

STRATEGIC PLAN 2022-2026

**Institute for Human Security
and Social Change**

SEPTEMBER 2021

ENQUIRIES

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INSTITUTE FOR HUMAN SECURITY AND SOCIAL CHANGE PLAN FOR 2022-2026

1. OBJECTIVES OF THE CENTRE

Vision and Mission

We seek to **understand**, directly **support**, and **enable** the practice of positive social change in the Pacific and Asia, including Indigenous Australia¹.

We will do this through an increasingly integrated combination of rigorous, high quality and goal-aligned research, education, and engagement and impact work.

In doing so, we aim to enhance locally led and participatory processes of social change in ways which are contributing to more just, equitable and inclusive societies.

Goals

The Institute will seek to:

1. better **understand** the front-line practice of social change agents and the institutional arrangements² which help or hinder their practice at individual, organisational and system levels.
2. directly **support** social change agents – individuals, organisations, and broader alliances – that are working for positive social change in the Pacific and Asia, including Indigenous Australia.
3. help create **enabling** capacities and institutional arrangements for the practice of social change.

Outcomes

Our integrated combination of research, education and engagement and impact work will contribute to the following outcomes at local, national, and international levels.

1. Strengthened theoretical and **practice-based evidence** which is informed by and contributes to the practice of social change.
2. More and **stronger relationships** with social change agents which are translating into new projects, partnerships, and alliances with the Institute.
3. Strengthened **individual and organisational capabilities** of social change agents and the organisations that support them.
4. Changes in the **informing ideas, policies and practices** of social change agents and the organisations that support them.
5. Enhanced **awareness and recognition** of the work of the Institute and our partners.

¹ In this framing, Australia – and Indigenous Australia in particular - is considered an integral part of the Pacific and Asia.

² The formal and informal rules of the game that help or hinder the front-line practice of positive social change. This can include the dominant ideas, norms and values in a society or sector, its formal laws and regulations and the policies and practices of organisations. Efforts to shift these are sometimes referred to as ‘systems change’ in the social change literature.

Strategic Alignment

The Institute's plans for the period 2022-26 align very closely with the University's 2020-30 Strategic Plan and the Research, and Industry Engagement Plan 2030. This is evident through our emphasis on: applied, inter-disciplinary research related to global challenges, notably social inclusion, and well-being; combining international and regional perspectives with a particular focus on the Pacific region and Indigenous Australia; partnership and being a partner of choice with a broad range of NGOs, indigenous organisations, and development practitioners; and an emphasis on industry engagement and community impact. Our focus on the frontline practice of social change, and the institutional arrangements which enable positive social change, complements well other research undertaken at La Trobe which might have a more theoretical or disciplinary focus.

The Institute's focus on the practice of positive social change strongly aligns with the mission of the Social Change and Equity Research Theme i.e. "to enhance internationally recognised research into the key drivers of inequality, how they interact, and how we can *facilitate change towards a more just and equitable society*". This is evident through our work on understanding, supporting and enabling social change processes in collaboration with our partners in Indigenous Australia, the Pacific and Southeast Asia and through our international research partners in the UK.

The Institute's focus on Indigenous Australia also strongly aligns with the Healthy People, Families and Communities Theme. This is evident through our work with Charles Darwin University and the Australian National University on understandings of well-being in Aboriginal communities and our work with the Central and Northern Land Councils which builds their capacity to evaluate, learn from and adapt their programs in ways which contribute to Aboriginal well-being. These programs aim to maintain Aboriginal identity, language, culture and connection to country and to improve health, education and employment outcomes in ways defined by Aboriginal people.

The Institute aligns with the School's goals through contributing a substantial proportion of the School's research income, supporting inter-disciplinary collaborations across the School and the University, facilitating access to research partners in Indigenous Australia, the Pacific, Asia and the UK and contributing to knowledge dissemination and public debate on social justice issues.

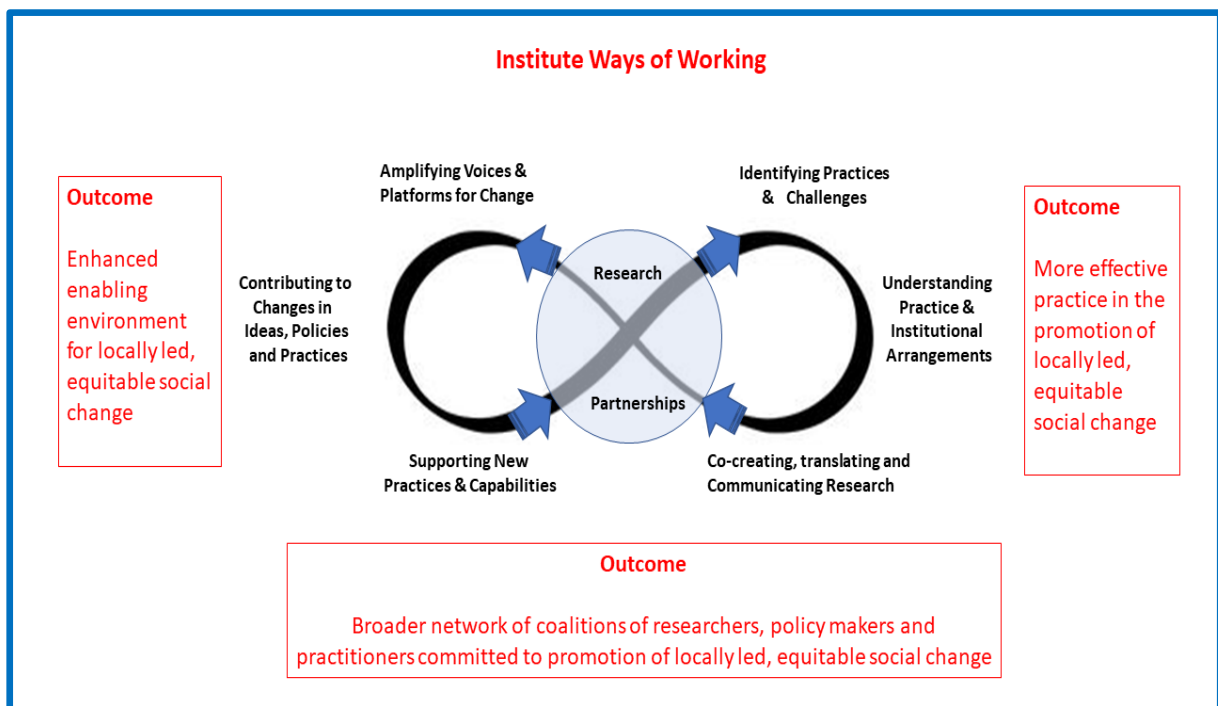
The Institute aligns with and contributes to the delivery of national government priorities for Indigenous Australia and the Pacific. This is reflected in our focus on Aboriginal well-being, strengthening Aboriginal-controlled organisations and Aboriginal self-determination as well as supporting positive social change in the Pacific, including through good governance, justice and education sector reforms, some of which are funded by DFAT.

The Institute has strong individual and institutional linkages with the development industry, including with DFAT, the Australian Council for International Development (ACFID), the Research for Development Impact Network (RDIN), many INGOs and several managing contractors. Since 2013, the Institute has brought in over \$9 million in Category 2 and Category 3 research and consultancy income, funded by government and non-government agencies and has undertaken more than 150 industry engagements, many on the request of industry partners.

The Institute has been an active contributor to research, dialogue, capacity building and advocacy on critical issues in the international development sector both in Australia and internationally for many years, including through undertaking research commissioned by DFAT, ACFID, RDIN and other development actors, co-hosting the 2009 and 2019 RDI Network Conferences, contributing to ACFID’s governance and delivering in partnership with ACFID a year-long professional development program for emerging leaders in the development sector. The Institute’s long-term partnership with DFAT and the University of Birmingham in the Developmental Leadership Program and with the FCDO-funded Centre for Excellence for Development Impact and Learning speaks to the Institute’s international reputation and standing with major donors.

2. OUR APPROACH

We seek to understand, support and enable the practice of positive social change and the institutional arrangements which facilitate this. We focus on the practice of social change because it is generally not well understood, and poorly supported or enabled. Our approach to understanding, supporting and enabling the practice of positive social change is captured in the diagram below.



We see ourselves as change agents who **reflexively model the effective practices** that emerge from our research. We recognise that we are part of the system that we are observing and that what we do and how we act contributes to maintaining or changing that system. We recognise that addressing complex challenges in our region will require new relationships and practices. We acknowledge and seek to use our power and privilege in that system to build peer-based collaborations with our partners, amplify the voices of others and leverage change.

In all that we do, we seek to:

- build long term **partnerships** which are based on equity, openness, mutual benefit and solidarity.
- take a participatory, appreciative, strengths-based approach to **identifying and understanding** practice and the arrangements that enable or hinder it.
- **broker knowledge** i.e., to co-create findings which weave together different forms of knowledge and evidence and facilitate its transfer through creating relationships and networks.
- **Create spaces and platforms** for sharing, critical reflection, learning and advocacy which enable participants to develop and promote their own understandings of and perspectives on social change.
- **Supporting new and innovative practices** and institutional arrangements which emerge and strengthening capabilities to implement these.

3. KEY ACTIVITIES

The Institute organises its activities into three mutually reinforcing domains: research, education and engagement and impact. Each domain contributes to one or more of the Institute's outcomes and goals.

3.1 RESEARCH

We will continue to deliver a **high-quality program of research in Indigenous Australia and the Pacific**. Our research in Indigenous Australia will focus on Aboriginal well-being, inclusion, self-determination and Indigenous approaches to social change. Our research in the Pacific will focus on exploring and supporting the practice of Pacific led social change and the organisational and institutional arrangements which enable it, including a focus on gender equality and women's leadership.

We will draw on and add value to this research through **international research collaborations**, in particular through the Developmental Leadership Program (DLP), an international research partnership between DFAT, La Trobe University and the University of Birmingham, as well as with the UK based Centre for Excellence for Development Impact and Learning (CEDIL) which provides us with the ability to shape and access cutting edge research on innovations in impact evaluation and stakeholder engagement in policy uptake of research.

We will **continue to mobilise an increased quantum of research funding**, in particular Category 2 and Category 3 funding where we have a comparative advantage and demonstrated track record. In addition, we will where appropriate **contribute to the development of big bids** with a social change focus that are identified under La Trobe's research themes and which are led by other Research Centres, drawing on our technical capabilities; our experience in Indigenous Australia, the Pacific and Southeast Asia; and our sectoral expertise in governance, justice, health, and education. With additional support from LTU, we could lead the development of a big bid which leverages our involvement with INGOs and philanthropic agencies to explore how these agencies might collectively contribute to more effectively to the supporting the practice of social change.

We will continue to produce both **traditional (TROs) and non-traditional research outputs (NTROs)**. In line with our funding model, our primary research outputs will be NTROs commissioned and funded by our research partners. These reports are tailored to the needs of our partners and hence more likely to lead to research uptake. We will continue to produce a modest but increasing number of TROs which are informed by commissioned research. This is with a view to validating the quality of our research; building the academic record of staff and the Institute as a whole; contributing to academic learning; and influencing the ideas which shape the practice of social change.

We will contribute to shaping and delivering the work conducted under **LTU's Social Change and Equity theme**. We will do this through: i) representation on the steering committee; ii) contributing to the development of the overarching framework for the theme; iii) modelling emergent approaches to work under this theme including brokering relationships across disciplinary boundaries, bringing the theory and practice of social change together, and encouraging experimentation, sharing lessons and ongoing adaptation; iv) undertaking research in the Pacific and in Indigenous Australia which contributes to the theme including the exploration of how research & knowledge co-production can in practice 'facilitate change towards a more just and equitable society', and how different forms of knowledge can contribute to this; v) contributing to the development of an Aboriginal Studies Centre; vi) contributing to the potential development of a social change hub in LTU's research and innovation precinct which attracts non-profit and for-purpose social change organisations.

We will also undertake research work in Indigenous Australia which contributes to the **Healthy People, Families and Communities theme** and support work led by Dr. Julie Andrews to integrate an Indigenous perspective across all research themes, as appropriate. Our contribution to this theme will be explored and elaborated in more detail in the first year of the plan period.

Finally, with additional support from LTU, we could help create the **enabling conditions for effective practice across all themes** by sharing lessons from the emergent approaches modelled with the Social Change and Equity Theme and supporting initiatives on the monitoring and evaluation of research uptake based on our collaboration with Oxford University in 2020, partnership brokering and working collaboratively across disciplines.

Key initiatives:

- Strengthening our capacity to mobilise research funding through bringing on additional staff, utilising LTU support and seed funding, participating in joint LTU bids, building relationships with managing contractors and actively engaging with the DFAT aid procurement pipeline.
- Scaling innovative practices that we have trialled at the local level e.g. collaborating with Charles Darwin University to develop a monitoring and evaluation framework for the Northern Territory Government's Remote Engagement and Coordination Strategy.
- Helping shape and deliver La Trobe's thematic research work, including contributing to the establishment of the Aboriginal Studies Centre.
- Building an alliance between universities in Australia and the Pacific which creates spaces for and gives support to Pacific-led research.

Actions	Measure ³	Baseline	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Attract research funding	Total competitive grant income	0	0	\$0.15m	\$0.15m	\$0.15m	\$0.15m
	Total research and consulting income from other sources	\$0.8m	\$0.96m	\$1.0m	\$1.23m	\$1.51m	\$1.84m
	Return on LTU direct funding ⁴	2.4	3.1	3.8	4.8	6.2	7.4
Maintain research partnerships	# of research projects	15	12	13	14	15	15
	# of multiyear research partnerships	4	3	4	5	6	6
Publish research results	# of peer-reviewed publications	16	14	16	18	20	20
	# of commissioned research reports	20	16	18	20	20	20

3.2 EDUCATION

The Institute will seek to design, deliver and iteratively improve **high quality professional development offerings** for mid-career professional and emerging leaders of local and international development agencies. These will include short (1-2 day), public facing master classes as well as longer term (1 year) professional development programs tailored to individual organisations. We will start small, building on what we have already done and focusing on where we can generate a profit. We will use these initial offerings to build our reputation, enhance our capacity through learning by doing and to invest in new or revamped offerings over time. These fee-paying offerings will be supplemented by a small number of free communities of practice which enable participants to share ideas, learn from their peers, make new connections, and explore opportunities to collaborate.

We will maintain a secondary focus on **teaching into existing or new undergraduate and postgraduate courses** in HUSS, including exploring ways to contribute to the Master in International Development (MID), the Bachelor of Global Studies and the Sustainability and Development Major in the Bachelor of Arts. We will also explore opportunities and, if appropriate, seek LTU funding for the design and delivery of specialist subjects which could be: i) micro-credentialed; ii) inserted into

³ We have, on the request of the RSC, included single figure targets for each measure. For internal management purposes, we will use a range for most measures as this is recognized as good practice in dealing with uncertainty.

⁴ This assumes a 20% growth p.a. in combined competitive research grant income and research and consulting income from other sources. These targets are ambitious and are unlikely to be met if restrictions on travel continue and/or LTU support declines and/or the external funding environment deteriorates.

new/existing courses; iii) offered as non-award short courses. This could include subjects on topics such as developmental leadership and monitoring, evaluation and learning in complex settings.

We will continue to engage with, support and provide **high quality supervision to a cohort of HDR students**. We will complete the supervision of existing students by end 2023 and, subject to addressing constraints on our supervisory capacity, bring on a smaller cohort of new students undertaking research that is aligned with the Institute’s research priorities and ideally funded through industry scholarships. We will also seek to engage our HDR students as well as students from the MID in the work of the Institute, including through seminars, internships, minor research projects and sub-contracting on externally funded projects.

Key Initiatives will include:

- Design and deliver one longer term **professional development program** per year which is tailored to a single organisation, building on the current program developed for BHP.
- Develop, pilot and if successful replicate short public and LTU-facing **master classes** covering topics such as partnership brokering; political economy analysis; monitoring, evaluation and learning in complex contexts; and monitoring and evaluation of research uptake.
- Explore opportunities to develop a **goal aligned HDR portfolio** through increasing our supervisory capacity (c.f. section 5.3) and mobilising industry scholarships.

Actions	Measure	Baseline	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Deliver teaching and professional development.	Teaching and PD income ⁵	\$0.1m	\$0.15m	\$0.17m	\$0.19m	\$0.21m	\$0.23m
	# PD programs, master classes, teaching inputs.	4	4	5	5	6	6
Supervise HDR students	# HDR students	5	3	4	5	5	5
	# completions	1	3	1	0	0	1

3.3 ENGAGEMENT AND IMPACT

The Institute will maximise the impact of its work through translating and communicating our research; creating platforms for and animating discussions about the practice of social change; and contributing to changes in the ideas, policies, and practices of social change agents and those that support them.

Over the life of this plan, we will seek to engage with and influence a specific set of social change agents and those that support them, including:

- **Individual practitioners** – particularly Pacific Islanders and Indigenous Australians - that are seeking to contribute to positive social change.
- The **organisations and networks** that directly engage these practitioners or seek to support them, including NGOs, Churches, Land Councils, government agencies, consulting companies etc.

⁵ These amounts are included in total research and consulting income in the previous table for the purpose of calculating the Institute’s ROI.

- **DFAT and other donors** that provide funding and technical support to these organisations and networks.
- **La Trobe University**, particularly HUSS, research centres/academic staff working on relevant themes and cross-cutting research networks.
- **Other universities, research institutes, professional bodies and technical specialists** who play a role in shaping the ideas, narratives, standards, and advice that is provided to social change agents and the organisations that support them.

As noted elsewhere in this strategy, we will - when resources permit - engage academic staff from other parts of La Trobe in a variety of ways, including through:

- Sub-contracting academics in our research consulting projects and contributing to research consulting projects led by others.
- Engaging academics as co-supervisors of HDR students and as mentors of IHSSC staff who are supervising HDR students for the first time.
- Engaging academics to observe what we do, distil lessons and co-generate TROs.
- Contributing to the design and/or delivery of existing/new subjects/courses.
- Continuing to engage in/support the Pacific research cluster and other relevant HUSS research clusters.
- Contributing to the design and delivery of the Social Change and Equity and Healthy People, Families and Community themes, including contributing to the development of big bids.
- Helping build the capacity of LTU academic staff in partnership brokering/management, working collaboratively across disciplines and the monitoring and evaluation of policy engagement and impact.
- Exploring establishing a social change/social justice hub in LTU's research and innovation precinct.
- Building an alliance between universities in Australia and the Pacific which creates spaces for and gives support to Pacific-led research.

We will use a variety of channels to engage with and influence external actors in ways which are tailored to their specific interests, including through:

- **partnerships** with organisations, including through building relationships with key individuals in those organisations, co-creating research, making presentations to meetings, and participating in governance bodies.
- Producing and disseminating **popular research outputs**, including case studies, synthesis reports and working papers which are staggered over time to ensure a steady stream of outputs.
- using the **media**, including through our own website, newsletter, and social media, through blogs produced by other organisations and through providing content for mainstream media.
- creating and contributing to **platforms** for public discussion including through face-to-face and virtual conferences, seminars, and workshops.

Key initiatives will include:

- Producing or updating **foundational papers** which provide a conceptual foundation for and guide our approach, including papers on research, partnership and monitoring and evaluation.

- Demonstrating our own impact through developing and operationalising our theory of change and associated MEL framework, preparing impact case studies and contributing to the next **ERA impact assessment** in 2023.
- Capturing, documenting and share learning from our **experience with engagement and impact** work, building on work undertaken by embedded PhD scholars in three partner organisations.

Actions	Measures	Baseline	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Impact on ideas, policies and practices	Citations	Maintain an average level of citations per publication above 1.7 times the relevant ERA benchmarks or by ensuring outputs are published in demonstrably above world class journals or publishers.					
	# of industry submissions and policies, guidelines which reflect IHSSC input.	2	2	2	2	2	2
	# of popular research products	20	16	18	22	24	26
	# of impact case studies ⁶	0		1			1
Influence through direct stakeholder engagement.	Presentations to strategic meetings.	10	10	10	10	10	10
	Representation in boards, steering groups, advisory committees etc.		6	7	8	8	8
Influence through industry engagement.	# of conference presentations	20	14	16	18	20	22
	# of presentations to workshops, seminars, forums	10	6	8	10	10	12
	# of social media followers	1,400	2,000	2,600	3,200	3,800	4,400
	# of newsletter subscribers	484	600	700	800	900	1000

4. RESOURCES

4.1 Resources

The Institute will require office space and computer workstations for up to 12 people at any one time, including a minimum of three 1-2 person offices. The School has agreed to provide these resources to the Institute at no cost.

4.2 Funding arrangements

Between 2013 and 2019, the Institute levered direct funding provided by LTU to generate steadily increasing research and consulting revenue. During this period, revenue increased from \$0.2 million to \$1.7m and the annual rate of return on LTU's investment increased from 0.8 to 3.7. This revenue was used to cover salaries and operating expenses and incrementally build reserves which by end

⁶ If resources permit, will we produce two case studies in either or both 2023 and 2026.

2019 were equivalent to 6 months operating expenditure. In doing so, the Institute demonstrated an entrepreneurial approach to resource mobilisation, creating a margin which allowed for key professional staffing positions to be maintained, and prudent financial management.

In 2020, the Institute's research and consulting revenue fell to \$0.8m due to the cessation/scaling down of large DFAT-funded programs in the Pacific and a reduction in travel reimbursements due to COVID. In 2021, LTU funding will reduce to \$0.3m – down from a peak of \$0.6m - whilst research and consulting revenue is projected to continue at \$800,000m, generating a return on investment of 2.7. The trend in IHSSC revenue over the period 2013-2021 is shown in Annex 1.

Over the next five years, the School has committed to fund the Director's salary and a non-salary budget of \$10k p.a. In addition, the ODVCRIE will provide \$20,000 and \$15,000 in transitional Research Centre funding in 2022 and 2023, respectively. The Institute will use this investment to generate an average of \$1.5 million p.a. in research and consulting revenue for the next five years, up from an average \$1.2 million over the last five years.

This will generate an average return on investment of 4.3, well above the 2.4 average for the 2016-2020 period. The Institute aims to generate approximately \$1.1 million p.a. in salary cost recoveries from this revenue, sufficient to cover the cost of the Institute's proposed staffing establishment and non-salary operating expenditure as shown in section 5.3 below, whilst at the same time maintaining reserves equivalent to approximately 5 months operating expenditure.

The Institute is taking several steps to diversify and increase its revenue base, including:

- Exploring opportunities for research grant funding in collaboration with other LTU RCs working in related areas.
- pro-active engagement with the Department of Foreign Affairs and Trade's funding pipeline.
- applying for preferred tenderer status with the National Indigenous Australians Agency, DFAT and New Zealand's Ministry of Foreign Affairs and Trade.
- targeting other bilateral/multilateral donors active in the Pacific/Southeast Asia, particularly the Pacific Community, the UK's Foreign, Commonwealth and Development Office (FCDO), Global Canada and the UN.
- identifying, building, and testing relationships with bid partners, including LTU RCs and other RCs, managing contractors INGOs and social enterprises, both in Australia and overseas.
- in collaboration with the LTU's Advancement and Alumni Office, exploring opportunities for working with and obtaining funding from philanthropic organisations.
- exploring opportunities for expanding our professional development offerings both on-line and face to face.
- Exploring funding opportunities in Victoria, both with Indigenous and non-Indigenous organisations.
- increasing charge-out rates and management fees in the bids we put forward, subject to the funder's capacity to pay.

4.3 Budget:

A summary budget for 2022-2024 is shown below with the full budget included at Annex 2 and a current list of projects at Annex 3. This is indicative and aspirational with the financial position of the Institute to be monitored through quarterly reporting and with the budget to be reviewed and revised each year and staffing configurations adjusted accordingly.

	Year 1 - 2022		Year 2 - 2023		Year 3 – 2024	
	Awarded	Yet to be confirmed	Awarded	Yet to be confirmed	Awarded	Yet to be confirmed
ANTICIPATED REVENUE						
External research grants	0	0		150,000		150,000
External research consulting contracts	304,793	797,677		1,015,678		1,045,000
Other external consultancies	108,749	65,000		140,000		1 40,000
Internal grants		30,000		25,000		10,000
Non-salary support HUSS		10,000		10,000		10,000
TOTAL REVENUE	413,542	902,677		1,340,678		1,355,000
ANTICIPATED COSTS						
Salary costs		1,051,971		1,076,434		1,081,030
Operating costs		23,830		23,830		23,830
Project travel		90,000		100,000		120,000
Project professional fees		150,000		140,000		130,000
TOTAL COSTS		1,315,801		1,340,264		1,354,860

5. SUSTAINABILITY

5.1 Organisational Structure

The Institute for Human Security and Social Change is a Research Centre in the School of Humanities and Social Sciences. The “Institute” brand is now well known in the international development community. Rebranding the Institute as a Research Centre, which La Trobe policy requires, is liable to create external reputational and financial risks. Over the course of 2022, we will – with support from Industry Engagement and Communications – develop a strategy to rebrand the Institute with the name and strapline to be finalised following a comprehensive risk assessment in ways that diminish financial and reputational risk.

The proposed core staffing establishment for the Institute is shown below. This is indicative only with the proposed FTEs to be reviewed and revised each year based on external revenue, LTU funding and reserve projections. We are proposing a modest growth in the core staffing establishment from 6.5 FTE in 2021 to 8 FTE in 2022, still well below our 2019 peak of 9.7 FTE. This increase will be funded by an increase in research and consulting income. Further staff would be added if an when needed to develop and deliver on big bids or other contracts.

The core staff will work with a pool of associates that we will sub-contract for specific projects as needed. This pool will include honorary associates, HDR students, casual staff, consultants that we have worked with previously and other LTU researchers wherever possible. We will seek to diversify

our program staff and associate profile, including through recruiting and sub-contracting Pacific Islanders and Indigenous Australians.

The Institute will be led by a Director. The current incumbent - Professor Chris Roche - is also the Deputy Director of DLP. Given this, he will continue to be supported by a Co-Director. The Director will provide the strategic leadership of the Institute, oversee its program and operations, and contribute to specific initiatives. The Co-Director will support the Institute's strategic engagement with the international development sector and with Indigenous Australia; the strategic management of the Institute's project portfolio; and with quality control of individual projects.

The Program Team is responsible for the delivery of the Institute's research, education and engagement and impact work. The Directors will delegate greater responsibility for the program – as opposed to individual projects – to this team. The proposed program FTE increases from the current 3.8 FTE to 4.8 FTE over the first three years of the plan period. The team includes three senior research fellows, two research officers and two program managers, one focused on partnership management and the other on engagement. Each senior research fellow will work across all aspects of the program, including research, education and engagement. This includes supporting new business development as well as delivering on existing commitments. These and other program positions are fully externally funded so they can only undertake non-funded work – particularly producing TROs, teaching and engagement – when work on externally-funded projects allows it. We will try to free up staff to undertake this work by:

- Diversifying and expanding our revenue base overall.
- Attracting research grant funding, particularly through participating in joint bids with other RCs.
- Building research papers into research consulting contracts where possible.
- Increasing charge-out rates and management fees on research consulting and other consulting contracts where possible.
- Seeking school funding to convert one or more research only positions into research and teaching positions with these position/s then undertaking supervision of PhD students and working with honorary associates and academics from other parts of LTU to distil lessons from our research consulting work and publish traditional research outputs.

The Operations Team is responsible for supporting the governance committees, strategy development, operational planning, monitoring, evaluation and learning, internal and external reporting, human resource development, budgeting and financial management, new business development, contracting and communications. The proposed FTE for this team increases from the current 1.5 FTE to 2 FTE over the first three years of the plan but still well below the peak of 3 FTE in 2019.

	Projected FTE	Projected FTE	Projected FTE	Projected FTE
Position	2021	2022	2023	2024
Directorate				
Director	1	1	1	1
Co-Director	0.2	0.2	0.2	0.2
Subtotal	1.2	1.2	1.2	1.2
Program Team				
Senior Research Fellow	0.5	0.6	0.6	0.6
Senior Research Fellow	1	1	1	1
Senior Research Fellow	0.8	0.8	0.8	0.8
Research Officer	0.5	1	1	1
Research Officer	0	0.6	0.6	0.6
Engagement Manager	0.4	0.4	0.4	0.4
Partnerships Manager	0.6	0.4	0.4	0.4
Subtotal	3.8	4.8	4.8	4.8
Operations Team				
Business Manager	0.6	0.6	0.6	0.6
Senior Administration Coordinator	0.8	1	1	1
Communication Support	0.1	0.2	0.4	0.4
Subtotal	1.5	1.8	2	2
Grand Total	6.5	7.8	8	8

5.2 Proposed duration

The proposed duration for the renewal of the Institute is five years i.e. 2022 to 2026.

5.3 Organisational Development Priorities

To improve the quality of our research, we will: i) update and make use of the Institute's Research Guidance Note; ii) develop a multi-year research agenda which aligns with LTU's thematic priorities; and iii) build staff skills in undertaking research through participating in LTU training, working in teams and providing mentoring from senior researchers both from within and outside the Institute, including academics from other parts of LTU.

To increase our production of traditional research outputs, we will: i) seek to work with academics from within/outside LTU who can observe what we do, help distil lessons from our practice-focused work and co-generate TROs; ii) where possible, build writing TROs into research project budgets and/or ensure senior research staff have sufficient time aside to engage in non-funded research, writing and outreach; iii) add a part-time Research Officer to the Institute's staffing establishment when funds permit; iv) seek LTU funding to convert one or more research only positions into teaching and research positions with the LTU-funded teaching component of one of these positions focused on working with honorary associates to co-author TROs.

To **expand, enhance and localise our research in Indigenous Australia**, we will: i) engage an increasing number of Indigenous researchers in our research projects using innovative contracting mechanisms; ii) employ an Indigenous researcher when external funds permit; and iii) use our governance mechanisms to enhance accountability to our Indigenous counterparts.

To **expand, enhance and localise our research work in the Pacific**, we will: i) sub-contract an increasing number of researchers from the Pacific to work on specific projects; ii) continue to engage with and support a network of Pacific researchers based in the Pacific.

To **build our capacity in education**, we will i) enable staff to upgrade their skills/knowledge in content areas and in the design and delivery of face to face and on-line training, using LTU systems as appropriate; ii) building industry scholarships into grant proposals; iii) seeking funding from LTU to convert a research only post into teaching and research posts; iv) partnering with senior academics from other parts of LTU who can co-supervise HDR students and mentor Institute staff; v) extend the duration of contracts of one or more Senior Research Fellows when funds permit as a necessary condition for supervision of PhD students.

To **build our capacity in engagement and impact** we will: i) include a representative of Industry Engagement from the Office of the PVC (IE) in the Institute's advisory committee; ii) develop an engagement and impact framework which is informed by our theory of change in the first year of the plan period; iii) ensure research staff have the time and resources to engage in engagement and impact work; iv) reinstitute a part-time communications post when funds permit; vi) review and improve our newsletter, social media and website.

5.4 Succession plan

The Director is planning to incrementally reduce his hours over the plan period and step down at end 2026. We propose that one or more senior staff take on parts of the Director's role from 2022 onwards with a corresponding increase in their FTE classified at an appropriately senior level. Towards the end of the plan period, the Director's position would be advertised internally and/or externally with existing staff strongly encouraged to apply.

5.5 Risk management

The key factors that may compromise the expected lifetime of the Institute are:

- An inability to respond to increasing demand from both internal and external stakeholders, particularly demand for services which cannot be funded externally e.g. engagement, teaching, supervision of HDR students, producing TROs etc.
- Loss of key staff because the Institute cannot offer longer term contracts and because funding does not allow staff to engage in a balanced portfolio of research, education and engagement.
- Loss of University funding for the Director's salary.
- Significant reduction in external funding.

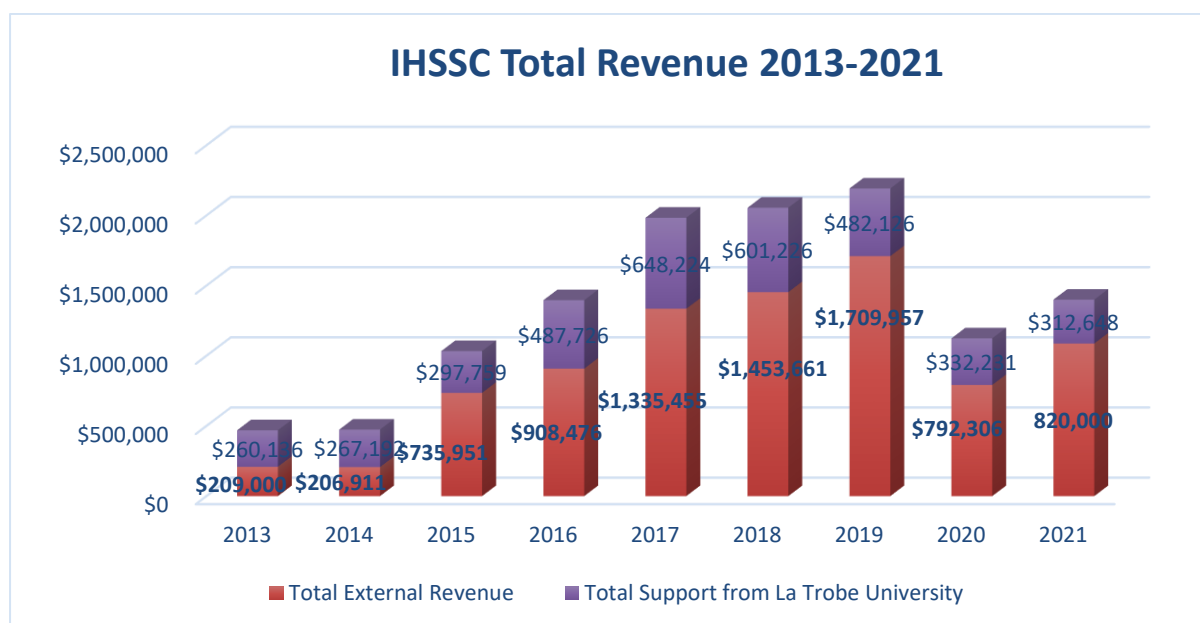
The Institute will continue to invest in new business development over the next five years. This will be led by the Business Manager with support from the Directors, Senior Program Staff, and the Senior Administration Coordinator. Over the plan period, we will continue to diversify our funding portfolio. We recently submitted an application to the National Indigenous Australia Agency

Standing Offer Panel for Indigenous Evaluation and Research Services and will submit applications to the DFAT and MFAT research, monitoring and evaluation standing panels when they come up for renewal in 2022. We will also seek to establish longer term partnerships with one or more managing contractors that share our interests and have the capacity to bid for larger bilateral/multilateral programs.

6.6 Exit plan

If the Institute was forced to close, then the Director would be absorbed into the School and the fixed-term, one-year contracts of the remaining staff would be paid out, drawing down on the Institute's reserves. Where possible activities would be picked up by other Research Centres working under relevant themes. In light of the Institute's unique partnerships and relationships, the closure process would need to be actively managed in order to mitigate institutional risks.

ANNEX 1: Trend in IHSSC Revenue 2013-2021



ANNEX 2: Detailed Budget for IHSSC 2022-2025

	Year 1		Year 2		Year 3	
	2022		2023		2024	
	Awarded \$	Yet to be confirmed \$	Awarded \$	Yet to be confirmed \$	Awarded \$	Yet to be confirmed \$
ANTICIPATED REVENUE						
External research grants				150,000		150,000
ARC Discovery Grant						
Big Bids						
External research contracts						
Development Leadership Program – Phase 3	\$55,869	\$67,677		\$67,678		
APTC	\$199,358					
Northern Land Council	\$19,768			\$15,000		\$15,000
DLP Disability Leadership	\$10,614					
Humanitarian Advisory Group – AHP evaluation	\$19,184					
Central Land Council – MEL		\$35,000		\$35,000		\$35,000
Central Land Council – WETT MEL		\$35,000		\$35,000		\$35,000

Other research contracts		\$660,000		\$833,000		\$910,000
Consultancy Fees						
BHP Foundation	\$108,749					
Other Prof Dev courses		\$65,000		\$170,000		\$19,000
Internal research grants						
Research Centre Support funding		\$20,000		\$15,000		
Various LTU internal grants		\$10,000		\$10,000		\$10,000
Commercial income						
Teaching revenue						
Donations						
Support from School (Non-Salary)		\$10,000		\$10,000		\$10,000
Click here to enter text.						
Total Revenue	\$413,542	\$902,677		\$1,340,678		\$1,355,000
		\$1,314,219				
ANTICIPATED COSTS						
Salary costs ⁷		\$1,051,971		\$1,076,434		\$1,081,030
Printing and Stationery		\$200		\$200		\$200
IT and computer related		\$1,000		\$1,000		\$1,000
Licences and Subscriptions		\$400		\$400		\$400
Marketing		\$230		\$230		\$230
Travel – non-project		\$10,000		\$10,000		\$10,000
Staff Development		\$12,000		\$12,000		\$12,000
Professional Fees – Project related		\$150,000		\$140,000		\$130,000
Travel – project related		\$90,000		\$100,000		\$120,000
Total Costs		\$1,315,801		\$1,340,264		\$1,354,860

⁷ Excludes the Director's salary.

Annex 3: Current IHSSC Contracts as of 18th June 2021

Type	Name and Description	Partner	Funding Source	Total Contract Amount	Start Date	End Date	CY2021 Revenue Projection	CY2022 Revenue Projection
Head Agreement	Australia Pacific Technical Coalition (APTC) -Provision of Partnership and M&E support	TAFE Queensland	DFAT	up to \$1,600,000	14-09-2018	30-06-22	\$385,444	\$199,358
Head Agreement	Development Leadership Program (DLP) Phase 3 -activities relating to Deputy Director (Impact) position and supervision of research	University of Birmingham	DFAT	\$337,467	01-10-19	01-06-22	\$99,665	\$123,546
Head Agreement	Northern Land Council (NLC) M&E -Provision of M&E Support	Northern Land Council	Aboriginal Benefits Fund	\$83,768	04-06-19	31-05-22	\$24,289	\$19,768
Head Agreement	Centre of Excellence for Development, Impact and Learning (CEDIL) -participation in the Intellectual Leadership Team	London School of Hygiene & Tropical Medicine	DFID	approx. \$50,000	21-01-17	24-01-22	\$30,000	
Head Agreement	Central Land Council Community Development Monitoring -provision of M&E support	Central Land Council	Aboriginal Benefits Fund	\$110,561	11-12-20	30-06-21	\$110,561	\$35,000
Head Agreement	Solomon Islands Resource Facility (SIRF) -M&E support	Cardno	DFAT	\$991,225	5-05-2018	30-06-21	\$45,544	

Head Agreement	Warlpiri Education and Training Trust (WETT) -provision of M&E support FY19/20	Central Land Council	Aboriginal Benefits Fund	\$39,500	12-11-19	01-05-21	\$11,477	
Head Agreement	Warlpiri Education and Training Trust (WETT) -provision of M&E support FY20/21	Central Land Council	Aboriginal Benefits Fund	\$43,538	15-02-21	01-05-21	\$43,538	\$35,000
Head Agreement	DLP Disability Leadership in Indonesia -research partnership with CSI (Swinburne) and BILIC	University of Birmingham	DFAT	GBP11,616 (LTU component)	14-01-21	01-02-22	AUD20862 (current conversion)	\$10,614
Head Agreement	Oxfam Mekong Inclusion Project -Political Economy Analysis	Oxfam Australia	Oxfam Australia	AUD58,271	01-02-21	31-05-21	AUD58,271	
Head Agreement	BHP Foundation consulting - Professional development course	BHP Foundation	BHP Foundation	\$200,497	01-01-21	31-05-22	\$143,930	\$108,749
Head Agreement	ASIRF Partnership Brokering - Ways of Working	Cardno	DFAT	\$16,800	08-02-21	31-12-21	\$16,800	
Head Agreement	Reimagining Development - dialogues and roundtables to develop spaces for and support to a Pacific-led research agenda.	Institute for Global Development and the Niti Foundation	UNSW	\$14,000	14-05-21	31-12-21	\$14,000	
Head Agreement	Evaluation of AHP COVID-19 Partnership	Humanitarian Advisory Group	DFAT	\$47,960	01-04-21	01-04-22	\$28,776	\$19,184
Head Agreement	Monitoring and Evaluation framework 2021 for the remote engagement and coordination strategy	Charles Darwin University	Northern Institute	\$30,000	01-03-21	31-10-21	\$30,000	

