodes and affiliated universities. 	<ul style="list-style-type: none"> ▪ The reliance on SAPRIN funding only is a weakness as we are unable to conduct other studies. ▪ The Departments within the University are not fully aware of the research platform we have. 	<ul style="list-style-type: none"> ▪ Not enough skilled research staff to address critical questions, especially those that require special skills – big data analytics, neural networks etc. 	<ul style="list-style-type: none"> ▪ Research support structures vary in their effectiveness. 	<ul style="list-style-type: none"> ▪ SAPRIN is increasingly exerting central control – even though it tells nodes we are independent – and (e.g., UTIL) even when this directly negatively affects data gathering. ▪ SAPRIN is not used to having new (affiliated and non-rural) nodes. Inadequate communication with nodes. 	<ul style="list-style-type: none"> ▪ Limited policy advocacy experience ▪ Lack of extensive experience or expertise in policy advocacy and influencing.

RESEARCH AGENDA	RESEARCH COMMUNITIES	PARTNER NETWORK	PEOPLE DEVELOPMENT	RESEARCH INFRASTRUCTURE	GOVERNANCE & SUSTAINABILITY	INTERNATIONAL REACH
OPPORTUNITIES – External factors that SAPRIN can leverage towards achieving its mandate						
<ul style="list-style-type: none"> Good group of academics working with us (and in the team). 	<ul style="list-style-type: none"> Strong interest from academics to leverage the platform. Established nodes can strengthen less established nodes. 	<ul style="list-style-type: none"> Inter-nodal collaboration should be facilitated. 	<ul style="list-style-type: none"> Look at how to restructure the team to fit purpose and function. 	<ul style="list-style-type: none"> Taking advantage of the multiple platforms – clinical, population, social, and basic sciences to undertake interdisciplinary research to address wicked problems. 	<ul style="list-style-type: none"> Development of the strategic plan provides an opportunity to introduce new structures for the organisation. 	<ul style="list-style-type: none"> SAPRIN is growing and needs to use the new energy and very different contexts to make a push for greater visibility and prominence. Be sensitive to the policy environment to seize opportunities to fill data gaps for policymakers.
THREATS – Current and emerging factors that may challenge SAPRIN accomplishing its mandate						
<ul style="list-style-type: none"> It takes time to develop a reputation for accurate and reliable data. Established nodes are doing their own work but new nodes will take some years to reach their level. We may not reach that point without direct intervention (e.g., shared bids). 	<ul style="list-style-type: none"> Safety and security of staff working within the nodes. 	<ul style="list-style-type: none"> Risk of parachute research approaches disguised as collaboration. 	<ul style="list-style-type: none"> Change in leadership of nodes and SAPRIN. Funding landscape. 	<ul style="list-style-type: none"> Academics get sick and tired of 'our excuses' for them not getting their data. Sharing nodal data to SAPRIN in the absence of a secure data environment. Limited capacity that does not keep pace with growth of research. 	<ul style="list-style-type: none"> SAPRIN fails to balance old (rural) and new (urban) and resorts to control in place of innovation, learning and growth. 	<ul style="list-style-type: none"> Poor awareness of SAPRIN.

These 7 pillars changed with input and discussions with different partners and matured through collaboration to 7 Strategic Objectives that support the vision.

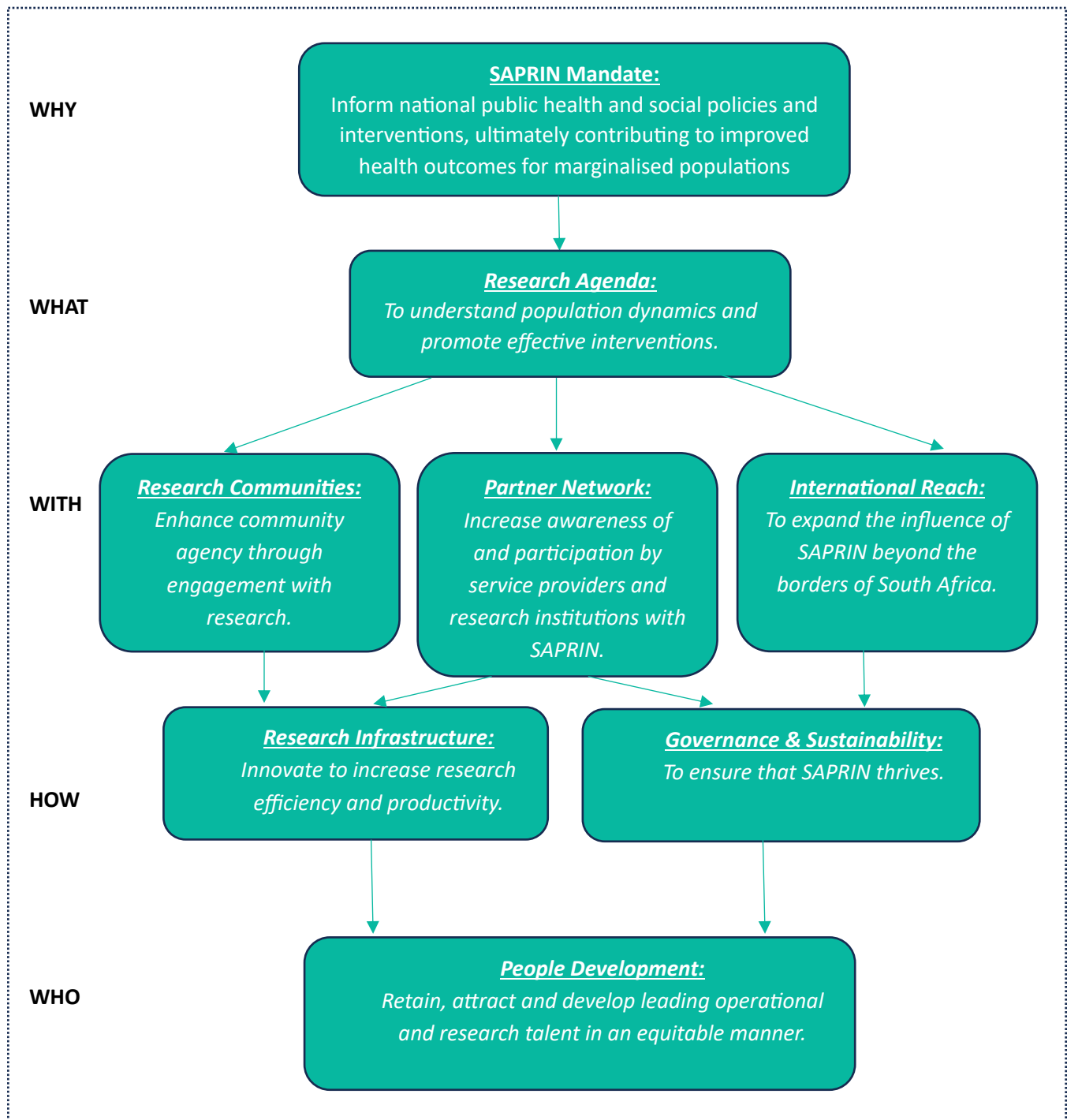
7. Strategic SWOT

A strategic SWOT analysis allows SAPRIN to identify and map the 7 pillars into strategic objectives that enable the organisation to leverage the strengths and minimize the weaknesses against the opportunities and threats identified in the environmental scan.

Strategic SWOT		Internal Factors	
		Strengths	Weaknesses
External factors	Opportunities	<p>Strength – Opportunity (SO) strategies empower SAPRIN to leverage its strengths to maximize the opportunities identified.</p> <ul style="list-style-type: none"> ▪ RESEARCH AGENDA <i>To understand population dynamics and promote effective interventions.</i> ▪ INTERNATIONAL REACH <i>To expand the influence of SAPRIN beyond the borders of South Africa.</i> 	<p>Weakness – Opportunity (WO) strategies empower SAPRIN to leverage its strengths in order to minimize the threats identified.</p> <ul style="list-style-type: none"> ▪ RESEARCH COMMUNITIES <i>To enhance community agency through engagement with research.</i> ▪ GOVERNANCE & SUSTAINABILITY <i>To ensure that SAPRIN thrives.</i>
	Threats	<p>Strength – Threat (ST) strategies ensure that SAPRIN can minimize its weaknesses by leveraging the opportunities identified.</p> <ul style="list-style-type: none"> ▪ PARTNER NETWORK <i>To increase awareness of and participation by service providers and research institutions with SAPRIN.</i> ▪ RESEARCH INFRASTRUCTURE <i>To innovate to increase research efficiency and productivity.</i> 	<p>Weakness – Threat (WT) strategies ensure that SAPRIN can minimize its weaknesses in order to avoid the threats identified.</p> <ul style="list-style-type: none"> ▪ PEOPLE DEVELOPMENT <i>To retain, attract and develop leading operational and research talent in an equitable manner.</i>

8. Theory of Change

A proposed theory of change is hypothesized to map SAPRIN's mandate against key organisational and institutional levers.



SECTION II: Strategic Plan

9. SAPRIN Strategic Plan

9.1 THE VISION

Equitable health and social wellbeing.

9.2 THE MISSION

Through a dynamic and impactful research infrastructure underpinned by longitudinal population-based nodes in under-resourced communities across South Africa.

9.3 THE VALUES

Respect

We treat everyone with dignity and accommodate the language, culture and norms of the communities that we work in.

Collaboration

We foster multi-disciplinary partnerships internally and with other institutions and scientists.

Integrity

We uphold ethical standards, protection of personal information and exercise transparency in all we do.

Accessibility

We openly and fairly share our knowledge and expertise.

Excellence

We maintain the highest standards of work.

Enablement

We support community agency and partnerships, research career development and service delivery mandates.

9.4 Value proposition

SAPRIN empowers South Africa and by extension, the continent with the knowledge and infrastructure needed to identify and address pressing public health and developmental challenges and foster inclusive socio-economic growth.

10. Strategic Objectives and Sub-Objectives

Strategic Objectives	Sub-Objectives
1. RESEARCH AGENDA <i>To understand population dynamics and promote effective interventions.</i>	1.1 Respond to national and local research priorities aimed at under-resourced communities. 1.2 Support the achievement of Universal Health Care and the implementation of National Health Insurance.
2. RESEARCH COMMUNITIES <i>To enhance community agency through engagement with research.</i>	2.1 Co-create research with communities. 2.2 Actively engage communities
3. PARTNER NETWORK <i>To increase awareness of and participation by service providers and research institutions with SAPRIN.</i>	3.1 Identify and prioritise relevant partners. 3.2 Establish pertinent MOUs and strengthen research collaborations. 3.3 Create and/or participate in forums that impact policy.
4. PEOPLE DEVELOPMENT <i>To retain, attract and develop leading operational and research talent in an equitable manner.</i>	4.1 Leverage our established relationships to strengthen developing institutions. 4.2 Strengthen capacity for nodal science and operations.
5. RESEARCH INFRASTRUCTURE <i>To innovate to increase research efficiency and productivity.</i>	5.1 Improve access to and use of SAPRIN research infrastructure. 5.2 Increase the use of automated data collection devices in health and demographic surveillance. 5.3 Promote access to national computational infrastructure and trusted research environments for population research data.
6. GOVERNANCE & SUSTAINABILITY <i>To ensure that SAPRIN thrives.</i>	6.1 Align structures and processes to support the strategic plan. 6.2 Develop an external research funding plan to augment core funding of SAPRIN.
7. INTERNATIONAL REACH <i>To expand the influence of SAPRIN beyond the borders of South Africa.</i>	7.1 Lead the growth and impact of population cohorts in Africa. 7.2 Contribute to DSI science diplomacy efforts globally.

11. Summary of Strategic Plan



The Strategic ec@ps plan of SAPRIN – 13th February 2025

SECTION III: STRATEGY IMPLEMENTATION

12. SAPRIN Implementation Plan

12.1 Strategic Objective 1: RESEARCH AGENDA

To understand population dynamics and promote effective interventions.

KPI: Establish a report that links our data with the National data set

1. SUB-OBJECTIVES	ACTIONS AND TACTICS (RESPONSIBILITY)	PERFORMANCE INDICATOR (DEADLINE)
1.1 Respond to national and local research priorities aimed at under-resourced communities	1. Identify the national and local research priorities which SAPRIN can contribute to -ZM	June 2025
	2. Develop collaborative working groups to address the focused priorities -ZM	September 2025 March 2026
1.2 Support the achievement of Universal Health Coverage and the National Health Insurance	1. Identify areas where SAPRIN can contribute -AR	July 2025
	2. Establish the value proposition of SAPRIN with regards to NHI resulting in a MOA with NDoH -AR	April 2026
	3. Obtain an agreement to link to service records Health Patient Registration System (HPRS) -AR	December 2027

12.2 Strategic Objective 2: RESEARCH COMMUNITIES

To enhance community agency through engagement with research

KPI: Active citizen science committees in every node

2. SUB-OBJECTIVES	ACTIONS AND TACTICS (RESPONSIBILITY)	PERFORMANCE INDICATOR (DEADLINE)
2.1 Co-create research with communities	1. Adapt SAPRIN letter of intent to ask about community involvement at a nodal level TM	June 2025
	2. Include approval of nodal research studies by community advisory boards as a standard practice -TM	Network-wide standard adopted for CAB involvement in study protocol development and ethical approval at all HDSS nodes. By January 2027
2.2 Actively engage communities	1. Communicate research findings in an accessible manner-RM	Communication strategy by 30 September 2025
	2. To develop a community of practice for the translation of research findings into practice focusing on engaging communities in the process -RM/ZM	Nodal Communication Forum meetings per quarter (RM)

12.3 Strategic Objective 3: PARTNER NETWORK

To increase awareness of and participation among service providers, and research institutions

KPI: Established effective forums with MOUs in place

3. SUB-OBJECTIVES	ACTIONS AND TACTICS (RESPONSIBILITY)	PERFORMANCE INDICATOR (DEADLINE)
3.1 Identify and prioritise relevant partners	1. Identify and segment key stakeholders - AR	March 2026
	2. Develop stakeholder engagement plan - RM	Stakeholder engagement plan by 31 March 2026
3.2 Establish pertinent MOUs and strengthen relevant research collaborations	1. Identify a value proposition for each stakeholder -RM	31 May 2026
	2. Co-create and execute MOUs with primary stakeholders -AR	Ongoing
3.3 Create and / or participate in forums that impact policy	1. Identify the relevant forums and conduct a gap analysis -AR	Ongoing
	2. Participate in relevant forums -AR	Ongoing

12.4 Strategic Objective 4: PEOPLE DEVELOPMENT

To retain, attract and develop leading operational and research talent in an equitable manner

KPI: Creating a stable human capital environment to facilitate the research requirements

4. SUB-OBJECTIVES	ACTIONS AND TACTICS (RESPONSIBILITY)	PERFORMANCE INDICATOR (DEADLINE)
4.1 Leverage our established relationships to strengthen developing institutions	1. Organising a workshop to facilitate the process of grant writing and management for nodes - TM	HDSS nodes received training in grant writing and management by June 2026
	2. Organise a workshop to facilitate Historically Disadvantaged Institutions (HDI) scientists to make use of the SAPRIN research infrastructure -TM	Workshop train HDI-scientists on how to use SAPRIN infrastructure done by June 2026
4.2 Strengthen capacity for nodal science and operations	1. Develop training material for longitudinal data analysis of population dynamics -LM	31 July 2025 Ongoing
	2. Strengthen existing communities of practice in research operations, community engagement, communication, data management and climate and health -TM/LM/RM	Communities of practice forums routinely and regularly meet to capacitate and develop HDSS operations and science by December 2026
	3. Formalise a SAPRIN operational framework -TM/LM	A network-level operational framework standards document produced and formally adopted by 31 July 2026
	4. Continue hosting population science seminar series -RM	Standard Operating Procedure for Population Science Seminar Series by July 2025
	5. Develop and implement a capacity development plan for the management hub -AR	March 2026

12.5 Strategic Objective 5: RESEARCH INFRASTRUCTURE

To innovate to increase research efficiency and productivity.

KPI: Effective use of technology which improves utilisation of our data

5. SUB-OBJECTIVES	ACTIONS AND TACTICS (RESPONSIBILITY)	PERFORMANCE INDICATOR (DEADLINE)
5.1 Improve access to and use of SAPRIN research infrastructure	1. Develop and implement a comprehensive communication strategy -RM	Communication strategy by 30 September 2025
	2. Develop a user access policy -AR	November 2025
	3. Training of researchers in the use of the SAPRIN user access policy -AR	Ongoing
	4. Periodic review of the core protocol -TM	An updated protocol version produced at least biennially or whenever amendments are required December 2027
5.2 Increase the use of automated data collection devices in health and demographic surveillance	1. Introduce automated data collection devices by collaborating with institutions with experience with such devices -LM	31 December 2027
	2. Generalise the DIMAMO QA tool and roll it out to other nodes -LM	31 December 2026
	3. Develop QA dashboards for SAPRIN management hub -LM	31 July 2026
5.3 Promote access to national computational infrastructure and trusted research environments for population research data	1. Enter into an agreement with NICIS that allows nodes access to advanced computer infrastructure -LM	30 April 2026

12.6 Strategic Objective 6: GOVERNANCE AND SUSTAINABILITY

To ensure that SAPRIN thrives

KPI: 25% of funding outside DSTI

6. SUB-OBJECTIVES	ACTIONS AND TACTICS (RESPONSIBILITY)	PERFORMANCE INDICATOR (DEADLINE)
6.1 Align structures and processes to support the strategic plan	1. Review the terms of reference of the steering committee -AR	November 2025
	2. Streamline nodal operational audits and specialised data access request -TM/LM	Produce a standardised procedure for implementing operational audits and data access requests, with reduced processing time and increased impact. 31 July 2027
	3. Review lines of communication with the nodes to improve engagement -RM	Carry out a survey on lines of communication between nodes and SAPRIN by 30 September 2025
6.2 Develop an external research funding plan to augment core funding of SAPRIN	1. Develop a plan to engage with other Government Departments to access funding -AR	March 2026 Ongoing
	2. Work with SAMRC to identify potential funding opportunities for SAPRIN hosted research -RM	List of potential funders and deadlines – Quarterly

12.7 Strategic Objective 7: INTERNATIONAL REACH

To expand the influence of SAPRIN beyond the borders of South Africa

KPI: Facilitate the establishment of a research infrastructure in 1 African country

7. SUB-OBJECTIVES	ACTIONS AND TACTICS (RESPONSIBILITY)	PERFORMANCE INDICATOR (DEADLINE)
7.1 Lead the growth and impact of population cohorts in Africa	1. Develop and explore the relationship with regional and international population and cohort consortia and develop an MOU for collaboration -AR	May 2026
7.2 Contribute to DSI science diplomacy efforts globally	1. Continue the participation in the BRICS working group on national research infrastructure -AR	Ongoing
	2. Engage DSTI to participate in their science diplomacy efforts -AR	March 2027
Responsibility AR André Rose ZM Zoh Mvuyane TM Tinofa Mutevedzi LM Linda Maoyi RM Roopa Moodley		

13. The Way Forward

The next steps in the process are to:

- Develop a monitoring and evaluation system
- Prepare a communications plan for the organisation
- Implement change management to support adoption by stakeholders.
- Develop a user access policy.