

# Annual financial statements

## Contents

Introduction	108
Report of the Auditor-General	109
Board report	113
Statement of financial performance	173
Statement of financial position	174
Statement of changes in net assets	175
Cash flow statement	176
Accounting policies	177
Notes to the Annual financial statements	188
Report of the HSRC Audit Committee 2008/09	216

# Annual financial statements

for the year ended 31 March 2009

## Introduction

The maintaining of accounting and other records, as well as an effective system of internal control, is the responsibility of the Board's CEO. In the opinion of the Board of the HSRC this requirement has been complied with.

The preparing of financial statements that fairly present the state of affairs of the HSRC as at year-end and the operating results for the year is the responsibility of the Board of the HSRC. The Auditors are expected to report on the Annual Financial Statements. The HSRC's Annual Financial Statements are prepared on the basis of the accounting policies set out therein. These policies have been complied with on a continuous basis.

### Approval and post-balance sheet events

The Board of the HSRC approved the 2008/09-Annual Financial Statements set out on pages 109 to 217 on 29 May 2009. In the Board's opinion the Annual Financial Statements fairly reflect the financial position of the HSRC at 31 March 2009 and the results of its operations for the period then ended. No material facts or circumstances have arisen between the date of the balance sheet and the date of approval, which affect the financial position of the HSRC as reflected in these Financial Statements.

The Board is of the opinion that the HSRC is financially sound and operates as a going concern, and it has formally documented the facts and assumptions used in its annual assessment of the organization's status.



Prof. G.J Gerwel  
Chairperson: HSRC Board



Dr O. Shisana  
CEO

**Pretoria, 29 May 2009**

# Report of the Auditor-General to Parliament on the annual financial statements and performance information of the Human Sciences Research Council

for the year ended 31 March 2009

## REPORT ON THE FINANCIAL STATEMENTS

### Introduction

1. I have audited the accompanying annual financial statements of the Human Sciences Research Council (HSRC) which comprise the statement of financial position as at 31 March 2009 and the statement of financial performance, the statement of changes in net assets and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes as set out on pages 177 to 215.

### The accounting authority's responsibility for the financial statements

2. The accounting authority is responsible for the preparation of these financial statements in accordance with the basis of accounting determined by the National Treasury as set out in accounting policy note 1.1 and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA) and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### The Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing read with General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

# Report of the Auditor-General continued

## **Opinion**

7. In my opinion the financial statements present fairly, in all material respects, the financial position of the Human Sciences Research Council as at 31 March 2009 and its financial performance and its cash flows for the year then ended, in accordance with the basis of accounting determined by the National Treasury, as set out in the accounting policy note 1.1 and in the manner required by the PFMA.

## **Emphasis of matters**

Without qualifying my opinion, I draw attention to the following matters that relate to my responsibilities in the audit of financial statements;

## **Basis of accounting**

8. The public entity's policy is to prepare financial statements on the basis of accounting determined by the National Treasury as set out in accounting policy note 1.1.

## **Irregular and fruitless and wasteful expenditure**

9. As disclosed in note 27 to the financial statements, irregular expenditure to the amount of R6,086,000 was incurred, as proper procurement procedures had not been followed.
10. As disclosed in note 27 to the financial statements, fruitless and wasteful expenditure to the amount of R116,000 was incurred during the year ended 31 March 2009.

## **Restatement of corresponding figures**

11. As disclosed in note 26 to the financial statements, the corresponding figures for 31 March 2008 have been restated as a result of errors discovered during 2009 in the financial statements of the Human Sciences Research Council at, and for the year ended 31 March 2008.

## **Other matters**

12. Without qualifying my opinion, I draw attention to the following matter that relates to my responsibilities in the audit of the financial statements:

## **Governance framework**

13. The governance principles that impact the auditor's opinion on the financial statements are related to the responsibilities and practices exercised by the accounting authority and executive management and are reflected in the key governance responsibilities addressed below.

### Key governance responsibilities

14. The PFMA tasks the accounting authority with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of key governance responsibilities, which I have assessed as follows:

No	Matter	Y	N
<b>Clear trail of supporting documentation that is easily available and provided in a timely manner</b>			
1.	No significant difficulties were experienced during the audit concerning delays or the availability of requested information.	✓	
<b>Quality of financial statements and related management information</b>			
2.	The financial statements were not subject to any material amendments resulting from the audit.		✓
3.	The annual report was submitted for consideration prior to the tabling of the auditor's report.	✓	
<b>Timeliness of financial statements and management information</b>			
4.	The annual financial statements were submitted for auditing as per the legislated deadlines section 55 of the PFMA.	✓	
5.	Key officials were available throughout the audit process.	✓	
<b>Development and compliance with risk management, effective internal control and governance practices</b>			
6.	Audit committee		
	• The public entity had an audit committee in operation throughout the financial year.	✓	
	• The audit committee operates in accordance with approved, written terms of reference.	✓	
	• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 77 of the PFMA and Treasury Regulation 27.1.8.	✓	
7.	Internal audit		
	• The public entity had an internal audit function in operation throughout the financial year.	✓	
	• The internal audit function operates in terms of an approved internal audit plan.		✓
	• The internal audit function substantially fulfilled its responsibilities for the year, as set out in Treasury Regulation 27.2.		✓
8.	There are no significant deficiencies in the design and implementation of internal control in respect of financial and risk management.		✓
9.	There are no significant deficiencies in the design and implementation of internal control in respect of compliance with applicable laws and regulations.		✓
10.	The information systems were appropriate to facilitate the preparation of the financial statements.		✓
11.	A risk assessment was conducted on a regular basis and a risk management strategy, which includes a fraud prevention plan, is documented and used as set out in Treasury Regulation 27.2.	✓	
12.	Delegations of responsibility are in place, as set out in section 56 of the PFMA.	✓	
<b>Follow up of audit findings</b>			
13.	The prior year audit findings have been substantially addressed.	✓	
14.	SCOPA resolutions have been substantially implemented.	N/A	N/A
<b>Issues relating to performance information</b>			
15.	The information systems were appropriate to facilitate the preparation of a performance report that is accurate and complete.	✓	
16.	Adequate control processes and procedures are designed and implemented to ensure the accuracy and completeness of reported performance information.	✓	
17.	A strategic plan was prepared and approved for the financial year under review for purposes of monitoring the performance in relation to the budget and delivery by the public entity against its mandate, predetermined objectives, outputs, indicators and targets Treasury Regulation 29.1.	✓	
18.	There is a functioning performance management system and performance bonuses are only paid after proper assessment and approval by those charged with governance.	✓	
15.	The public entity has obtained unmodified audit reports in the past. In order for the entity to enhance good		

# Report of the Auditor-General continued

practices the following must be addressed:

- Internal audit function must be effective.
- Policies and procedures should be monitored more regularly and carefully to maintain effective internal controls.
- Capacity of staff in financial reporting standards (SA Generally Accepted Accounting Practice) should be enhanced.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

### Report on performance information

16. I have reviewed the performance information as set out on pages 113 to 172.

### The accounting authority's responsibility for the performance information

17. The accounting authority has additional responsibilities as required by section 55(2)(a) of the PFMA to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the public entity.

### The Auditor-General's responsibility

18. I conducted my engagement in accordance with section 13 of the PAA read with General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008.
19. In terms of the foregoing, my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.
20. I believe that the evidence I have obtained is sufficient and appropriate to report that no significant findings have been identified as a result of my audit.

### APPRECIATION

21. The assistance rendered by the staff of the Human Sciences Research Council during the audit is sincerely appreciated.

*Auditor-General*

Pretoria  
31 July 2009



**A U D I T O R - G E N E R A L**  
**S O U T H A F R I C A**

*Auditing to build public confidence*

# Report of the HSRC Board

for the year ended 31 March 2009

## 1. Mandate and objectives of the Human Sciences Research Council (HSRC)

The mandate of the Human Sciences Research Council (HSRC) is derived from the Human Sciences Research Council Act, 2008 (Act No 17 of 2008). This act was assented to in September 2008, and came into operation on 5 December 2008.

The 2008 Human Sciences Research Council Act specifically provides for the continued existence of the HSRC that was established as a juristic person in Section 2 of the previous Human Sciences Research Act (Act No. 23 of 1968). It also provides for the smooth transition of decisions and activities under the previous act, in the sense that such decisions and activities will be regarded as having been done in terms of the new act.

The preamble to the 2008 Human Sciences Research Council Act outlines the mandated purpose of the HSRC, namely to promote human science research of the highest quality in South Africa in order to improve understanding of social conditions and processes of social change; and to engage with members of the human sciences community of South Africa, as well as of the rest of Africa and of the world, through networks and joint programmes of research on pressing social issues relevant to human welfare and prosperity.

The following points summarise the objectives of the HSRC as provided in Section 3 of Act 17 of 2008:

- To address developmental challenges in the Republic, elsewhere in Africa and in the rest of the world by means of strategic basic and applied research in human sciences,
- To inform the effective formulation and monitoring of policy, as well as to evaluate the implementation thereof,
- To stimulate public debate through the effective dissemination of fact-based research results;
- To help build research capacity and infrastructure for the human sciences,
- To foster research collaboration, networks and institutional linkages,
- To respond to the needs of vulnerable and marginalised groups in society through its research, and
- To develop and make available data sets underpinning research, policy development and public discussion of developmental issues.

Specific functions entrusted to the HSRC in Section 4 of the act provide more detail on how the above objectives may be attained, among others by:

- charging fees for conducting or commissioning research, or for rendering services in the field of the human sciences at the request of others; and
- providing advice to the minister on human and social science research, including research that should be undertaken, research utilisation, research promotion, human resource development in research, and any other matters incidental to promoting the human and social sciences.

The HSRC is a national public entity, listed in Schedule 3A of the Public Finance Management Act (PFMA), No. 1 of 1999, as amended. The public-purpose mandate of the HSRC is aligned with the classification.

# Report of the HSRC Board continued

## 2. Governance of the HSRC

### 2.1 The governing body of the HSRC

In terms of Section 49 of the PFMA, the governing body of the HSRC is the accounting authority of the organisation. The Minister of Science and Technology is the executive authority of the HSRC, in terms of Section 63 of the PFMA.

Until December 2008, the governing body of the HSRC was known as the Council. The HSRC Council was established and performed duties as outlined in Section 4 of Act 23 of 1968. In this section of the act, provision was made for the appointment of a group of up to 10 people, including a chair, by the Minister of Science and Technology.

Council members were selected following a public nomination process, on grounds of having distinguished themselves in the field of the human sciences or possessing special qualifications in relation to some aspect of the functions of the HSRC. The same section of Act 23 of 1968 also contained reference to the Council-appointed president, who serves as chief executive officer (CEO) of the HSRC and a further, ex officio member, of the Council. The periods of office of council members and of the president of the HSRC were set at four years and five years respectively.

Section 5 of Act 17 of 2008 contains reference to the selection process, composition and periods of appointment of the governing body of the HSRC, now referred to as the HSRC Board.

Board members are appointed in their personal capacities and their period of office is four years. Members must have distinguished themselves in the field of the human sciences or possess special qualifications, experience or skills in relation to some aspect of the functions of the HSRC. The act also stipulates that the board should be broadly representative of the demographics of the Republic of South Africa as well as of the various sectors in the human sciences. It requires that at least one member appointed to the HSRC Board must have financial expertise, and at least one other member must be a distinguished representative of the social science research community in the rest of Africa. Furthermore, this section contains specific requirements regarding the selection process of board members, which includes involvement of the National Assembly in the process of approving shortlisted candidates. Board members may not serve for more than two consecutive terms, except when the terms office of all members lapse at the same time. The minister is then allowed to extend the terms of two members for a maximum of one additional term to ensure continuity. Sections 6, 7, 8 and 9 contain further guidelines on meetings, committees and remuneration of the board and its members.

In terms of Section 10 of Act 17 of 2008, the HSRC Board appoints, with the approval of the Minister of Science and Technology, a suitably skilled and qualified person as the chief executive officer (CEO) of the HSRC. The CEO is appointed for a period of five years, serves as ex officio member of the HSRC Board and reports to the board. The CEO may not serve more than two consecutive terms.

### 2.2 Members of the governing body

The Minister of Science and Technology appointed members of the HSRC Council in 2004, following due consultation and approval by the South African Cabinet. The four-year term of office of this council started on 1 November 2004 and expired on 31 October 2008.



Already in the 2007/08 budget year, the Department of Science and Technology (DST) embarked on a process of inviting and shortlisting nominations for new council members in accordance with the requirements of Act 23 of 1968.

With the approval and promulgation of Act 17 of 2008, new requirements for the composition, selection and appointment of board members had to be adhered to, and a new process started. Incumbent members of the HSRC Council were accordingly requested by the minister to remain in office until the new board was constituted. At 31 March 2009, members of the last council established in accordance with requirements of Act 23 of 1968 were therefore effectively serving as board members of the HSRC in terms of Act 17 of 2008.

Members of the governing body (council, subsequently board) of the HSRC during the 2008/09 period were:

Professor GJ Gerwel (chair)

Ms N Gasas

Dr P Gobodo-Madikizela

Professor WE Morrow (until 11 February 2009)

Mr ME Motala

Mrs P Ntombela-Nzimande

Mr SM Pityana

Mr MV Sisulu

Professor EC Webster

Dr O Shisana (ex officio as CEO of the HSRC)

Professor Wally Morrow, a dedicated board member since October 2002, died on 11 February 2009. Professor Morrow was a well-known academic whose career as a teacher in South African faculties of education stretched from the early 1970s until the end of the century. Apart from serving on the HSRC Council and its subcommittees, he was also a member of the Editorial Board of the HSRC Press. His insightful contributions will be sorely missed.

With the exception of Dr Shisana who serves as an ex officio member in her capacity as CEO of the HSRC, all other board members are deemed to be 'independent non-executive directors' of the HSRC as defined for state-owned enterprises (SOEs) in the September 2002 Protocol on Corporate Governance in the Public Sector. A non-executive director is a person who has not been employed by the SOE in any executive capacity for the preceding three financial years; and is (in relation to the SOE) not a significant supplier or customer, has no significant contractual relationship and is not a professional advisor, other than in his or her capacity as a director.

There was no need for induction or formal continuous education in the case of board members during the year under review. At the board meeting of 18 February 2009, incumbent members took note of the promulgation of Act 17 of 2008 and of the related requirements for the incoming board as well as for the HSRC as a whole.

### **2.3 Remuneration of board members**

Board members who are not HSRC staff members or government officials receive honoraria for the services they render to the HSRC in accordance with the relevant stipulation by the National Treasury.

Non-HSRC members of the audit and risk committee and the finance committee are reimbursed on an hourly claims basis according to professional fee schedules.

# Report of the HSRC Board continued

Where board members are requested to provide additional advisory services to the HSRC on the basis of their professional areas of expertise, they are reimbursed in accordance with the professional advisory fees recommended by the Auditor-General. These services include requests for a board member to serve on interview panels for executive directors (EDs) of the HSRC, in accordance with an agreement reached with the union, the Public Servants Association (PSA) in 1998.

More detail on the remuneration of board members and executive management are provided in Note 23.3 to the annual financial statements, appended to this report.

## **2.4 Board members' interest in contracts**

As of February 2008, all board members are required to complete a register of interests. This register is updated on an annual basis. Refer to Note 23 which contains full disclosure on related parties.

## **2.5 Meetings and subcommittees of the board**

The HSRC Board met on 22 May 2008, 21 August 2008 and 18 February 2009.

During 2008/09, the HSRC Board had five subcommittees. They are: an executive committee, an audit and risk committee, a finance committee, a human resources and remuneration committee, and a research committee. It was not considered necessary to establish a governance subcommittee (encouraged in section 9 of Act 17 of 2008), given the imminent appointment of a new board.

### **2.5.1 Executive committee**

The executive committee comprised the following members, in accordance with requirements of Section 4 of Act 23 of 1968:

Professor GJ Gerwel (chair)

Mr SM Pityana (chair of the audit committee)

Mrs P Ntombela-Nzimande (chair of the finance committee)

Dr P Gobodo-Madikizela (chair of the research committee)

Dr O Shisana (CEO)

The executive committee acts on behalf of the board with regard to the management of urgent issues when the board is not in session. It was not necessary for the executive committee to meet during the year under review.

### **2.5.2 Audit and risk committee**

During 2008/09 the audit and risk committee comprised three specialist external members and three members of the board.

The specialist members were:

Mr RJ Page-Shipp

Ms R Xaba

Mr A Mashifane

Board members on the audit and risk committee were:

Mr SM Pityana (chair)

Professor WE Morrow (until 11 February 2009)

Dr O Shisana (CEO)

The audit and risk committee functions as the audit committee of the HSRC in accordance with the PFMA and associated treasury regulations. It also functions as the risk committee of the HSRC, which is reflected in its formal terms of reference (Audit and Risk Committee Charter), adopted on 22 February 2007 in accordance with the requirements of the King II Report. These terms of reference are reviewed on an annual basis and are still in place. The committee structures its activities and reporting according to a comprehensive planned schedule that includes target dates.

The audit and risk committee submits a summary of its activities to the board on a regular basis. It also submits a report of its work for inclusion in the HSRC Annual Report.

The HSRC audit and risk committee met on 15 May 2008, 24 July 2008, and 12 February 2009.

The committee reviews periodic internal audit reports and monitors progress with the implementation of any recommendations for follow-up action that have been identified and approved. In addition, the audit and risk committee is also responsible for monitoring the scope and effectiveness of the outsourced internal audit function, and for reviewing ongoing risk management in the HSRC.

During 2008/09, the contract with the (then incumbent) outsourced internal audit service provider ended. Following a tender process in accordance with supply chain management procedures, a new service provider was appointed in June 2008. It was agreed at the meeting of 24 July 2008 that the new service provider would initially function according to an interim plan, with the development of a three-year rolling strategic internal audit plan and an annual audit plan based on a detailed risk assessment as first deliverables for this period. By 31 March, this process had not been concluded. This resulted in the HSRC not having an approved internal audit plan for the full financial year and also not meeting requirements of the Treasury Regulation 27.2. Subsequent to year-end, after due consideration by management and with the concurrence of the Committee, a decision was taken to terminate the outsourced internal audit service contract by mutual agreement.

### **2.5.3 Finance committee**

During 2008/09 the finance committee comprised one specialist external member, two members of the board and two internal members.

The specialist member was:

Mr A Mashifane

The members of the board on the finance committee were:

Mrs P Ntombela-Nzimande (chair)

Dr O Shisana (CEO)

The two internal members were the executive director of Support Services and the chief financial officer of the HSRC. The HSRC finance committee met on 15 May 2008, 17 July 2008 and 12 February 2009. The committee reviews the budgets and financial reports as well as financial policies of the HSRC prior to submission to the board for approval.

# Report of the HSRC Board continued

## **2.5.4 Human resources and remuneration committee**

The Human resources and remuneration committee comprised the following members:

Professor GJ Gerwel (chair)

Mr ME Motala

Mrs P Ntombela-Nzimande

Professor EC Webster

Dr O Shisana (CEO)

The committee met on 22 May 2008, 21 August 2008, and 18 February 2009. The committee reviews HR policies and reports including employment equity and skills development, annual mandates for salary negotiations, information on performance management in the HSRC as well as on the appointment and promotion of senior staff.

## **2.5.5 Research committee**

The research committee comprised the following members:

Dr P Gobodo-Madikizela (chair)

Professor GJ Gerwel

Ms N Gasas

Professor WE Morrow (until 11 February 2009)

Mr M E Motala

Mr SM Pityana

Mr MV Sisulu

Professor EC Webster

Dr O Shisana (CEO)

The research committee contributes to the development of the overall research portfolio and approach of the HSRC by engaging with HSRC management and staff on critical developments in the research arena. During 2008/09, opportunities in relation to 'the human and social dynamics grand challenge' were debated and contributions made towards the development of a position paper in this regard.

The research committee met on 25 September 2008.

Mr Motala, in his capacity as board member and member of the research committee, attended and contributed to the HSRC strategic planning lekgotla on 11 and 12 November 2008.

## **2.6 Responsibilities of the HSRC Board**

### **2.6.1 Delegations**

The PFMA requires organisations funded with public money to formalise delegations from the accounting authority to appropriate senior managers in the organisation. In accordance with Section 56 of the PFMA, the HSRC Council approved written delegations to the CEO on 15 August 2002. These in turn provided the framework for delegations from the CEO to the executive directors, which were approved on 29 May 2003. The onward delegations from the executive directors to directors and other senior levels of staff were approved on 20 May 2004. Delegations are updated on a regular basis to reflect changes in job designations and positions in the HSRC. The most recent version of the delegations was approved by the HSRC Council on 21 February 2008.

### **2.6.2 Shareholder's Compact**

Although this is not specifically required of governing bodies of public entities listed under Schedule 3A of the PFMA, Cabinet recommended that the HSRC should also conclude a shareholder's compact with its executive authority. This compact represents the agreement between the executive authority (minister) and the accounting authority (board) and is a reflection of the expectations of each party, expressed in terms of outcomes and outputs that need to be achieved. Expectations in relation to the performance of the HSRC are informed by its mandated objectives, as well as strategic objectives and performance targets outlined in its three-year strategic plan and the business plan for the forthcoming financial year. A framework for regular reporting and a schedule containing a list of supporting documents to be submitted to the DST are also included in the compact.

The first shareholder's compact between the governing body of the HSRC (then the HSRC Council) and the Minister of Science and Technology focused on the 2006/07 budget year and was signed in May 2006. The second Shareholders Compact that covered the 2007/08 budget year, was signed on 17 May 2007. An updated compact, to cover the 2008/09 budget year, was signed on 22 May 2008.

The board is satisfied that the HSRC complied with the requirements of implementing and managing the Shareholder's Compact during 2008/09. Regular monitoring of progress made against performance targets enabled its management to remain active in addressing potential problems throughout the year. Thus negative deviations were kept to a minimum. The HSRC Board appreciates the way in which the DST and the minister proceeded to honour the undertakings made in the Shareholder's Compact by the executive authority. Section 3 of this report provides a high-level summary of progress made against objectives set in the HSRC Business Plan for 2008/09.

### **2.6.3 Policy on governance standards for SETIs**

A policy on governance standards for science, engineering and technology institutions (SETIs) was introduced by the DST during 2006/07. This policy calls for increased interactions between the executive authority and the accounting authority of a science council. To achieve this end, a chair forum, a chief executive officers' forum and a chief financial officers' forum were established. Meetings called by the DST were duly attended and matters of common concern were identified to inform planning for future engagements.

### **2.6.4 Strategic risk management**

Under the guidance of the audit committee, the first strategic assessment of the HSRC's risk areas was conducted in 2001/02. During 2005/06, the outsourced internal audit service provider assisted the HSRC in identifying and prioritising strategic risks, and in developing a structured plan for implementing effective and ongoing risk management in the organisation. The council approved the resultant risk policy framework for the HSRC at its meeting on 9 February 2006, as recommended by the audit committee. Prioritised risks were identified in 2006/07. Plans to deal with each of these risks were subsequently developed, and also informed the internal audit plan for 2007/08 and the first part of 2008/09.

The day-to-day supervision of risk management in the HSRC is the task of the chief risk officer (CRO). During 2006/07 and 2007/08 the chief financial officer (CFO), who was appointed at executive director level, also served as chief risk officer. A risk and compliance officer (RCO), reporting to the executive director of finance, was appointed in 2007/08 to ensure the appropriate roll-out and ongoing review of the risk and fraud prevention strategies of the HSRC. During 2008/09, the risk and compliance officer reported to the executive director of support services, who also served as the chief risk officer of the HSRC.

# Report of the HSRC Board continued

The risk and compliance unit, under the leadership of the risk and compliance officer, established the HSRC Risk Management Forum during 2008/09. This forum consisted of representatives ('risk champions') from each research and support unit in the HSRC. Introductory basic risk management training was offered to risk champions. The main aim of the forum was to provide a platform for reporting on and monitoring priority risks in the respective units to ensure that overall awareness of risks and mitigating factors was increased. Staff communication was further augmented by information updates in the HSRC internal newsletter, the Hearsay.

During 2008/09 the internal audit service provider conducted an overall strategic risk identification and assessment in accordance with risk areas that had been identified in the previous year. The initial assessment was followed by a workshop with executive managers. This led to establishing a detailed strategic risk register for which mitigating strategies were identified and risk owners allocated. A revised framework needed to be developed for review by the audit and risk committee, to form the basis for the internal audit plan.

The approved HSRC Risk Management Framework has continued to guide and assist management and officials to understand and effectively carry out their responsibilities regarding the implementation of risk management in the organisation. The risk and compliance unit will continue to monitor the risk register and identify emerging risks in the HSRC, while the internal audit service providers will review the effectiveness of the system of risk management biannually.

## **2.6.5 Fraud prevention**

In accordance with the requirements of the PFMA, a high-level fraud prevention plan that included an associated implementation framework was approved by the HSRC Council in May 2005. This plan remained operational until it was replaced by the comprehensive fraud prevention strategy, and its detailed implementation plan, approved in May 2007. A whistle-blowing hotline was also established. It provides an effective and confidential channel for employees to anonymously blow the whistle on workplace misconduct such as theft, fraud, dishonesty, harassment, unethical behaviour, and workplace safety hazards.

## **2.6.6 Corporate ethics and register of interests**

During 2006/07, the HSRC Council approved a revised code of business ethics plus a framework for the related register of interests for the HSRC. The risk and compliance officer in the HSRC has been entrusted with the implementation and annual updating of the register of interests.

## **2.6.7 Research ethics and research ethics committee**

The HSRC Council approved the establishment of a research ethics committee (REC) in 2002. The mandate of the REC is to review all HSRC research proposals from the perspective of research ethics. The research ethics committee aims to promote a culture of ethical conduct and research integrity in the HSRC, and reports annually to the board.

The committee began functioning in 2003 and successfully applied to the US Office of Research Protections for Federalwide Assurance within its first year of operation. Its IRB (Institutional Review Board) status remains valid, and its Federalwide Assurance reference number FWA 00006347 is posted at <http://ohrp.cit.nih.gov/search/asearch.asp>. The committee was reconstituted in November 2005 and November 2008. The three-year term of office of current members will thus end on 31 October 2011. It has seven external local members, one international advisor and 15 internal representatives from research units (in the case of research units with more than one representative, some members may attend on a rotation basis). Where necessary, the committee may recognise the authority of ethics committees at other institutions to approve proposals on behalf of the HSRC. Proposals that are submitted

by researchers who are not affiliated with the HSRC may also be reviewed on request. In such instances, the ethical review is undertaken according to approved conditions and a predetermined fee is payable.

In the financial year under review, the research ethics committee met ten times and considered some 65 new project proposals, seven applications for exemption from ethical review, 10 applications for amendments to studies and an additional three extensions. Of the new applications, 60 had been approved by the end of the financial year, some following the incorporation of feedback from the committee and resubmission. All the applications for extension of studies were approved.

During 2008/09 the external members of the research ethics committee were:

- Professor Doug Wassenaar – School of Psychology, University of KwaZulu-Natal, Pietermaritzburg (chair)
- Dr Mantoa Mokhachane (vice-chair) – Chris Hani Baragwanath Hospital, Soweto
- Professor Peter Cleaton-Jones – Steve Biko Centre for Bioethics, University of the Witwatersrand
- Dr Jerome Singh – Centre for the AIDS Programme of Research in South Africa (CAPRISA), Doris Duke Medical Research Centre, Nelson R. Mandela School of Medicine, University of KwaZulu-Natal, Durban
- Ms Ann Strode – Faculty of Law, University of KwaZulu-Natal, Pietermaritzburg
- Ms Anne Pope – Department of Private Law, University of Cape Town
- Ms Nicole Mamottee – UKZN/UNAIDS African AIDS Vaccine Programme's Ethics, Law and Human Rights Collaborating Centre
- Dr Reidar Lie – Professor of Bioethics, NIH Department of Bioethics, University of Bergen, Norway (international adviser)

### **2.6.8 Going concern status of the HSRC**

The HSRC Board reviewed the annual financial statements for 2008/09 and information regarding the forthcoming financial year, to assess the going concern status of the HSRC. Based on this information, the board has every reason to believe that the HSRC will remain a going concern:

- It continues to receive substantial Parliamentary grant funding. Its total Parliamentary allocation for 2009/10 is R164,58 million (inclusive of VAT). The projected MTEF allocation for 2010/11 is R189,47 million (inclusive of VAT).
- In terms of funding for 2008/09, the HSRC has succeeded in raising a total amount of R325,3 million, the highest amount it has ever achieved. This amount was made up of income from the Parliamentary grant, and external income – notably external research income from a range of external sources – to supplement funding from its Parliamentary grant.
- Research revenue increased by 34% from the 2007/08 financial year indicating sustainability in earnings.
- At 31 March 2009, the statement of the financial position of the HSRC shows that it had already secured R52,2 million as 'income received in advance'. The amount represents some 31% of its external research income target of R168,2 million, for the 2009/10 budget year. If other sources of funding, notably the VAT-exclusive Parliamentary grant allocation for 2009/10, are added to this amount, the total income secured to date is R195,9 million, or 62% of the total income budget of R315 million for the year. The HSRC continues to receive rental income from the Department of Public Works, for a section of the Pretoria office building which should total R12,8 million for the 2009/10 financial year.
- This brings total income available for 2009/10 to over 66% of budget.
- The statement of financial position reflects total assets of the organisation at 31 March 2009 as R257,9 million. This represents a significant increase on the total asset value of R184,1 million as at 31 March 2008.
- Capital and reserves increased from R94,7 million at 31 March 2008 to R166,4 million at 31 March 2009.

# Report of the HSRC Board continued

- Total current assets at R85,5 million was less than the current liabilities of R90 million. The current ratio is then 0,95 which means that the HSRC had 95 cents in current assets to cover every 100 cents in current liabilities. However, income received in advance of R52,2 million is included with the current liabilities, hence the unfavourable current ratio.
- Once work has been performed, the liability will reduce, resulting in a favourable current ratio.
- There has been a substantial increase in fixed assets, from R91,5 million in 2007/08 to R170,5 million in the current financial year, representing an increase of 86,3%. This is inclusive of a revaluation upwards of land and buildings of R69 million as at 31 March 2009.
- The debt to asset ratio is 1:3 This means that the HSRC had a liability of 100 cents for each 300 cents it holds in total assets.
- A decrease of 15% in trade and other receivables as compared to the prior financial year was accompanied by a larger decrease of 15,6% in trade payables.
- The HSRC continues to generate a net positive cash flow from its operating activities.

More detailed financial information, including extensive notes, can be found in the audited annual financial statements appended to this report.

## **2.7 Losses, irregularities and other matters**

Losses or irregularities are referred to in Section 55(2)(b) of the PFMA, and defined in the Materiality Framework developed and agreed to in terms of Treasury Regulation 28.1.5.

The framework, adopted by the council on 29 May 2003, contains details on fiduciary duties of the accounting authority in terms of Section 50 of the PFMA; matters that must be reported in the annual report and financial statements (Section 55); and information to be submitted to the accounting authority (Section 54). In terms of Section 55, the following are specified as matters that must be reported on in the annual report and financial statements:

- (i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;
- (ii) any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;
- (iii) any losses recovered or written off;
- (iv) any financial assistance received from the State and commitments made by the State on its behalf; and
- (v) any other matters that may be prescribed.

Any such losses, irregularities and related matters are disclosed in the notes to the annual financial statements accompanying this report. The HSRC Board is satisfied that the organisation acted swiftly and comprehensively to address all the matters identified during 2008/09.

## **2.8 Judicial proceedings filed during the year**

Two cases of fraud from 2004/05 and 2007/08 respectively, were underway during 2008/09. Both criminal matters were reported to the SA Police Services for action and adjudication at the time. During 2008/09, one case was provisionally withdrawn, but further evidence is being obtained and the matter will be re-instated on the court roll. The other case is still underway.



Civil matters dealt with during the year include summons and counter-summons issued in relation to non-payment of invoices by the HSRC due to malperformance of a service provider; the recovery of salaries unduly paid to former employees following their resignations; and the recovery of monies paid to a subcontractor in Kenya, which could not be accounted for.

The HSRC is also recovering bad debts from employees who received but have not yet settled monetary advances; and it has acted on an anonymous call received via its fraud hotline, regarding an employee who forged a matric certificate to gain employment at the organisation. The employee was dismissed following a disciplinary hearing.

## 2.9 Other matters

### 2.9.1 The 2003 Institutional Review of the HSRC

The report of the 1997/98 system-wide review of science councils and national research facilities in the country recommended that institutional reviews be undertaken on a five-yearly cycle to evaluate progress and implementation of earlier recommendations. During 2003/04 the DST entrusted to the then HSRC Council the responsibility of providing terms of reference for and to oversee the process of an independent institutional review of the HSRC. The duly appointed Institutional Review Panel submitted their report to the council in November 2003, following which the report was published and widely distributed for public comment.

The recommendations of the review panel, and the HSRC's response to these recommendations, fed into subsequent strategic planning processes of the HSRC. More specifically, the strategy implemented since 2005 provided a vehicle for integrating and operationalising recommendations of the 2003 Panel throughout the HSRC. Table 1 illustrates the extent to which recommendations made in 2003 were handled and institutionalised in the HSRC, also by means of its annual business plan and performance targets arranged according to the acronym 'PAITECS' (Public purpose, Africa focus, Implementation networking, Transformation, Excellence, Capacity development, Sustainability).

**Table 1: Alignment between strategic business objectives and recommendations of the 2003 Institutional Review Panel**

High-level recommendation	Strategic priority under PAITECS	2008/09 Business Plan objective
Engaging with stakeholders on the role and public purpose of the HSRC, towards incorporating these in a new act.	<ul style="list-style-type: none"> <li>Public purpose</li> </ul>	<ul style="list-style-type: none"> <li>To consolidate and strengthen the public-purpose research activities of the HSRC.</li> </ul>
Institutionalising and systematising the numerous collaborations with research partners, especially in higher education institutions.	<ul style="list-style-type: none"> <li>Public purpose</li> <li>Africa focus</li> <li>Implementation networking</li> <li>Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>To contribute to prioritised policy issues of national importance through the introduction of a cross-cutting policy unit.</li> </ul>
Further extending outreach into the rest of Africa through projects and organisational partnerships, under Nepad.	<ul style="list-style-type: none"> <li>Africa focus</li> <li>Transformation</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen research collaboration and network activities in partnership with higher education institutions in South Africa as well as individuals and institutions in other parts of Africa.</li> </ul>

# Report of the HSRC Board continued

High-level recommendation	Strategic priority under PAITECS	2008/09 Business Plan objective
Deepening and widening transformation in the organisation and its research activities, taking into account gender, disability and race and marginalised communities and individuals.	<ul style="list-style-type: none"> <li>• Public purpose</li> <li>• Implementation networking</li> <li>• Transformation</li> <li>• Excellence</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• To increase the relevance, utilisation and potential impact of human and social science research by means of collaboration with strategic partners and implementation networks.</li> <li>• To contribute to human capital development in the human and social sciences through the consolidation and expansion of research internship and fellowship programmes.</li> <li>• To accelerate transformation in the HSRC, with particular reference to African representation in senior research and management position.</li> </ul>
Improving management information systems, updating policies and procedures, and providing support to staff in relation to external earnings pressures.	<ul style="list-style-type: none"> <li>• Public purpose</li> <li>• Capacity building</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• To retain and empower critical staff and skills in the HSRC.</li> <li>• To ensure the financial sustainability of the HSRC.</li> </ul>
Addressing issues of data preservation, intellectual property and information sharing.	<ul style="list-style-type: none"> <li>• Public purpose</li> <li>• Implementation networking</li> <li>• Excellence</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• To promote and affirm research excellence by emphasising publication of peer reviewed scholarly articles by senior as well as emerging HSRC researchers.</li> </ul>

Section 1 of this report refers to the promulgation of the new HSRC Act 17 of 2008. This may be regarded as clear evidence that the recommendations of the 2003 review were taken forward and implemented by decision-makers in the HSRC, DST and broader socio-political arena. The objectives of the HSRC, as reflected in this act are closely aligned with the public-purpose objectives identified by the 2003 review panel. Other recommendations of the 2003 review panel also informed elements of the HSRC Act, for instance the composition of the HSRC Board.

During 2006/07, 2007/08 and 2008/09, the HSRC embarked on the review of research units, in preparation for the next institution-wide review, which is expected to take place in 2009/10.

## **2.9.2 External review of research programmes in the HSRC**

One of the undertakings listed in the Shareholder's Compact between the HSRC Board and its executive authority, the Minister of Science and Technology, is that the HSRC will ensure independent evaluations of projects, programmes or units within the institution and will make such results available to the executive authority. The HSRC Council approved guidelines for such programme or unit reviews during 2006/07, and agreed that the purpose of these reviews would be as follows:

- to provide an opportunity for the restatement of research programme mandates and objectives;

- to take stock of congruence with, and progress towards those objectives;
- to assess the relevance and effectiveness of the programmes;
- to assess the impact of the programme on public policy and the community, and stakeholder perceptions of the programme outputs;
- to evaluate the scientific rigour of the programme as measured by peer reviewed publications output;
- to test alignment with HSRC objectives and priorities such as transformation, gender equity and capacity development; and
- to assess capacity to mobilise external resources.

Each external programme review consists of two parts, namely programme self-evaluation and review by a panel of experts relevant to the programme in question. Such reviews are conducted every five years, unless special circumstances within a programme or the HSRC require an earlier review. It was further agreed to adopt a staggered approach in respect of scheduling the reviews of programmes and units.

Three research programmes were reviewed in 2006/07 and 2007/08, namely Child, Youth, Family and Social Development (CYFSD), Democracy and Governance (D&G) and Social Aspects of HIV/AIDS and Health (SAHA). This was followed by the Education, Science and Skills Development (ESSD) research programme in 2008/09.

The ESSD review took place from 8 to 12 September 2008. This was a mid-term review, since the programme ESSD, in its current form, had been in existence for approximately three years since the re-alignment of research units in 2005/06. However, the separate units brought together under ESSD had been active for more than five years, and ESSD itself had identified this review as an opportunity to review the success of the consolidation of the programme, and to help chart its future direction. The review panel consisted of Professor Dan Ncayiyana who chaired the panel and four experts, two local and two international, namely:

- Ms Adrienne Bird, South Africa,
- Professor KJ Joseph, Centre for Development Studies, India,
- Professor Reitumetse Mabokela, Michigan State University, USA, and
- Professor John Volmink, UMALUSI chair for Quality Assurance in General and Further Education, South Africa.

The report of this mid-term review was discussed by the executive management team of the HSRC at its March 2009 workshop, and will be presented to the HSRC Board for consideration and adoption in May, following which the report will be submitted to the DST and to the minister.

It is expected that the Knowledge Systems (KS) cross-cutting unit will be reviewed during 2009/10.

### ***2.9.3 Forthcoming institutional review of the HSRC***

The next institutional review of the HSRC is due to take place in 2009/10. Practical aspects of the review will be informed by consultation with the DST as well as an in-house planning process.

The forthcoming institutional review will take place after a new minister and board have taken office. It will be able to draw on institutional self-evaluation as well as reports from ongoing reviews in the form of research programme reviews, regular performance reporting via the Shareholder's Compact as well as extensive external auditing by the Auditor-General. The review provides an excellent opportunity for the HSRC, its executive leadership and its board to identify priorities for the next five-year period. It is expected to facilitate reflection on new future challenges and opportunities, as the HSRC and its new board enter a new era of development in its own history (following

# Report of the HSRC Board continued

promulgation of Act 17 of 2008), of the country (following the 2009 elections) and the world (also with the challenges of a different economic dispensation). The outgoing HSRC Board has therefore encouraged the institution to identify key questions about its own future, to feed into the review agenda and institutional self-evaluation process. It has also contributed to the development of such questions at its February 2009 meeting, when the strategic and business plans of the HSRC were discussed and approved, and continued to do so at its May 2009 meeting, when this report covering the 2008/09 financial year was discussed and approved.

## **2.10 Self-assessment of performance**

A protocol on corporate governance was developed for public entities such as state-owned enterprises and national government business enterprises, to ensure adherence to requirements outlined in the King II Report. As a national public entity, the HSRC is not formally bound by all the provisions of the protocol but nevertheless strives to adhere to the principles outlined in it. In terms of the protocol, governing bodies should conduct regular self-assessments of their performance.

The HSRC Board did not conduct a formal self-assessment of its performance during 2008/09, but does reflect on matters related to the typical sets of questions contained in self-assessment instruments for boards of directors of public companies on an ongoing basis. The information provided in this section (Section 2) of the report of the HSRC Board bears evidence of this. A formal annual self-evaluation exercise would take place at the May 2009 Board meeting.

In summary, the following provides an overview of the board's self-evaluation of performance during 2008/09. It should be borne in mind that practical transitional requirements necessitated the Minister of Science and Technology to request members of the council established in terms of Act 23 of 1968 to stay in office until the establishment of a new HSRC Board in accordance with requirements of Act 17 of 2008.

### *Composition of the HSRC Board*

See Section 2.2 of this report.

The Minister of Science and Technology is mandated to select and appoint members of the HSRC Board on a four-year term of office, following a broad consultative process. Any formal review of the size, mix of skills, expertise and experience in relation to the effective, efficient and accountable functioning of the board thus needs to be undertaken in the context of the relevant legislation.

It is acknowledged that the current board is not constituted in accordance with the requirements of Act 17 of 2008, as explained above as well as in section 2.2 of this report.

Board members serving during 2008/09 are experienced in this work, with four approaching conclusion of a second (extended) term of office by 31 March 2009.

Board members were satisfied with the level and range of skills and expertise available among members. The board also benefited from diversity in terms of age, gender and racial composition.

### *Board subcommittees*

See Section 2.5 of this report.

Board members are satisfied with the composition and performance of its subcommittees, as well as the flow of information from subcommittees to support deliberations and decision-making at board meetings.

#### *Meetings of the board*

See Section 2.5 of this report.

HSRC Board members expressed their general satisfaction with the performance of the board during 2008/09. The documentation made available to board members was well structured and agenda items informative to inform discussion and appropriate action. All meetings were chaired skilfully and effectively, enabling detailed discussion on matters of importance without losing sight of matters requiring proper noting and approval.

#### *Board mandate*

The relevant legislation (HSRC as well as PFMA) clearly outline the mandate of the governing body of the HSRC, which is considered appropriate for a national public entity such as the HSRC.

#### *Orientation and continuing education of members*

Formal orientation and continuing education was not deemed to be necessary. Board members were kept apprised of important developments including the contents of the HSRC Bill and Act as well as other relevant draft legislation and benchmarking documents in the area of corporate governance.

The HSRC also provided all board members with complimentary copies of HSRC publications and access to library and information services.

#### *Code of business conduct and ethics*

Board members are satisfied with the current application of these codes. Designated subcommittees of the new board will continue to oversee and support in this area.

#### *Nomination and selection of board members*

The nomination and selection is done according to legislated guidelines. Possible areas for future improvement could involve a simplified process and provision for selection of alternates from shortlisted candidates, should vacancies occur during the four-year term of office of the next board.

#### *Compensation of members*

Compensation is according to guidelines, and appropriate for board members of a national public entity.

#### *Assessment of board performance*

The chair and members of the HSRC Board expressed their satisfaction with the overall performance of the board. The board reviews and reports on a regular basis on the overall performance of the HSRC against performance objectives and targets, using key performance indicators developed for this purpose. Section 6 of this report contains an overview of such performance during 2008/09. The HSRC Board will continue to report on performance against such objectives and targets in terms of the Shareholder's Compact entered into with the Minister of Science and Technology.

Although performance against such predetermined targets can be regarded as indicative of institutional performance, the HSRC Board wishes to place on record that such performance measures provide but one perspective on the extent to which an organisation such as the HSRC, under the auspices of its board, has responded to its public-purpose mandate. This full report for 2008/09 as well as the associated annual report should be regarded as further evidence of reflection on the performance of the HSRC Board during the year under review.

# Report of the HSRC Board continued

The current HSRC Board, and the council that preceded it, played a crucial role in overseeing the ongoing transformation of the HSRC, with particular reference to strategic CEO interventions during this period. In addition to engaging with strategic issues during quarterly meetings of the board and its subcommittees, board members also attend important planning and consultative meetings of the HSRC, for instance the annual researchers' conference and strategic planning lekgotla.

Examples of major contributions made by the accounting authority (the HSRC Board, previously HSRC Council) during 2008/09 include:

- Signing of the Shareholder's Compact between the accounting authority and executive authority (Minister of Science and Technology);
- Approval of the three-year strategic plan for 2008/09 to 2010/11 and the business plan for 2008/09, both of which are aligned with the HSRC's mandate as well as national and continental priorities;
- Monitoring of HSRC progress against stated objectives in the 2008/09 business plan;
- Regular engagement, as part of the quarterly meeting schedule, with the research agendas of research units of the HSRC;
- The approval of several new policies and procedures, including policies that relate to IT and revisions to the HR policies, and
- Participation in meetings of the research subcommittee, particularly to reflect on implications of the new Ten-year Plan for Innovation and the 'Grand challenge of human and social dynamics' included in the plan.

The outgoing board also reflected on the principles it adhered to and on contributions made in the course of its term of office, which started in November 2004. Apart from overseeing matters of financial management and performance, it also ensured that deeper considerations related to the role and purpose of the HSRC informed its work. The HSRC Board emphasised the need to uphold a balance between independence and accountability; and also between critical, reflective, longer-term research and shorter-term, needs-driven work. The board supported the rights of public intellectualism in the HSRC, and noted with appreciation the responsible way in which HSRC staff in general applied this principle. It took pride in the way the HSRC continued to provide research-based information of high quality that informed decisions in government. The balance between quality and impact was regarded as part of the culture of the HSRC as a relevant, public-purpose organisation.

Matters that are expected to remain high on the agenda of the new HSRC Board will be identified and prioritised in the forthcoming institutional review. The current board of the HSRC identified the following issues as priorities going forward:

- Monitoring the work of HSRC management as they address new HSRC priorities;
- Confirming the role of the HSRC in providing support for the monitoring and evaluation of government policies and programmes, in providing research data to support government wide planning, and in providing support for the implementation of programmes through demonstration centres;
- Responding to opportunities to mainstream – also in national, regional, continental and international research agendas – research on human and social dynamics that will support planning and interventions aimed at sustainable development, poverty reduction and improving quality of life;
- Finding appropriate approaches to identify priorities, coordinate and support research on the 'Grand challenge of human and social dynamics' in the context of the National Ten-year Plan on Innovation;
- Developing models of research collaboration in consultation with higher education institutions and other role-players in South Africa, other parts of Africa and abroad;
- Ongoing efforts to support research capacity development at both individual and institutional level;

- Continued transformation and empowerment of the workforce at all levels, so that disparities associated with race, gender and disability are eradicated;
- Identifying and managing risks that could potentially affect the sustainability and reputation of the organisation; and
- Ongoing commitment to improving the quality and impact of the research of the HSRC.

## 2.11 Appreciation

The HSRC Board wishes to express its appreciation to Dr Olive Shisana, the CEO, for the way in which she continues to position the HSRC as relevant, non-partisan, accountable and excellent, world-class research organisation. Her contributions as head of the organisation and as research leader exemplify the commitment of the HSRC as a whole to serve the research needs of the country and the broader development region, in collaboration with relevant research and development partners. The board wishes to commend the CEO, the senior management team and all members of the HSRC staff on their hard work to meet shared strategic objectives, and to address priority developmental needs at local, provincial, national and regional levels through its research without losing sight of institutional accountability and regulatory compliance. We remain proud to be associated with the work, the shared vision and values, and the public-purpose mandate of the HSRC.

The professional and critical support from the Department and Ministry of Science and Technology is highly valued. The engagement of members of the portfolio committee on Science and Technology, as well as other structures of legislative bodies with issues relevant to the work of the HSRC, is appreciated.

The effective and efficient functioning of the board and its subcommittees is highly dependent on the quality of services rendered by its secretariat. The dedication and competent support from the Secretary of the HSRC Board, the CEO as well as from related management and support structures in the HSRC are gratefully acknowledged.

## 3. Organisational developments

### 3.1 Vision, strategic direction and priorities: PAITECS

The vision of the HSRC is as follows:

The HSRC intends to serve as a knowledge hub where public policy and discourse on current and future challenges for South Africa and the African continent are independently researched, analysed and informed, and where research-based solutions to human and social problems are developed.'

Table 1 in Section 2.9.1 provides a summary of the main business objectives in the HSRC Business Plan for 2008/09. These business objectives also appear in the three-year strategic plan for 2008/09 to 2010/11.

The HSRC identified a number of strategy-critical or 'sentinel' performance indicators to be linked with key performance areas, and associated with each of the major business objectives of the organisation. These were summarised and arranged under headings that formed the acronym 'PAITECS'. The strategic business objectives map onto sentinel PAITECS indicators, as follows:

# Report of the HSRC Board continued

**Table 2: HSRC business objectives and PAITECS indicators**

	<b>Performance area</b>	<b>Strategic business objective</b>	<b>Indicator</b>
P	Public purpose	To consolidate and strengthen public-purpose research activities of the HSRC. To conduct research and engender dialogue relative to policy issues of national priority through the work of a cross-cutting policy analysis unit and evidence-based demonstration centres	Percentage of all research projects that are conducted for the benefit of the public.
A	Africa focus	To strengthen research collaboration and network activities in partnership with higher education institutions in South Africa as well as individuals and institutions in other parts of Africa.	Percentage of all research projects with a budget of R1 million or above that are done collaboratively with African researchers in other parts of the continent.  Number of visiting research fellows from elsewhere in Africa at the HSRC
I	Implementation networking	To increase the relevance, utilisation and potential impact of human and social science research by means of collaboration with strategic partners and implementation networks.	Percentage of large research projects with implementation networks.
T	Transformation	To accelerate transformation in the HSRC, with particular reference to African representation in senior research and management positions.  To retain and empower critical staff and skills in the HSRC.	Percentage of all researchers at senior level (SRS and above) who are African.  Percentage of all researchers at senior level (SRS and above) who are coloured. Percentage of all researchers at senior level (SRS and above) who are Indian. Percentage of all researchers at senior level (SRS and above) who are white. Attrition rate of permanent staff.  Percentage of staff trained in gender sensitivity
E	Excellence	To promote and affirm research excellence by emphasising publication of peer reviewed scholarly articles by senior as well as emerging HSRC researchers.	Peer-reviewed publications in an internationally accredited scientific journal, per senior researcher (SRS and above).  Peer-reviewed publication in a scientific journal per researcher, RS and lower.



	<b>Performance area</b>	<b>Strategic business objective</b>	<b>Indicator</b>
C	Capacity building	To contribute to human capital development in the human and social sciences.	Number of interns (research trainees) enrolled in a master's programme.  Number of interns (research trainees) enrolled in a PhD programme. Number of post-doctoral fellowships (research associates).
S	Sustainability	To ensure the financial sustainability of the HSRC.	Percentage of grants that are extra-Parliamentary. Percentage of all grants that are multi-year (at least three years).

Specific performance targets were set in relation to each of the sentinel performance indicators, and the extent to which these and other organisational performance targets have been met by the end of 2008/09, is reported on in Section 6 of this report. Section 3.3 provides an overview of how the strategic business objectives were operationalised and implemented during 2008/09.

### 3.2 Organisational structure

At 31 March 2009, the structure of the HSRC reflected the following:

Four multidisciplinary, problem-oriented research programmes

- Child, Youth, Family and Social Development (CYFSD)
- Democracy and Governance (D&G)
- Education, Science and Skills Development (ESSD)
- Social Aspects of HIV/AIDS and Health (SAHA)

Six co-ordinated cross-cutting units

- Knowledge Systems (KS),
- Policy Analysis and Capacity Enhancement (PACE), which house the following:
  - Policy Analysis Unit (PAU)
  - Capacity Development (CD)
  - Gender and Development (GD)
- Social Aspects of HIV/AIDS Research Alliance (SAHARA)

Three demonstration centres

- Centre for Poverty, Employment and Growth (CPEG)
- Centre for Service Delivery (CSD)
- Centre for Education Quality Improvement (CEQI)

Two units reporting to the HSRC Board

- The CEO Office
- Council Secretariat (CS)

Four corporate support units in the Office of the CEO:

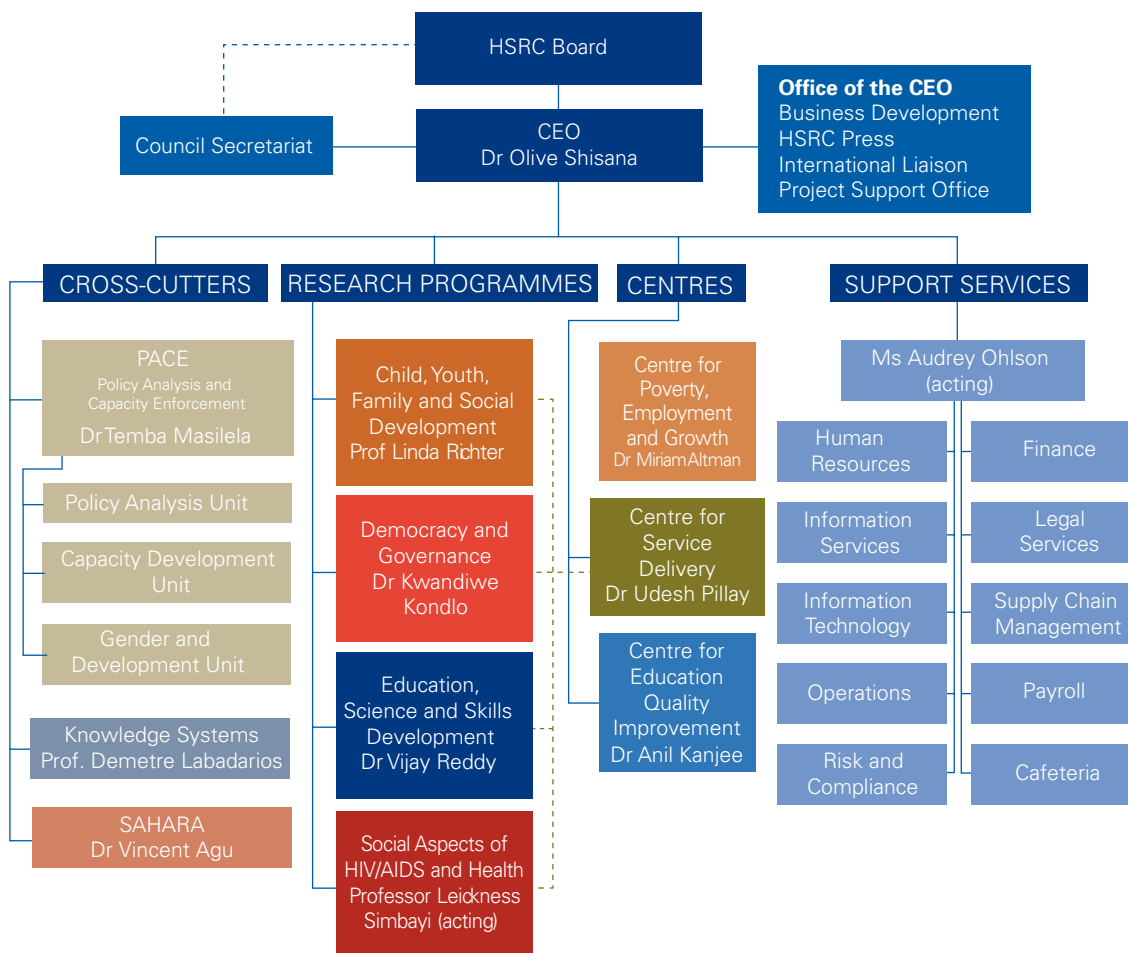
- Business Development (BD), also housing a nascent Project Support Office (PSO)
- Corporate Communications (CC)
- International Liaison (IL)
- HSRC Press (Press)

# Report of the HSRC Board continued

Eight corporate support units in Support Services:

- Finance (Fin), also managing Payroll and the HSRC Cafeteria
- Human Resources (HR)
- Information Services (IS)
- Information Technology (IT)
- Legal Services (LS)
- Operations (Ops)
- Risk and Compliance (RC)
- Supply Chain Management (SCM)

*Figure 1: Organisational structure of the HSRC, 31 March 2009*



**Table 3: Research programmes, cross-cutters and demonstration centres at 31 March 2009**

<b>Four integrated research programmes:</b>			
Name of programme	Acronym	Executive Director	Headed from
Child, Youth, Family and Social Development	CYFSD	Professor Linda Richter	Durban
Democracy and Governance	D&G	Dr Kwandiwe Kondlo	Pretoria
Education, Science and Skills Development	ESSD	Dr Vijay Reddy	Durban
Social Aspects of HIV/AIDS and Health	SAHA	Dr Leickness Simbayi (Acting)	Cape Town
<b>Six cross-cutting units:</b>			
Name of unit	Acronym	Executive Director / head	Headed from
Knowledge Systems	KS	Prof Demetre Labadarios	Cape Town
Policy Analysis and Capacity Enhancement, forming the organisational home to three cross-cutting units:	PACE	Dr Temba Masilela, also the Executive Director to PAU, CD and GD	Pretoria
Policy Analysis Unit	PAU	Dr Charles Hongoro	Pretoria
Capacity Development	CD	Prof Thobeka Mda	Pretoria
Gender and Development	GD	Prof Relebohile Moletsane	Durban
Social Aspects of HIV/AIDS Research Alliance	SAHARA	Dr Vincent Agu	Cape Town
<b>Three demonstration centres</b>			
Name of unit	Acronym	Executive Director / head	Headed from
Centre for Education Quality Improvement	CEQI	Dr Anil Kanjee	Pretoria
Centre for Poverty, Employment and Growth	CPEG	Dr Miriam Altman	Pretoria
Centre for Service Delivery	CSD	Dr Udesh Pillay	Pretoria

More information on activities and achievements of research units is provided below, as well as elsewhere in the annual report of the HSRC.

### **3.3 Progress made with the implementation of the 2008/09 HSRC Business Plan**

The HSRC Board received and reviewed quarterly reports providing an overview of organisational developments that had specific relevance to the nine strategic business objectives listed in the 2008/09 business plan. These reports complemented the quantitative indicators of performance associated with each of the strategic business objectives, as reviewed quarterly and submitted to the Minister and Department of Science and Technology, in accordance with treasury regulations and requirements of the Shareholder's Compact.

The following provides a high-level overview of progress made in relation of each of the strategic business objectives during 2008/09:

#### **3.3.1 To consolidate and strengthen public-purpose research activities of the HSRC**

Act 17 of 2008, which contains reference to the public-purpose mandate of the HSRC, was promulgated in 2008. The process was driven by the Minister and the Department of Science and Technology, with the HSRC playing a critical role in responding to questions and clarifying issues to the Parliamentary portfolio committee on Science and Technology.

# Report of the HSRC Board continued

Planned activities and progress made in relation to strategic business objectives:

Objective	Progress made
Ensure appropriate communication of, and compliance with, the new HSRC Act.	<p>The new HSRC Act (Act 17 of 2008) was assented to in September and came into operation in December 2008.</p> <p>Changes and practical implications of the new Act were communicated to staff and discussed with relevant managers in the HSRC. Corporate information documents as well as stationery were amended to reflect changes.</p> <p>The process to select and appoint a new board as required by the Act is still underway; hence it was not possible to induct members of the new board as yet.</p>
Ensure delivery on activities supported by ring-fenced funding.	<p>Ring-fenced funding was received for:</p> <ul style="list-style-type: none"> <li>• Science and Technology Indicators (work undertaken in the Centre for Science, Technology and Innovation Indicators (CeSTII) unit of KS);</li> <li>• Policy Analysis Unit (work undertaken in the PAU unit);</li> <li>• Development of Research Capacity for the Human and Social Sciences (work undertaken in the (Capacity Development (CD) unit); and</li> <li>• Infrastructure: building (work assigned to the IT and Ops units within Support Services).</li> </ul> <p>Examples of progress and impact to date include the following:</p> <ul style="list-style-type: none"> <li>• The final R and D Survey 2006/07 report was submitted to the DST, which forwarded it to StatsSA for approval. The report will be released in 2009/10.</li> <li>• The main results of the 2002-2004 South African innovation survey were edited and published as a book on behalf of the DST.</li> <li>• A report on achievements of research trainees during 2008/09 was prepared by the capacity development unit. It provides an overview of publications authored or co-authored by research trainees during the year, as well as on support provided by the unit to trainees to present papers at national or international conferences. At least six peer-reviewed journal articles were authored or co-authored by research trainees during the year under review.</li> <li>• With support from the infrastructure funding, the HSRC IT remediation plan was concluded and infrastructural improvements were made to the HSRC building as planned.</li> </ul>
Prioritise research dealing with issues of national importance, including Poverty, Employment and Growth, Education and Skills Development, Service Delivery, HIV and AIDS, Crime and Violence, and Africa Focus by assigning research programmes or dedicated centres as 'champions' or co-ordinators for these themes.	<p>Programme co-ordinators were assigned as follows, with progress reported below or elsewhere in the HSRC Annual Report:</p> <ul style="list-style-type: none"> <li>• Poverty, Employment and Growth (PEEG) – this was integrated into the scenario work of PEEG, see below and in other sections of the HSRC Annual Report.</li> <li>• Education and Skills Development (ESSD) – earmarked funds to support research in the area of teacher quality and learner outcomes; joint work involving research trainee with a seminar presented on 10 March 2009.</li> </ul>

Objective	Progress made
	<ul style="list-style-type: none"> <li>• Service Delivery (CSD) – progress in this area involved research undertaken at regional, national, provincial and local level. At regional level, a three-year project to measure service delivery in South Africa and other African countries (Tanzania, Botswana and Malawi) was undertaken. At provincial and local levels, preparatory work aimed at securing funding to support service delivery demonstration research in the Eastern Cape and Tshwane Municipal Metropolitan Municipality was successfully concluded.</li> <li>• HIV and AIDS (SAHA) – a project on the evaluation and up-scaling of some HIV/AIDS prevention and care programmes on reducing vulnerability in communities in South Africa was conducted.</li> <li>• Crime and Violence (D&amp;G) – a project entitled Societies in Transition – An International comparative study on violent crime was launched. Recent deliverables include a nationally televised political debate on violence and crime (24 March 2009) and a workshop with the United Cities and Local Government for Africa (UCLGA) in November 2008. An overall report on the project is expected by June 2009.</li> <li>• Africa Focus (D&amp;G) – ongoing work led to a number of publications in 2008/09 focusing on the retail and telecommunications industries in Africa; and on China’s role in Africa. The publication of a book on the state of Africa is underway.</li> </ul>
<p>Decide on future of research thrusts established and specifically supported in 2007/08, namely youth, crime, corruption and social fabric; ‘futures research; and climate change.</p>	<p>Work in these areas was dealt with as follows:</p> <ul style="list-style-type: none"> <li>• Youth – the Youth Policy Initiative (YPI), coordinated by PAU in collaboration with CYFSD, CPEG and CPEG, was continued in 2008/09. Apart from successful roundtable meetings involving researchers, practitioners and policy makers around specific topics, a range of other modes of research communication were used, including public lectures, online and SMS polls, and a regularly updated website. The new draft Youth Development Policy was informed by discussions of the YPI.</li> <li>• Crime, corruption and social fabric – no dedicated support, but work continued under the ‘crime and violence’ priority for 2008/09. The ANSA-Africa project dealt with issues related to corruption in two of its sessions.</li> <li>• ‘Futures research – no dedicated support, but work continued in CSD in consultation with external partners. The focus was on water and energy research. The first State of the futures index was completed and disseminated.</li> <li>• Climate change – climate change was phased out during 2008/09 owing to inadequate funding and internal redeployment of senior staff. The theme will be reactivated in 2009/10, with a collaborative approach envisaged.</li> </ul>
<p>Engage with key stakeholders such as donors and government decision-makers to identify emerging research priority areas that could be addressed with joint support in future.</p>	<p>Ongoing engagement took place with key stakeholders such as donors and government decision-makers. This led to the identification of research opportunities in, among others, the following priority areas:</p> <ul style="list-style-type: none"> <li>• Service delivery at municipal level (an MoU was signed with the Tshwane Metro Municipality);</li> </ul>

# Report of the HSRC Board continued

Objective	Progress made
	<ul style="list-style-type: none"> <li>• Food security and land issues (an MoU was signed with the Department of Agriculture);</li> <li>• Health service provision (international donor and local government funding was provided to support work in the areas of a National Health Initiative and research support for SANAC);</li> <li>• Opportunities to provide strategic, research-based information to inform government spending priorities, as well as monitoring and evaluation of service delivery were identified and responded to;</li> <li>• Funds were obtained to support the development of a national health insurance policy, implementation plan as well as quality of service improvement plan.</li> </ul>
<p>Address the need to promote the humanities using history, philosophy, arts, culture, heritage, language, religion and tradition to gain new insights into our society and make sense of our lives.</p>	<p>The HSRC in collaboration with the International Social Science Council (ISSC), the International Council for Philosophy and Humanistic Studies, the National Research Foundation, the Department of Arts and Culture, the Africa Institute of South Africa and the Department of Science and Technology hosted a two-day scientific symposium focusing on Knowledge and Transformation: Social and human sciences in Africa in November 2008. The focus of the symposium was on:</p> <ul style="list-style-type: none"> <li>• the production of knowledge by Africans and the production of knowledge on Africa; and</li> <li>• the contributions of human and social science to innovation and development in Africa.</li> </ul> <p>The manuscript based on papers from the Knowledge and Transformation symposium will be published in 2009/10. The workshop, coordinated by PAU on behalf of the HSRC, was designed as a dialogue between the social sciences, humanities and the performing arts.</p> <p>The HSRC developed a position paper on The human and social dynamics grand challenge in the Ten-year Innovation Plan. This position paper was incorporated into the HSRC Business Plan for the 2009/10 financial year.</p>

### **3.3.2 To conduct research and engender dialogue relative to policy issues of national priority through the work of a cross-cutting policy analysis unit and evidence-based demonstration centres**

Planned activities and progress made in relation to strategic business objective:

Objective	Progress made
<p>PAU: submit budget and business plan for 2008/09 for approval by the CEO prior to 31 March 2008. Ensure work is focused around priority topic areas of:</p> <ul style="list-style-type: none"> <li>• HIV/AIDS and health;</li> <li>• regulatory aspects of employment, social protection and economic growth;</li> <li>• capacity and procedural justice in service delivery;</li> <li>• investment, quality and choice in education; and</li> <li>• coherence and performance of poverty reduction strategies.</li> </ul>	<p>The budget and business plan was submitted to the CEO, as required and quarterly performance and financial reports submitted. The business plan encapsulates the required priority focus areas, with the following projects linked to these areas:</p> <p>In the area of HIV/AIDS and health: National Health Insurance,, and an ARV study;</p> <p>Regulatory aspects of employment, social protection and economic growth: impact assessment projects, to monitor the implementation of the Limpopo Provincial Growth and Development Strategy aimed at improving institutional efficiency and effectiveness)</p> <ul style="list-style-type: none"> <li>• Capacity and procedural justice in service delivery: a project on the development of a poverty matrix and enhanced targeting of social service provision in the City of Johannesburg and the Eastern Cape</li> </ul> <p>Coherence and performance of poverty reduction strategies: A project on gender and poverty reduction</p>
<p>Arrange international Social Science Conference during 2008/09.</p>	<p>The contribution of PAU in coordinating the Knowledge and transformation symposium in November 2008 is described in 3.3.1.</p>
<p>Provide management support for delivery on:</p> <ul style="list-style-type: none"> <li>• MoUs with selected counterpart organisations;</li> <li>• conferences including social science conference and ISSC conference;</li> <li>• workshops and roundtables;</li> <li>• policy briefs; and</li> <li>• refinement of impact analysis research methodology and application in at least two case studies.</li> </ul>	<p>The management and coordination of memoranda of understanding (MoUs) between the HSRC and counterpart organisations are managed as follows across the organisation:</p> <ul style="list-style-type: none"> <li>• Review of proposed collaboration at executive level, to ensure coordination and optimal participation of research units in the HSRC;</li> <li>• Vetting of proposed agreements by Legal Services, prior to signature;</li> <li>• Oversight management of international MoUs by the director of International Liaison and national MoUs by the director of Corporate Communication;</li> <li>• Assigning lead programmes and executive directors to ensure practical implementation of MoUs; and</li> <li>• System support for capturing, retrieval and reporting on current MoUs via the contracts repository and the Research Management System (RMS). The MoU management module of the RMS was developed in 2008/09.</li> </ul> <p>Information on conference and workshop support and the development of policy briefs is provided under section 3.1 and elsewhere in 3.2.</p>
<p>Arrange at least two policy dialogues during the year, ensuring appropriate approaches to public publication and dissemination of research, and intended to result in the production of policy briefs. Topics should be selected from one or more of the following programmatic areas:</p>	<p>During 2008/09, the following serve as examples of progress made by PAU against objectives set for the year in predetermined priority areas:</p> <ul style="list-style-type: none"> <li>• Meaning, cost and impact of HIV and AIDS – A colloquium using HIV and AIDS in Africa as a case study to discuss principles informing GRIPP (Getting Research into Policy and Practice) was successfully concluded, and the colloquium report prepared for publication.</li> </ul>

# Report of the HSRC Board continued

Objective	Progress made
<ul style="list-style-type: none"> <li>• meaning, cost and impact of HIV and AIDS;</li> <li>• regulatory aspects of employment, social protection and economic growth;</li> <li>• capacity and procedural justice in service delivery;</li> <li>• investment, quality and choice in education; and</li> <li>• coherence and performance of poverty reduction strategies.</li> </ul>	<p>Data collection for a study on delivery models of ARV in KwaZulu Natal, Mpumalanga, Limpopo, and Gauteng has been concluded, with preliminary findings presented at an HIV conference held in August 2008 in Abidjan, Ivory Coast.</p> <ul style="list-style-type: none"> <li>• Regulatory aspects of employment, social protection and economic growth – a conference on the Developmental state in South Africa was successfully convened. This was followed by a published paper entitled <i>Envisioning a democratic developmental State in South Africa: Theoretical and Policy Issues</i>. An edited book on the proceedings of the conference is expected to be published in 2009/10.</li> <li>• Capacity and procedural justice in service delivery– PAU finalised a report based on survey results focusing on Attitudes to Service Delivery as part of the 2007 SASAS.</li> <li>• Investment, quality and choice in education – the HSRC Press recently published an edited book entitled <i>Education and Poverty Reduction Strategies: Issues of policy coherence</i>. The book is a product of a colloquium held in 2007 to discuss education and poverty reduction strategies.</li> </ul> <p>Other – following the successful convening of a colloquium on national health insurance (NHI) in 2007, the report was published in 2008. Indications are that the recommendations for NHI for South Africa were adopted and efforts are now being made to implement it.</p>
<p>Facilitate the research-policy nexus under the auspices of the MOST programme of Unesco, and establish a portal on the research-policy nexus as guided by the MOST National Liaison Committee.</p>	<p>PAU continued to serve as secretariat of the MOST programme of Unesco, which focuses on the nexus between research and policy.</p> <p>A Policy-action network web portal, accessible from the PAU page on the HSRC website, was developed following a consultative process involving civil society representatives, policy researchers, trade unions, lobbyists and DST. The website is intended to act as a communication nexus in serving the policy community. In support of a community of practice, it aims to disseminate policy-relevant information, act as a resource, add value to HSRC research by providing policy-relevant knowledge and provide information on policy techniques and methodologies. The website, launched in March 2009, can be viewed at <a href="http://www.pan.org.za/">www.pan.org.za/</a></p>
<p>Ensure that all research for the HSRC that affects the public is communicated to grass-roots organisations.</p>	<p>The following serve as selected examples (from across the organisation) of research communicated to grassroots organisations during 2008/09:</p> <ul style="list-style-type: none"> <li>• Popular newspaper articles on specific research published in local or community newspapers, for example, a popular article in the <i>Witness</i>, on Project Masihambisane in Sweetwaters near Pietermaritzburg. The project involves a randomised trial to test the effectiveness of health information materials and a clinic-based peer support and mentoring intervention.</li> </ul>



Objective	Progress made
	<ul style="list-style-type: none"> <li>• The HSRC seminar series addressing a range of topics and involving HSRC as well as external speakers was continued. In the fourth quarter of 2008/09 only, as many as eight seminars were presented. The debate on crime, hosted in March 2009 in collaboration with the University of Johannesburg and involving international as well as local political leaders was broadcast live on one of the free television channels.</li> <li>• Dedicated workshops and meetings involving people affected by research and research findings are undertaken. Examples include a workshop on social protection for key leaders in the disability movement the African Decade of Persons with Disabilities, in Johannesburg and extensive dissemination of research information on the improvement of the quality of drinking water in remote rural areas.</li> <li>• Serving on the boards of NGOs rendering service in areas related to research expertise, for instance the boards of two Cape Town-based NGOs mainly involved in community-based health care work with people living with HIV/AIDS and for other diseases like TB and children's illnesses, and HIV prevention among youth, sex workers, truck drivers and men, respectively.</li> <li>• Developing and presenting briefing papers on topical issues such as multiple and concurrent partnerships (MCPs), male circumcision, and HIV prevention, to members of youth or other NGOs.</li> <li>• Presenting research on water deprivation and community development to a district municipality as a means of accelerating water service delivery. Maps and research data informed an innovative schedule for identifying priority sites for the implementation of safe drinking water projects in remote rural areas.</li> </ul>
<p>Develop a detailed proposal for the work of a Centre for Africa's Social Progress (CASP).</p> <p>Obtain funding to support planned activities for 2008/09, engage with NRF on possibility of HSRC-led research chair, appoint a manager for CASP.</p> <p>Centre for Service Delivery;</p> <p>Complete first phase of regional service delivery project (funded by SAT)</p>	<p>The HSRC contributed to the development of an NRF-funded research chair application. This proposal had to be led by a university (University of Fort Hare) due to NRF requirements. Formal communication from the NRF regarding the success of a joint application with the University of Fort Hare for a chair in economic development and social policy is awaited.</p> <p>In the meantime, proposals building on HSRC coordinated work around the developmental state were submitted to other development agencies.</p> <p>Measuring service delivery in Southern Africa, the first study of the SAT project, was completed satisfactorily and a second workshop was held in Dar Es Salaam with partners, government officials and civil society. Case studies from the second study were presented at the third workshop in Malawi in November 2008. The methodology for the third study was thoroughly explored in the Malawi workshop and datasets for analysis were compiled.</p>

# Report of the HSRC Board continued

Objective	Progress made
<p>Centre for Service Delivery</p> <p>With support from at least one municipality, launch a 'demonstration' project, to manage and monitor the practical implementation of an identified solution to address the crisis of service delivery across South African municipalities.</p>	<p>Accelerating sustainable water services delivery (ASWSD): since the inception meeting in November 2007 this project has been taken forward by the initiative of HSRC personnel who have helped convene meetings, drafted the foundation proposal, designed workshops with District Municipalities in the Eastern Cape, contacted key municipal officials and set the specifications for specific Safe Drinking Water projects.</p> <p>The HSRC is responsible for project management in the OR Tambo District Municipality. This is a key demonstration project for the HSRC as it involves the organisation in demonstrating an improved model for access to safe drinking water. The work is funded by the DST and involves collaboration between the HSRC, CSIR and the district municipality in the implementation of safe drinking water in three villages. Two other HSRC research units (SAHA and PAU) are also involved. A project steering committee involving key personnel from the OR Tambo DM was convened on 28 January 2009 in Mthatha and maps of the potential sites presented and schedules for delivery outlined.</p> <p>Project strategies for service delivery for Tshwane Metropolitan Municipality was launched at the end of the year.</p>
<p>Centre for Education Quality Improvement</p> <p>Host discussion forum meetings, and prepare a peer-reviewed publication based on deliberations at these meetings</p>	<p>A national policy dialogue forum was held in November 2008. A book based on papers presented and discussions emanating from the dialogue forum is currently in preparation.</p>
<p>Centre for Poverty, Employment and Growth</p> <p>Submit quarterly consolidated progress reports on HSRC work (including achievements and impacts) in the field of poverty, employment and growth</p> <p>Undertake or coordinate research and demonstration projects in one or more of the following areas:</p> <ul style="list-style-type: none"> <li>• evidence-based employment scenarios;</li> <li>• scenarios for employment and incomes;</li> <li>• indicators for the development path;</li> <li>• critical factors in reducing the intergenerational poverty cycle as per global experience;</li> <li>• projections of immigration from the rest of Africa and policy implications;</li> </ul>	<p>The following serve as examples of initiatives underway by 31 March 2009:</p> <ul style="list-style-type: none"> <li>• CPEG coordinated a project to review approaches to enhancing the employability of school leavers. Work on the project under the rubric of the Tshwane Centre for Excellence in Employment Creation, as well as other implementation partnerships. The project commenced in March 2009.</li> <li>• HSRC signed a MoU with Tshwane Metropolitan Municipality in December 2008 to implement a partnership around several innovations including a focus on up-scaling ECD. This programme of work will investigate and experiment with interventions to rapidly upscale the delivery of early childhood development services to children under age five, with the associated benefit of creating large numbers of jobs.</li> </ul>

Objective	Progress made
<ul style="list-style-type: none"> <li>• employment creation, sector strategies and reducing economic bias;</li> <li>• poverty and cost of living;</li> <li>• labour markets;</li> <li>• structure of society (examples of topics provided in the text preceding this table)</li> </ul> <p>Complete at least one peer-reviewed report or edited book on each of the themes under consideration.</p>	<ul style="list-style-type: none"> <li>• A formal MoU was entered into with the National Business Initiative (NBI). The two organisations collaborated in a process of benchmarking companies' supplier diversity practices. To date, six large companies have been benchmarked. In the context of an MoU with the Tshwane Metropolitan Municipality, research will be carried out on Tshwane's procurement practices and the HSRC will work with the municipality to link SMEs in Tshwane to opportunities in the supply chains of the large companies mentioned above.</li> <li>• Work on food security was initiated in cooperation with KS, the GDU, SAHA and PLAAS. The work scopes what is known about food security to establish a larger initiative on the topic.</li> </ul>

### 3.3.3 To strengthen research collaboration and network activities in partnership with higher education institutions in South Africa as well as individuals and institutions in other parts of Africa

Planned activities to support progress in relation to strategic business objective:

Objective	Progress made
Expand work in Africa more particularly through network organisations such as CODESRIA and Nepad.	<p>The MoU with CODESRIA is managed by the director of International Liaison. Ongoing collaboration on joint international conferences raised the profile of research in social sciences and the humanities in Africa. A scholarly book, <i>The meanings of Timbuktu</i> was published jointly by the HSRC Press and CODESRIA in 2008. The most recent meeting between HSRC and CODESRIA took place in March 2009, when joint collaborative projects for 2009 were planned.</p> <p>The fourth HSRC/CODESRIA working committee meeting took place in September 2008 in Dakar, Senegal. The CEO led the HSRC delegation to Senegal.</p> <p>The IL office facilitated the participation of HSRC at CODESRIA's 12th General Assembly held in Cameroon in December.</p> <p>The HSRC and Economic Commission for Africa (ECA) held preliminary discussions at the ECA Buildings in Addis Ababa on 20 May 2008. This meeting was requested by the HSRC in its efforts to establish closer links with regional bodies in Africa. A meeting was convened with the Social Affairs Department of the African Union in the first quarter of 2008/09.</p>
<p>General support for critical engagements:</p> <p>Management and evaluation of international MOUs</p> <p>Management and reporting on MOUs and corporate meetings with South African institutions</p>	<p>Reports on international visits are submitted to the director of International Liaison for information-sharing and coordination purposes.</p> <p>International visits and meetings involving HSRC delegations are planned around existing or future agreements and strategic objectives of the HSRC.</p> <p>A database of all HSRC MoUs has been established to enable the electronic management thereof (see 3.3.2).</p> <p>A meeting was held between HSRC staff and members of the Chinese Academy of Social Sciences (CASS) to finalise areas of joint collaboration.</p>

# Report of the HSRC Board continued

Objective	Progress made
More systematic engagement with embassies and international donors.	<p>The HSRC Review as well as International Brief is regularly distributed to embassies, thereby raising the profile of the HSRC. Embassy representatives are also invited to corporate events such as the launch of the annual report.</p> <p>Recent coordinated visits to embassies addressed specific areas of shared interest, for instance book publications.</p> <p>Meetings with senior representatives of international donor organisations are arranged around areas of shared interest, with HSRC staff selected on the basis of their interest and research experience in such areas of work. Examples: presentation by a senior official from DFID on their research strategy; and a visit from the executive director of OSISA to meet with HSRC staff.</p>
Participate in the DST bilateral meetings with other countries.	<p>The HSRC participates in relevant bilateral meetings arranged by DST. The most recent meeting with DST was the first joint science and technology meeting between DST and the Australian Government's Department of innovation, Industry, Science and Research.</p>
<p>Serve as National Contact Point (NCP) for Socioeconomic Sciences and Humanities.</p> <p>Participate in NCP projects to facilitate national and international information sharing and networking.</p>	<p>An HSRC staff member continued to hold the position of NCP, with another serving as assistant NCP. Information-sharing meetings involving HSRC and representatives from research institutions in other parts of South Africa, including Lesotho, were held prior to the deadline for the 2008 call. The HSRC continues to participate in NET4SOCIETY (an EUFP7-funded networking project for NCPs from participating countries), providing task leadership on the development of a research directory.</p>
Provide support for International Social Science Council (ISSC) conference.	<p>The HSRC served as secretariat for the two-day scientific symposium focusing on Knowledge and Transformation: Social and human sciences in Africa in November 2008 (see 3.3.1) This symposium was arranged in collaboration with the ISSC, and other local and international role players.</p> <p>The HSRC actively participated in arrangements for the ISSC World Social Science Forum (WSSF) conference held in May 2009. It was agreed that the HSRC would send a delegation to the conference to participate in specific conference sessions, and have a presence at an exhibition stand.</p>

### 3.3.4 To increase the relevance, utilisation and potential impact of human and social science research by means of collaboration with strategic partners and implementation networks

Planned activities to support progress in relation to strategic business objective:

Objective	Progress made
<p>Create implementation networks for research projects, as a means of bridging the gap between research and policy (this includes working closely with government, universities, non-governmental organisations and donor organisations).</p>	<p>According to information captured in the Research Management System (RMS), some 81% of large research projects undertaken by the HSRC in 2008/09 had implementation networks. This is considerably higher than the target of 60% set for the year.</p> <p>Selected examples of projects with implementation networks are:</p> <ul style="list-style-type: none"> <li>• PlusTime project – increased teaching time through facilitated after-school tuition, undertaken by the ESSD research programme. The project steering committee included senior representatives – including the CEO, programme advisor and an auditor from the external funder; an independent consultant knowledgeable in the field of education, and senior representatives from the Western Cape Department of Education. The network of advisors and knowledgeable persons ensured that the quality and findings of the research were understood and recommendations for follow-up action co-owned. This bodes well for further application of research findings to benefit quality of learning.</li> <li>• Capacity Building for Research on HIV Stigma, a project undertaken by SAHA. Members of the steering committee include project-relevant representatives and collaborators from the University of Limpopo, Treatment Action Campaign, South African Council of Churches, Takalani Nana Home Care Centre, Traditional Health Practitioners, South African Democratic Teachers Union, Limpopo Youth Commission, and the Department of Health and Social Development. This network of people taking co-responsibility for understanding and promoting the research and research findings are invaluable for gaining access and support from the community while the research is underway, but also to roll out support actions, policies and support for future research with the help of co-owned and evidence-based research findings.</li> </ul>
<p>Assemble implementation networks to help develop plans and pilot projects for demonstration projects to be housed in CEQI, CSD and CPEG.</p>	<p>The Accelerating Sustainable Water Service Delivery (ASWSD) project serves as example of a project with an implementation network in CSD. In this project, the HSRC is working closely with the DST and the initiative has drawn together 14 stakeholders ranging from scientific bodies to implementing agencies.</p>
<p>Strengthen the Social Science Research Network, with a view to engaging scientists from universities and policy makers in establishing research priorities for social sciences.</p>	<p>See Section 3.3.1, for information on the two-day scientific symposium focusing on Knowledge and Transformation: Social and human sciences in Africa.</p>

# Report of the HSRC Board continued

Objective	Progress made
Engage with international and local counterparts (particularly AISA, the NRF, higher education institutions and policy makers) to promote the human and social sciences, address critical issues and develop a coordinated response to the 'Grand challenge of human and social dynamics' as suggested in the Ten-year Plan.	See Section 3.3.1, for information on the two-day scientific symposium focusing on Knowledge and Transformation: Social and human sciences in Africa and the development of the position paper on human and social dynamics.

To confirm the excellence of research work by emphasising peer-reviewed publication of scholarly articles by senior as well as emerging researchers

It is acknowledged that the publication of internationally-accredited, peer-reviewed journal articles is an important and valid measure of research excellence. In addition to these publications, the HSRC is mandated to ensure the effective dissemination and uptake of research findings.

The following table provides an overview of a broader selection of research outputs produced by HSRC researchers and research teams during 2007/08 and 2008/09.

**Table 4: Publications**

Category	No. in 2008/09	No. in 2007/08
<i>All HSRC research staff</i>		
Books and chapters in HSRC books	38	62
Books and chapters in non-HSRC books	21	35
Journal articles	185	163
<i>Refereed</i>	147	107
<i>Non-refereed</i>	38	56
Research reports to clients/users	93	153
<b>Total</b>	<b>337</b>	<b>413</b>

Category	Per capita 2008/09	Per capita 2007/08
<i>All research staff from SR upwards</i>		
	<i>(111 persons)</i>	<i>(123 persons)</i>
Books and chapters in HSRC books	0,34	0,50
Books and chapters in non-HSRC books	0,19	0,28
Journal articles	1,67	1,33
<i>Refereed</i>	1,32	0,87
<i>Non-refereed</i>	0,34	0,46
Research reports to clients/users	0,84	1,24
<b>Total</b>	<b>3,04</b>	<b>3,36</b>

According to the information on research outputs captured in the RMS by the end of May 2009, the HSRC has produced fewer research products during 2008/09 than in the previous year. This may be ascribed to the decrease in the number of researchers producing outputs. The decrease in the number of client reports may furthermore indicate that one of the benefits of more long-term projects was the decreased pressure on researchers to produce several client reports per year. The number of journal articles, particularly refereed articles, nevertheless increased in terms of

absolute number, and per capita – in comparison with the previous year. The increase in the number of peer-reviewed articles suggests that more scholarly work can be produced in the context of longer-term grants.

Planned activities to support progress in relation to strategic business objective:

<b>Objective</b>	<b>Progress made</b>
Continue to improve on the indicator of scientific excellence by encouraging scientists to publish in international, peer-reviewed journals.	The targets for peer-reviewed journal publications have been met. The strategy to encourage co-publication between senior and emerging researchers seems to be bearing fruit.
Expand indicator for research excellence according to guidelines expected from ASSAf study.	The report had not yet been formally released by the end of 2008/09.
Ensure that all publications emanating from Parliamentary grant funds are peer-reviewed.	Following consultation with researchers and research managers, guidelines for review and quality control of all publications were agreed to. The HSRC Press will apply these guidelines.
Ensure that all HSRC research programmes are reviewed. Discuss lessons learned, and appropriate responses to recommendations made by panels.	The ESSD research programme was reviewed in 2008/09. All research programmes have now been reviewed, and reports discussed. The KS cross-cutter is due to be reviewed in 2009/10.
Engage with DST to prepare for forthcoming SETI review (2009).	Meetings with DST representatives took place in October 2008 and March 2009.

### **3.3.6 To contribute to human capital development in the human and social sciences**

Planned activities to support progress in relation to strategic business objective:

<b>Objective</b>	<b>Progress made</b>
Develop and maintain a recordkeeping system regarding registered interns.	The Capacity Development unit has been keeping an updated database of all HSRC interns, indicating level (master's, doctoral, post-doctoral and other); unit in which they are based at HSRC; university registered with (if applicable), name of mentor, name of supervisor. An online system has now been developed to facilitate online recordkeeping and reporting.
Implement and refine the new strategy for training MA research interns	Curricula for research trainees at master's and PhD levels as well as post-doctoral fellows were designed during the February 12-13 capacity development indaba. This curriculum was circulated among EDs and internship coordinators, as part of the Indaba report.
Develop and implement a PhD intern training programme	
Establish and support a post-doctoral training programme	
Identify and respond to other opportunities for capacity development support, e.g. DST and ETDP internship programmes; international funding for capacity development support.	A project proposal was drafted for submission to possible funders, for the hosting of a research methodology workshop for masters, and doctoral students in previously disadvantaged higher education institutions.  Invitations to apply for fellowships and scholarships received by, or forwarded to the Capacity Development unit by various offices at HSRC such as Corporate Communications, have been forwarded to all research trainees and the coordinators.

# Report of the HSRC Board continued

Objective	Progress made
<p>Based on needs analysis, develop or source recognised courses such as the following, to teach interns and HSRC staff;</p> <ul style="list-style-type: none"> <li>• how to write scientific papers;</li> <li>• how to prepare funding proposals;</li> <li>• how to deal with research ethics and applications for ethics clearance; and</li> <li>• develop frameworks for quarterly reporting.</li> </ul>	<p>The Capacity Development unit under PACE has compiled a database of trainers/facilitators of research development courses, such as writing for publication and preparing funding proposals. Some of these courses were offered during the 2008/09 year, and will be offered again during 2009/10.</p> <p>Internal trainers/facilitators have been approached to offer the courses and to bill PACE for their time. A request has been made to the EDs to allocate time for the mentoring and training of research trainees by the relevant people.</p>
<p>Monitor progress and ensure adherence to conditions of internship appointment.</p>	<p>Reporting templates were developed during the 2008/09 year and distributed among research programmes. Internship coordinators who had been assigned the responsibility of submitting these to the capacity development unit and to update the information regularly.</p>

### 3.3.7 To accelerate transformation in the HSRC, with particular reference to African representation in senior research and management positions

The HSRC has managed to meet or exceed targets in the case of overall staff representativeness, and for research staff in general. Although progress has been made since 2005/06 in relation to senior research staff and executive managers, challenges to meet targets in a highly competitive market remain.

Planned activities to support progress in relation to strategic business objective:

Objective	Progress made
<p>Increase the proportion of underrepresented groups (African and coloured) in the senior echelons of the HSRC. Set and monitor targets.</p>	<p>Targets are set and monitored. Progress has been steady over time.</p>
<p>Ensure that the experiences of men and women inform all the research and analysis done at the HSRC, thus producing information necessary for South Africa to attain gender equity in resource allocation.</p> <p>Continue with provision of gender-sensitivity training.</p> <p>Ensure staff members are trained in writing scientific articles using the gender lens.</p>	<p>Final training for the year under review was conducted in February 2009 in Cape Town, Durban and Pretoria. The facilitator has submitted a report on the training conducted in the 2008/09 financial year.</p> <p>By year-end, some 81,19% of HSRC staff had undergone gender sensitivity training. This is higher than the target of 70%.</p>



### 3.3.8 To retain and empower critical staff and skills in the HSRC

Planned activities to support progress in relation to strategic business objective:

Objective	Progress made
Develop a strategy to make the HSRC an employer of choice’.	Finalised the implementation of a three-year agreement with the union (PSA) with the aim to enhance the HSRC image and retention capacity.
Implement approved changes to performance management system and its application.	HR engaged in the process of improving the performance management template for support services staff.
Develop coaching skills of managers.	The programme has been completed. There have been no new intakes.
Reduce earning pressure over traditional research work by ensuring the EDs, DEDs, directors and CRS/ CRMs are responsible for fund-raising, while lower level staff are asked only to participate in grant writing.	Successful fundraising has taken place to support work in priority areas, as indicated in 3.3.1, and 3.3.9. Also see 3.3.9 on the marketing strategy.
Refine and roll out marketing strategy	
Develop a plan for retention based on inputs received from exit interviews and the ICAS survey results.	By year-end, the HSRC was busy with the analysis of the climate survey results in order to develop a plan of action aimed at addressing identified challenges.
<p>Ongoing attention to corporate staff events:</p> <ul style="list-style-type: none"> <li>• Wellness day;</li> <li>• Corporate social responsibility;</li> <li>• Year-end / team building;</li> <li>• Information-sharing and staff visits; and</li> <li>• Year-end awards ceremony.</li> </ul>	<ul style="list-style-type: none"> <li>• As part of its three-year employment equity strategy, the HSRC is rolling out an employment equity awareness strategy that includes an awareness campaign and training.</li> <li>• The promotion of occupational health and safety received focused attention in all the HSRC offices.</li> </ul>
Ongoing attention to staff wellbeing in refurbishment of building and equipment.	<ul style="list-style-type: none"> <li>• The HSRC Cafeteria in the Pretoria office was refurbished and in-sourced to ensure emphasis on healthy and affordable food for patrons in a pleasant environment.</li> <li>• The refurbishment of a gym on the first floor of the HSRC building in Pretoria was completed.</li> <li>• Staff in the Pretoria office have started a social sport club, with soccer and netball being the first team games played on a competitive basis.</li> <li>• The annual HSRC awards include provision for the recognition of research programmes that work together well, and the staff that render exceptional service to colleagues.</li> <li>• With the assistance of external service providers, the HSRC has in place a wellness programme that includes an AIDS intervention programme.</li> <li>• The HSRC also subscribes to the services of an employee assistance, wellness and wellbeing programme (EWP) which includes behavioural risk management services and critical incident support in the form of counselling services following critical or traumatic incidents.</li> </ul>

# Report of the HSRC Board continued

Objective	Progress made
	<ul style="list-style-type: none"> <li>Corporate communications and HR collaborate annually with external service providers to develop a programme around a theme for the wellness day.</li> </ul>

*Additional information:*

The attrition rate of highly skilled staff is a critical PAITECS indicator. Initiatives to reduce stress levels and improve the health and wellbeing of staff include hosting the health and wellness day; introducing health therapeutic chairs; placing more emphasis on communication and information sharing, as well as offering leadership and gender sensitivity training programmes. The HSRC remains committed to bridge gaps that were highlighted in an earlier salary benchmarking survey. The MTEF adjustment funds aimed at improving service conditions of staff that was received in November 2008 and additional adjustments included in the MTEF allocation for 2009/10 and beyond have thus been welcome. As part of its ongoing initiative to be rated 'employer of choice', a staff climate survey was conducted in 2008/09. Staff in general reported that they were offered support and encouragement for ongoing professional development. Positive as well as negative findings will be taken into account when possible management interventions in an attempt to identify areas of concern that may require management intervention.

### 3.3.9 To ensure the financial sustainability of the HSRC

Planned activities to support progress in relation to strategic business objective:

Objective	Progress made
Refine and continue implementing HSRC marketing strategy.	The new combination of Business Development, Corporate Communications, International Liaison and HSRC Press revised the approach to marketing which will be more coordinated and focus on internal support as well as external research and profiling.
Ensure economic and financial sustainability of the HSRC by securing multiyear research grants.	The funding application to the NIH for capacity development support for grant applications and management was successful. This grant will help to support the establishment of a project support office.
<u>Attention to good stakeholder relations.</u>	
Technical support and training to provide guidance on complex funding applications and financial models	The MTEF funding application for 2008/09 eventually yielded supplementary funding in November for a personnel cost adjustment.
To seek increased levels of parliamentary funding or ring-fenced financial support from government departments.	Significant support was received from DST for water service delivery work.
	Collaboration with Tshwane Metropolitan Municipality provides a model for the development of demonstration projects.

*Additional information:*

The ring-fenced support for critical infrastructure projects was not continued beyond 2008/09, resulting in a reduction in the total allocation to the HSRC for 2009/10. The HSRC welcomed the additional funds made available for personnel and inflationary adjustments, as well as the first instalment to what promises to be meaningful growth in the Parliamentary grant from 2010 onwards. In its commitment to reach 50:50 parity between government funding and external income, the HSRC was forced to cut back on important support services. This dilemma also impacts on the

ability of the HSRC to be fully compliant with new obligations set by Act 17 of 2008 (including data curation, research dissemination and more focus on collaboration and capacity building beyond South Africa) as well as existing PFMA regulations on SCM and IFRS. The HSRC will welcome an opportunity to discuss these matters with the DST and the minister.

More emphasis on longer-term, large-scale research projects has led to successful funding proposals to a range of international funding organisations. According to the information captured in the research management system, the HSRC has already secured external research income to the value of some R46 million, R31 million and R7 million for the 2009/10, 2010/11 and 2011/12 budget years by January 2009. It is noteworthy that the bulk of anticipated external income for the years beyond 2008/09 comes from international sources.

### **3.3.10 Conclusion**

The HSRC Board is satisfied that the HSRC remained committed to objectives set in the strategic and business plans guiding its work during 2008/09. Quantifiable performance indicators highlighted under PAITECS received attention alongside ongoing work to support strategic business objectives outlined in the business plan for the year under review.

## **4. Other matters of importance**

### **4.1 Finances and sustainability**

During the 2008/09 financial year, the HSRC achieved an overall turnover of R325,3 million (R261,6 million in 2007/08). This is the highest turnover that the HSRC has ever achieved in its history and represents an increase of 24,4% or R63,7 million from the 2007/08 financial year.

External research income earned by research programmes and cross-cutters amounted to R153,4 million for 2008/09. The comparative amount for 2007/08 was R114,1 million – showing a year-on-year increase of 34,4%. The increased level of funding received from the Parliamentary grant – baseline as well as ring-fenced funding – made an important contribution to the overall sound financial position of the HSRC by year-end.

A positive trend in terms of external research income is the number of larger-scale, multiyear projects, providing more security in terms of future external research earnings. The result is that the HSRC commenced the 2007/08 and 2008/09 financial years with a significant portion of the target for external research earnings already under contract. It is entering the 2009/10 financial year with some 62% of its total earning target already secured in the form of income received in advance and the MTEF allocation. More external research income has already been secured in the form of signed contracts for work to be undertaken in 2009/10 and beyond, although these amounts are not yet reflected in financial statements as at 31 March 2009.

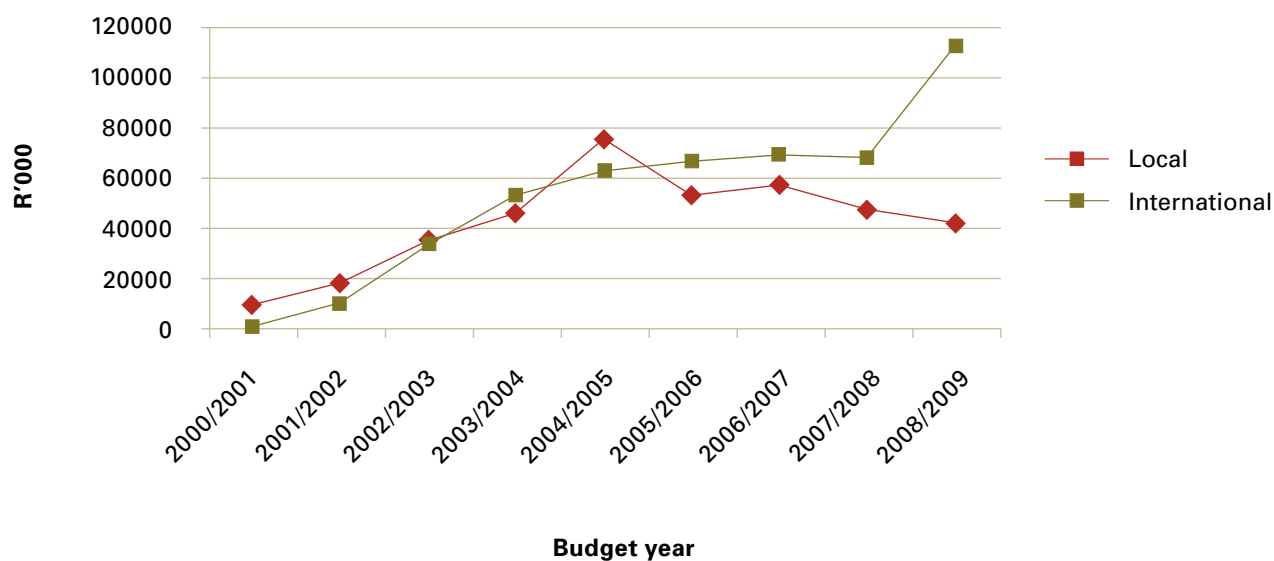
The HSRC has continued to receive funding support from international sources over recent years. This extends the science and technology funding base of the country as a whole, and the benefits are experienced not only by the HSRC but also by its collaborators on these projects in higher education institutions and NGOs.

In terms of total external research income secured for the year under review, income from international sources represented some 73,1% of total external research income (R112,2 million out of a total of R153,4 million). The

# Report of the HSRC Board continued

comparative figures for 2007/08 were R67,4 million international funding out of a R114,1 million, or 59,1% of total external income (see Note 2 to the annual financial statements). The purple line in Figure 2 shows how the level of external income from international sources has performed over the last eight financial years. The significantly increased levels of international funding for 2008/09 is likely to be maintained in the foreseeable future, due to the multiyear nature of new work embarked on in 2008/09.

**Figure 2: Local and international sources of external research funding**



With regard to Parliamentary grant allocations, Table 5 as well as Note 2.2 to the annual financial statements of the HSRC shows the net effect of adjustments for deferred income in relation to depreciation costs for 2007/08 and 2008/09. This explains the difference between anticipated Parliamentary grant income shown in the MTEF allocation letter received from the DST and the actual income reflected in the statement of financial performance.

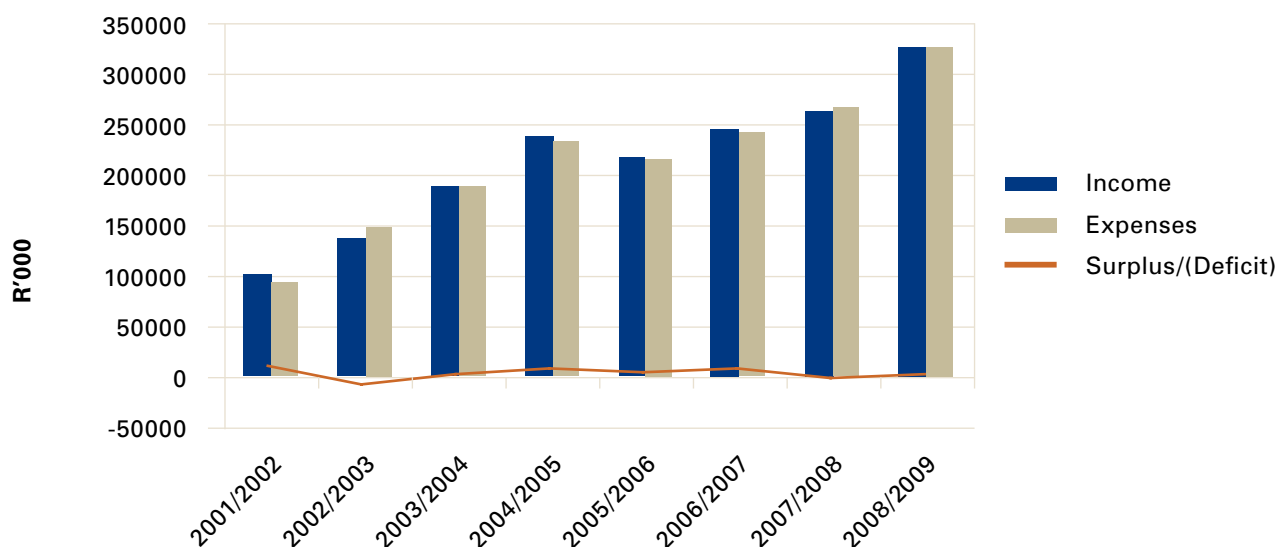
**Table 5: Parliamentary allocation**

	2008/09	2007/08
	R'000	R'000
Parliamentary grant received	119 299	101 603
Plus (minus): Net adjustment in respect of deferred income	3 812	194
Parliamentary grant as per statement of financial performance	123 111	101 797

Overall expenditure in 2008/09 was R248 million (R223 million in 2007/08) which represents a 11% increase. This resulted in a deficit of R0,5 million for 2008/09.

Figure 3 shows trends over the past eight years in relation to income, expenditure, surpluses and deficits, in nominal rands.

Figure 3: Income, expenditure, surpluses and deficits for the past eight years



Employee cost, at R132,6 million for 2008/09 (R128,1 million in 2007/08), is the largest cost component and, increased by 4% from the previous year. This increase includes the effect of cost-of-living salary increases. Owing to the fact that a large portion of its research income is derived from external, project-related sources, the HSRC appoints contract staff, or external service providers, to extend the capacity of its permanent staff complement.

During 2008/09, further measures were introduced to ensure sound financial management and reporting across the organisation. As a result, bad debts that had been carried forward for some time were written off. Prior year adjustments were made to ensure that income and expenses were correctly posted. Table 6 provides an overview of noteworthy changes between 2007/08 and 2008/09, with explanatory notes.

Table 6: Noteworthy changes between 2007/08 and 2008/09

Item	2009 actual R'000	2008 actual R'000	Reason for difference
Property, Plant and Equipment	170 473	91 503	Asset base increased, largely due to a revaluation of the Pretoria building to reflect fair value
Trade and Other Receivables	33 321	39 011	Bad debts were written off. This included bad debts not written off in previous years.
Trade and Other Payables	27 218	31 949	Accruals were down due to reduced field work activities by year-end and writing off of bad debts.
Cash and Cash Equivalents	46 848	46 864	No significant changes in the cash position.

The statement of financial position on page 174 shows that the HSRC had total assets of R257,9 million at 31 March 2009 (R184,1 million at 31 March 2008), of which current assets were worth R85,5 million (2007/08: R91,4 million). The current liabilities were R90,1 million (2007/08: R88,2 million). The financial status of the HSRC is therefore sound. The board's considered opinion on the going-concern status of the HSRC is reflected in section 2.6.8 of its report.

# Report of the HSRC Board continued

More detailed financial information, including extensive notes, can be found in the audited annual financial statements appended to this report.

## 4.2 Human resources and transformation

The HSRC's ability to deliver on its mandated objectives is dependent on the quality of its people. Institutional performance with regard to human resources and transformation is clearly prioritised in the HSRC's strategic and business plans. Under PAITECS, there is an emphasis on representativeness in respect of race at senior researcher level, but not in isolation from other imperatives. For instance, PAITECS indicators reflected under 'capacity building' and 'excellence' demonstrate the HSRC's commitment towards mainstreaming gender, and to invest in the development of emerging researchers through internship opportunities, skills development, as well as focused attention on publication support. The comprehensive set of key performance indicators reflected in Table 9, Section 6 of this report also shows that the HSRC has not lost sight of targets for overall staff representativeness in relation to gender, race and disability among research, research technical and administrative staff at all levels.

This report focuses on 'permanent' staff employed by the HSRC at 31 March 2009. Permanent, in this context, refers to staff appointed for an indefinite period, or for a fixed period of at least 12 months. At 31 March 2009, there were 450 such persons employed by the HSRC.

Other temporary or casual appointments are also made and regulated through appropriate employment contracts. The board wishes to acknowledge the important role played by those individuals and institutions that help to expand the capacity of the HSRC at crucial times of delivery.

During the month of March 2009, some 137 persons (up from the 77 reported in March 2008) were working as short-term employees on fixed terms. They were appointed for periods less than a year. The majority of these employees were African (108 out of 137) and female (87 out of 137). They mostly provided professional, administrative or fieldwork services as required for specific research projects. The HSRC also employed assignees' during the year. Such appointments are largely dependent on project-specific operational requirements, for instance extensive fieldwork for a limited period of time. The number of assignees employed by the HSRC varies from month to month.

With specific reference to the 450 staff employed on longer-term or indefinite term contracts as at 31 March 2009 (compared to 406 at 31 March 2008), the following broad trends are noteworthy:

- The largest single staff category is now administrative, at 190 administrative staff members; this is followed by 144 staff in the research category, and 116 technical staff. Comparative figures for the previous year were 148 administrative staff members, 167 researchers and 91 research technical staff.
- Senior research staff at the levels of SRS/SRM and higher remains a scarce resource. By 31 March 2009, there were 68 staff members employed at this level, which is down from 73 on 31 March 2008. These numbers include African research fellows and post-doctoral fellows.
- The HSRC continued to operate from offices in four provinces, but with an expanded presence in the Eastern Cape. In Gauteng, the Pretoria office housed 226 staff members, compared with 224 in the previous year. Its presence in KwaZulu-Natal was maintained by 31 staff members in the Durban office and 53 in Sweetwaters, similar to the 83 reported for these offices in 2007/08. The Cape Town office complement remained stable at 98 in 2008/09 against 97 the previous year. By 31 March 2009 there were 42 staff members in the Eastern Cape (27 in Port Elizabeth and 15 in Mthatha). This is up from two dedicated staff members in the Port Elizabeth office a year ago.

The HSRC has thus shown net growth in terms of its staff between 2007/08 and 2008/09. During 2008/09, a number of critical functions that had been outsourced (including payroll and IT) were brought back to the HSRC, with a resulting growth in administrative staff numbers. The further increase in the number of administrative and technical staff members, bears evidence of the new type of large-scale, collaborative research projects that the HSRC is increasingly involved in. Examples of such projects are managed from the Sweetwaters office. The growth in the Eastern Cape is similarly due to the rolling out of large-scale projects managed by the SAHA programme.

Overall staff representativeness remained a priority, as shown in Table 7, as well as in Figure 4 and Figure 5.

**Table 7: HSRC staff composition according to race and gender (31 March 2009 and 31 March 2008)**

	Year	African	Coloured	Indian	Subtotal: Black	White	Total
Female	2009	36,7%	9,6%	4,0%	50,2%	14,7%	64,9%
	2008	34,2%	7,9%	3,0%	45,1%	14,8%	59,9%
Male	2009	21,3%	3,6%	3,3%	28,2%	6,9%	35,1%
	2008	26,1%	3,4%	2,7%	32,2%	7,9%	40,1%
Total	2009	58,0%	13,1%	7,3%	78,4%	21,6%	100%
	2008	60,3%	11,3%	5,7%	77,3%	22,7%	100%

The HSRC has a large proportion of black people. African staff members comprised the majority at 58% (60,3% at 31 March 2008). This is not as high as their respective population distribution in the country but probably reflecting the available pool of skilled persons. African females comprise the single largest employee category in the HSRC, followed by African males. In terms of gender, almost 65% of HSRC staff members as at 31 March 2009 were female. This is higher than the estimated 52% for the South African population as a whole, and may be reflective of the nature of the work undertaken by the HSRC.

The 2008/09 budget year has also shown clear increases in the relative representation of black, and female staff at the executive management levels (CEO, EDs and deputy EDs). The growing proportion of blacks (and females) in the HSRC, especially at senior levels, is in line with the policy and programmes established in the organisation. These trends are illustrated in Figures 4 and 5.

# Report of the HSRC Board continued

Figure 4: Female employees in employment levels, 2006/07 to 2008/09

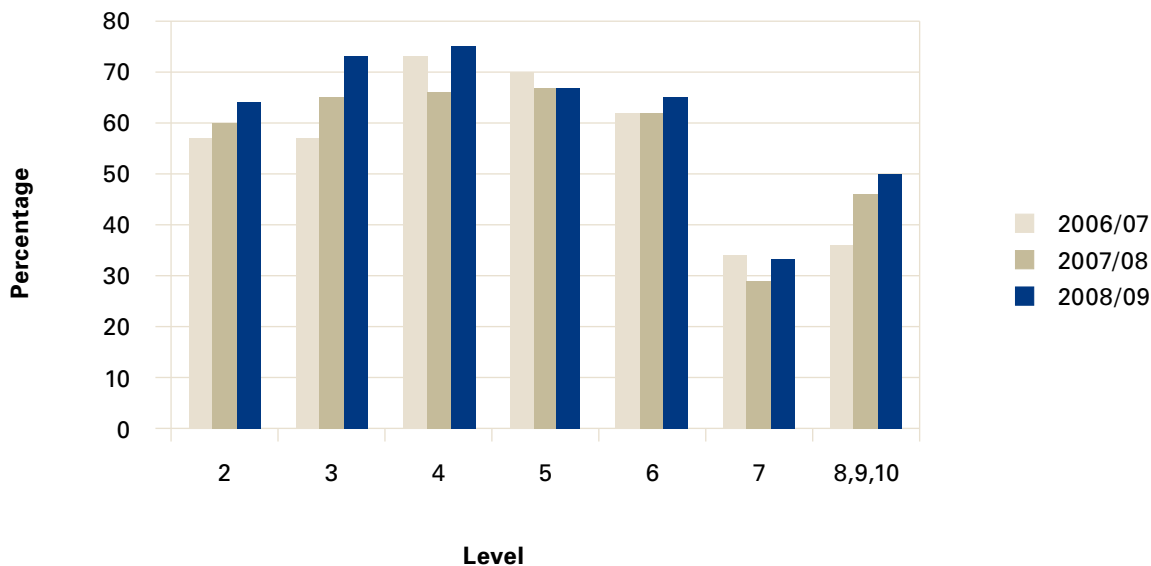
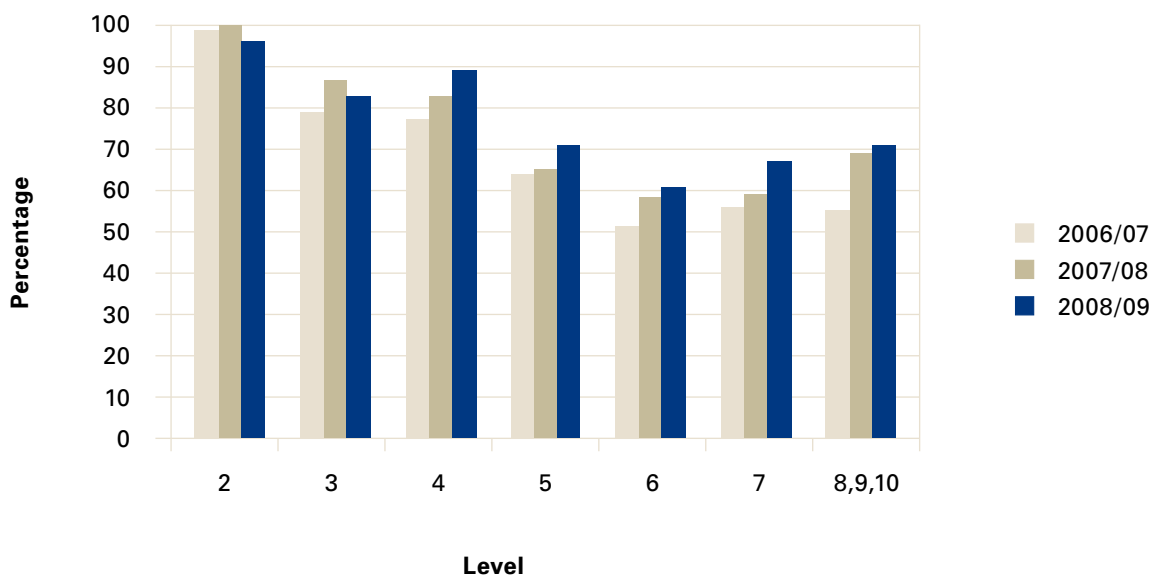


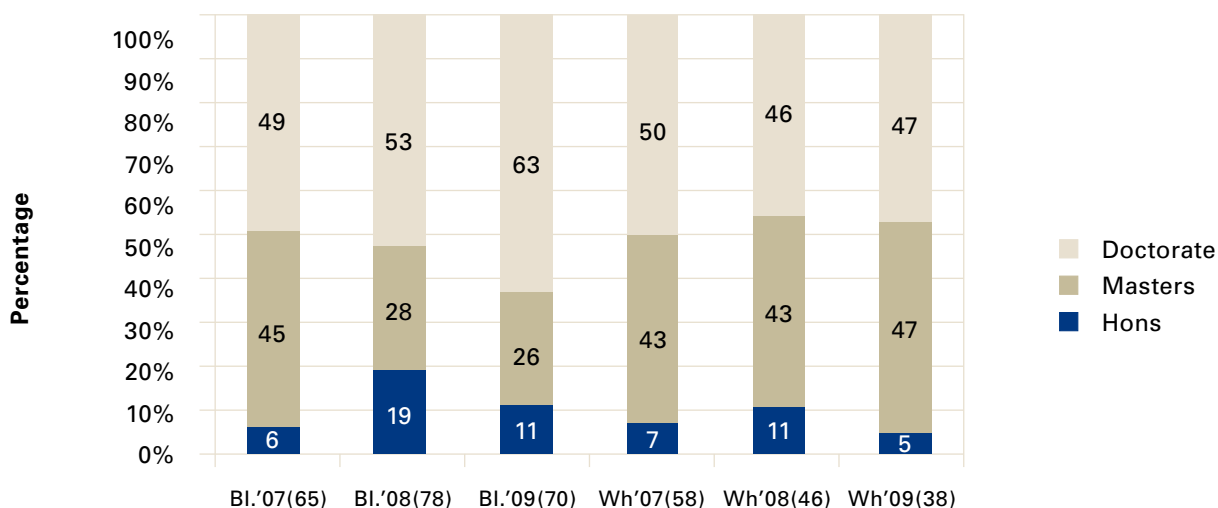
Figure 5: Black employees in employment levels, 2006/07 to 2008/09



In terms of representativeness of research staff (excluding research interns) it is noteworthy that black researchers at 64,8% are outnumbering white researchers overall. African researchers (41,7%) comprise the largest subcategory of professional research staff. Comparative percentages for preceding reporting periods were 64,2% black, 35,8% white (2006/07) and 63,2% black, 36,8% white (2007/08). At 31 March 2009, there were a few more females (55, representing 50,9%) than males (53, representing 49,1%) in this category of research staff, compared with 49,6% female and 51,4% male in the previous year. In terms of qualification levels, Figure 6 shows that the relative percentage of black researchers with PhD degrees is considerably higher than that of white researchers: In the case of black researchers, the percentage is 63% (44 out of 70), whereas it is 47% (18 out of 38) in the case of white researchers.



**Figure 6: Proportions of researchers (excluding interns) with master's or doctoral degrees, 2006/07 to 2008/09**



More detailed information on progress made in relation to staff representativeness, analysed according to race categories, gender and disability, and according to different levels and categories of staff is provided in Table 9, Section 6 of this report.

### 4.3 HSRC corporate social responsibility, research communication and outreach

#### 4.3.1 Corporate social responsibility

The HSRC approved, and is implementing, a code of ethics to inform its business and research activities. The following serve as further examples of the HSRC's ongoing commitment to the economic, social and environmental aspects of the 'triple bottom line', with information provided on the way the HSRC implements its social responsibility commitment:

- intrinsically, as a non-profit public-sector entity, in the execution of its mandate;
- in the public-benefit orientation that informs the way in which it designs and executes projects and disseminates their results;
- in the additional community-oriented activities it might undertake; and
- in the conduct of its business affairs, including its relation to its staff as a public-sector employer, and its responsibility towards the environment, with particular reference to energy-saving measures.

At all four levels, the HSRC is sensitive to the needs and interests of disadvantaged and marginalised groupings, usually by engaging with their representative organisations.

#### *Social-benefit research mandate*

The HSRC has social responsibility obligations as an intrinsic part of its mandate, which is to benefit all South Africans through conducting and fostering policy-relevant social research. The strong focus on public purpose' research activities, as first rubric under PAITECS, underlines this commitment. By planning and undertaking research projects with the involvement of implementation networks, the likelihood of research implementation, intended to improve

# Report of the HSRC Board continued

current conditions of practices, is enhanced. Research activities presented in the HSRC's Annual Report, provide an overview of the HSRC's commitment to undertake its public-purpose research in a socially responsible and beneficial manner.

## *Distinctive research approach*

At the second level, the HSRC's research ethics committee ensures that researchers provide participants in research projects with sufficient, relevant and understandable information before asking them to give or withhold consent to participate.

One of the reasons for establishing a distinct, a cross-cutting Gender and Development (GD) unit, was to help mainstream' gender considerations in the HSRC's research activities and organisational-development priorities. The GD unit has played an important part in institutionalising gender sensitivity training, and the recognition of prior experience in conducting research, or building research capacity with a gender lens.

Participatory approaches in the conception, implementation and dissemination stages of research enable researchers, where it is appropriate, to obtain inputs to adapt their research, recommendations and research implementation strategies to the needs of beneficiaries and users of research.

The HSRC has been adopting extra avenues of disseminating information, to try to improve the uptake of its research by the public and possible beneficiaries: for instance, the issuing of publications free of charge on the Internet; the use of other media such as videos and photographic exhibitions; the distribution to all stakeholders of the quarterly HSRC Review containing accessible information on recent research outputs; and the translation of key parts of its annual report into official languages other than English. Regular engagement with decision-makers, including Parliamentary portfolio committees, also remains a priority. Web-based dissemination strategies are receiving increasing attention.

## *Community-oriented activities*

Several research projects in the HSRC have spawned initiatives aimed at addressing the development needs of communities. So, for instance, the SAHA and CYFSD research programmes have appointed community based counsellors to ensure that people involved in research focusing on social aspects of HIV and AIDS have access to appropriate counselling and support services. Research projects involving considerable fieldwork components create employment opportunities for people serving as fieldworkers and fieldwork managers.

The HSRC through its CYFSD programme runs a rural research field office just outside Pietermaritzburg, called Sweetwaters. The office is an unused bus depot that has been transformed into office space for close to 100 field staff. In addition to the HSRC activities, the Rotary Club of Hilton and Howick ran a daily feeding scheme, adult literacy classes and a crèche from the site. The Rotary Club terminated its activities in the area towards the end of 2008 and a new home had to be found for the crèche. The crèche has been relocated to a local primary school, ensuring greater sustainability for staff and learners and enabling an easier transition for children to formal school in these early years. The HSRC Sweetwaters office provided support to assist the Rotary Club with the relocation and renovation of the crèche.

The HSRC Press has continued with a number of capacity building initiatives. These include opportunities for practical training to selected interns participating in a publishing internship programme administered by the Publishing Association of South Africa (PASA), in association with the Media, Advertising, Publishing Printing and Packaging Sector Education and Training Authority (MAPPP SETA) and the universities of the Witwatersrand and Pretoria; offering

training for postgraduate students at the University of the Western Cape and the University of Cape Town aimed at broadening interest in the field of scholarly publishing, and assistance from the editorial board in the development of some publications by providing practical guidelines for revision and supporting authors in developing publishable manuscripts by allowing, and deliberating on, resubmissions of promising work.

The voluntary giving and support from HSRC employees further supported community oriented and outreach activities during 2008/09. Examples of such activities include:

- Staff involvement in the national Casual Day initiative – staff came to work on 5 September in their most casual gear and had to pay R10 to get a sticker. A total amount of R2 230 benefiting the National Council for Persons with Physical Disabilities in South Africa (NCPDPSA) was raised across four participating HSRC offices.
- World AIDS Day outreach – in a joint project with 46664 and the World AIDS Campaign, the HSRC staff in all the six offices went to public places such as market squares, shopping malls, bus and taxi ranks as well as prisons to distribute ribbons and pamphlets with the message encouraging people to be tested and know their status. Some staff from the Pretoria office also went to the World AIDS day celebrations at George Mukhari hospital where they not only distributed said pamphlets but also made a presentation on the World AIDS Campaign theme ‘stop AIDS, take the lead’.
- Gifts to needy communities – towards the end of the 2008 calendar year, the CEO made a call to staff to give back to the needy. In response to this call, staff in the HSRC offices brought numerous gifts for distribution. They were distributed as follows: The Durban and Sweetwaters offices gave their contributions to the Rotary Club which is housed at the Sweetwaters office. The Cape Town office delivered gifts to 60 children at the Friends of Red Cross Hospital Association, and the Pretoria office gave three boxes full of toys, books and clothes to Sizanani home for children with physical disabilities near Bronkhorstspuit. Children from this home were also treated by HSRC staff during their year-end function.
- Support to victims of cholera in Zimbabwe – in response to the outbreak of cholera in Zimbabwe, HSRC staff made voluntary contributions to a central fund that was used to buy supplies for communities in need for support. An amount of R2 500 raised by staff members was supplemented by an allocation from the CEO’s office. These funds were channelled via the Unicef office in South Africa, who procured packs that were sent to communities in the affected areas. These packs contained buckets, jerry cans, soap, washing materials and water treating chemicals.

#### *Business activities*

In its procurement policy and practice the HSRC is committed to the promotion of black economic empowerment and the advancement of black-owned SMMEs.

By implementing supply chain management policies and procedures across the organisation, the disposal of assets and inventory is managed in a socially responsible way. During the year under review, computer equipment was written off the HSRC assets register and donated to NGOs, hospices and a youth development project. Feedback received from beneficiaries of this initiative show that the donated equipment enabled them to kick-start outreach and capacity development projects. Slow-moving book inventory held by the corporate publishing unit, the HSRC Press, was donated to NGOs or under-resourced community libraries where the titles were made available to a broader reading public.

The HSRC is involved in research capacity development through its research intern scheme, and other forms of short-term appointments in a research environment. Support service units such as the library and the HSRC Press provide workplace experience opportunities to other students.

# Report of the HSRC Board continued

## *Environmental responsibility and energy-saving initiatives*

On the environmental side, energy-saving initiatives receive ongoing attention, as described in more detail below. Paper recycling in the Pretoria office is facilitated by the sorting of waste on the point of collection by cleaning service providers, and the collection of paper so generated by a BEE company. The collection and shredding of confidential printed material in all offices is managed with the help of an outsourced service provider. It is estimated that every month some 750kg of confidential waste paper is shredded and removed from all HSRC offices for recycling.

The use of the videoconference centre and telecommunication facilities continues to reduce the need for air and surface travel. These savings also contribute to a cleaner and safer environment.

Energy-saving mechanisms have been in place for several years. Since the installation of a building management system (BMS) in 1996, the HSRC has achieved considerable savings in energy consumption and associated costs. Additional measures were introduced during 2007/08, to assist in meeting the national target of a 12% reduction in energy consumption by 2015 for all economic sectors. The BMS was upgraded in 2008/09 to make it even more efficient. As part of demand-side management (DSM) in the building, the maximum demand peak for electricity in the building is kept under 12000 KVA by means of internal procedures of load shedding managed by the BMS. Further improvement in demand-side management is only possible by improving equipment efficiency, which will require substantial capital expenditure. Energy management training and awareness programmes for building occupants will further contribute to DSM, but can be expected to have a lesser effect.

In addition to the automated DSM, the building management system was programmed in 2008/09 to switch off the air conditioning in the building at 13:00, to switch off all chillers in the building from 16:00 onwards and to switch off all lights in the building at 18:00 on a daily basis. Occupants in the building are able to manually override the automatic switch-off of air conditioners and lights if so required. These interventions have ensured additional energy saving, with consumption dropping further from 11 200Kwh in 2007/08 to about 10 876Kwh per day in 2008/09. This translates into a saving of about 324Kwh per day, or 2,89% over the year 2008/09. Combined with the reduction of 6,67% in 2007/08 (down from 12 000 Kwh average to 11 200 Kwh), the HSRC has already achieved a saving of 9,5% during the first two years. It will be difficult to achieve further savings without an additional investment in capex, since the current levels of savings are already impacting on the convenience of occupants. It should be noted that the average level of daily consumption in 1996, when the BMS was originally installed, was 21 271 Kwh per day, indicating that savings since 1996 amounted to 10 395 Kwh per day, or 48,9%.

The HSRC has less control over energy-saving initiatives in Cape Town, Durban and other offices where premises are leased from private owners. The energy saved there was mainly due to awareness programs educating staff in energy saving techniques, such as switching off office lights and air conditioners when leaving the office for a while, and keeping office windows closed when air conditioning is running. In the Cape Town office, the window-fitted air conditioning units installed by the landlord are on timers already and are switched off in the late afternoon. Further energy management training and awareness programmes are planned for the offices in Cape Town, Durban, Mthatha, Port Elizabeth and Sweetwaters.

## **4.3.2 Research communication and outreach**

At corporate level, units for publishing (the HSRC Press), Information Services and Corporate Communication play key roles in coordinating and facilitating research communication and outreach. These activities are closely related to the vision of the organisation, to become a 'knowledge hub' and further its public-purpose orientation

### *The HSRC Press*

The HSRC Press is a 'public benefit' publisher of works emanating from HSRC research activities. In line with the HSRC mandate outlined in the HSRC act, it also publishes other research-based works of exceptional quality in the fields of social and human sciences. As a not-for-profit publisher, the HSRC Press employs a dual media publishing strategy, publishing simultaneously in print and online electronic formats. Print-based publications are promoted through conventional book distribution channels, while electronic publications are available for free on an open-access basis.

Research publications produced by the HSRC Press range from edited, peer-reviewed books to monographs and client reports. Quality control of published book manuscripts is managed by an independent Editorial Board, which comprises members of the HSRC and external academics representing the broad field of social sciences and humanities research. The chair of the board is an experienced editor of scholarly publications, serving both on national and international editorial associations. Under the guidance of the editorial board, all book manuscripts are subjected to stringent peer review processes, comprising at least two double-blind peer reviews per publication, followed by deliberation at quarterly meetings.

During the 2008/09 financial year, the HSRC Press produced a total of 27 publications with 18 in production at year-end. During the previous financial year the Press produced an identical number of publications with one fewer in production at year-end. These publications comprised a mix of research monographs, occasional papers, and books. For the financial year under review, 16 106 copies of printed publications were sold, an improvement on the 13 204 sold in the previous year. In addition to purchased copies, 14 470 publications were given to stakeholders without cost, a decline from the 17 640 copies given away in the previous year. Therefore over 30 000 copies of the year's output have been disseminated in printed form. The Press held 39 launches or exhibits over the year, a slight decrease from 42 held the previous year.

The downloads of free electronic copies increased to 129 888, a staggering increase from 54 755 of the previous year. Browsers reading online decreased to 418 131 from 488 229, which is still higher than the 316 843 reported two years ago. For the year under review visitors to the HSRC Press came from 192 different countries, which is seven more than reported in 2007/08. This suggests that knowledge generated in South Africa reaches a global audience, helping the HSRC to achieve its goal of becoming a global knowledge contributor.

### *Information services*

The information services unit of the HSRC provides knowledge management services to benefit researchers within and outside the HSRC. This includes networking activities and technical support to benefit the creation, capturing, exchange, use and communication of the HSRC's intellectual capital. During 2008/09, priority attention was given to the development of communities of practice (CoPs) enabling communication and collaboration with and among HSRC researchers, as well as data curation activities.

In July 2008 the IS team, together with the Institute for Development Studies (IDS) of the University of Sussex, UK, co-hosted an international conference dealing with the dissemination of pro-poor evidence-based research. The conference, attended by delegates from 62 countries, was held in Pretoria and funded by the Department for International Development (DFID) (see [www.powerofinbetween.wordpress.com](http://www.powerofinbetween.wordpress.com)).

Virtual CoPs implemented during 2008/09 include a public resource, the African Early Childhood Development (ECD) research which is an early childhood development indicators database, and the only database of its kind on ECD

# Report of the HSRC Board continued

indicators in Africa. Closed CoPs were also developed to provide access to team members of collaborative research projects from within and outside the HSRC, to collaboration spaces to share and circulate working documents.

Data curation has the purpose of ensuring the future survival and usability of research data and related documentation by facilitating the management of datasets to ensure its fitness for contemporary use and the preservation and future usability of these digital datasets. Following a pilot project to support public access to the 2003 SASAS datasets and questionnaires, IS has been contracted to curate the research data of the Birth to Twenty study, which is a longitudinal project undertaken in collaboration with the University of the Witwatersrand and funded by the Wellcome Trust. The HSRC is part of a network of South African institutions that are implementing data curation projects, known as the Network of Data and Information Curation (NeDIC), and also a member of the international Social Science Data Alliance, which is an alliance of social science data archives from Europe, America and Australia.

## *Corporate Communications*

The Corporate Communications unit of the HSRC remains responsible for internal and external communication in the HSRC. It has continued to provide support to the corporate HSRC and add value in raising the profile of the organisation. This was achieved through events, publications, conferences, exhibitions and content management of the HSRC web portal. As the custodian of the HSRC brand, Corporate Communications also manages relations with the print and broadcast media industry. Support to research units and other departments in the HSRC is provided by means of database support, graphics design (posters, brochures and pop up banners) and the selection of information brochures and gifts for visitors.

The HSRC remains aware of the opportunities and challenges of communicating with stakeholders in a diverse society. The highlights from the annual report are regularly translated into more South African languages, to signal its commitment to serve a multilingual society. The HSRC has also been commended by members of the portfolio committee on Science and Technology for the ability of researchers and research managers to communicate in indigenous languages when addressing the broadcast media.

External communication support continued and expanded on the front of support for stakeholder engagement. Apart from support for annual corporate signature events such as the launch of the HSRC Annual Report, Corporate Communications provided support for international conferences and launches arranged by research and support units. Technical support was also provided with the development and design of promotional materials as well as the layout of the communication tool of the International Liaison unit, the International Brief.

The HSRC Review, a quarterly news bulletin which is now entering its seventh year, remains an important vehicle to disseminate information on HSRC research to a broad range of stakeholders. It has grown into a news magazine with an average of 48 pages per edition. Print copies of the publication are distributed to more than 3 700 Parliamentarians, heads and directors of national and provincial government departments, universities, ambassadors, schools, municipalities, and donors and funders. The publication is available on the website and further distributed by means of electronic newsletters to approximately 2 300 recipients. The Review has become an important dissemination tool to the media and a measurable spike in media reports follows every publication.

The media coverage received free media coverage with an advertising value equivalent (AVE) –the monetary value attached to free media coverage – of R65 million for both broadcast and print media during the year under review. This is up from the R 59,3 million recorded in 2007/08. During this period nearly 1 050 articles appeared in the print media, and a total of 1 584 broadcast inserts on TV and radio were recorded. These figures do not include the valuable coverage received from international media.

Also not included in the AVE count was website coverage by the ten top South African electronic news sites. For the last seven months of the financial year, which is the period when the HSRC first requested website monitoring, a total of 146 articles were recorded.

During 2008/09, the HSRC website ([www.hsrc.ac.za](http://www.hsrc.ac.za)) was visited by 219 000 unique visitors based in 217 different countries. This number represents an increase of 40,4% from the previous year, when 156 000 unique visitors entered the site. Close to 500 000 'hits' of the HSRC website were recorded during 2008/09, confirming that the site was also popular from a repeat visit point of view. Most visitors were from South Africa, confirming that the HSRC serves as a national resource. The majority of international visitors came from developed countries including the US, UK, Canada, Australia, Germany, Norway and the Netherlands, with approximately 4 000 visitors from India. The majority of visitors (approximately 60%) reached the HSRC via search engines, indicating that they were looking for information that was available on the HSRC website.

The biggest challenge during 2008/2009 was that of network connectivity, which is related to bandwidth limitations. The HSRC IT department is working with Corporate Communications to try to resolve this issue.

Activities to support internal communication continued during the year. Support was given to a number of events to bring staff together, including the year-end event and activities around important themes, including the annual wellness day and World AIDS Day.

Internal information sharing in the HSRC was facilitated by means of an electronic internal newsletter, HearSay. Published monthly, the newsletter, communicated organisational challenges, organisational programmes and stories of human interest relating to people at the HSRC. Other forms of communication included bulk e-mail messages, and the Intranet. A CEO note serves as electronic communiqué by the CEO to staff, and was used to draw attention to important developments and events in the organisation.

#### *International work*

The International Liaison office provides strategic planning and institutional coordination services to support the profiling and positioning of the HSRC and South African research institutions, through ongoing engagement with counterpart organisations as well as with important international development aid and donor organisations.

During the year under review, the International Liaison office provided support for international stakeholder relationship management through the coordination and management of international MoUs, introducing an electronic management system to ensure knowledge management and coordination thereof, receiving and sharing information on international visit reports, and serving as DST contact point for all bilateral research and technology agreements involving human and social science research. A regular news bulletin, the International Brief was sent to internal as well as external stakeholders to profile international visits from and to HSRC researchers, as well as other important developments in relation to projects with significant levels of international funding.

Strategic support was provided for international conferences, ensuring that HSRC presentations were well profiled internationally as well as locally, HSRC exhibits managed, and follow up action to networking engagements would take place. The World AIDS forum in Mexico serves as example in this regard.

The unit also manages international stakeholder engagement, through the identification of new opportunities, planning of visits and hosting of delegations. For 2008/09, the focus was on Africa (especially by expanding on the MoU with

# Report of the HSRC Board continued

CODESRIA, reported on in Section 3), the USA and China (building on CASS MoU); publication of international briefs and other forms of communication.

## 5. Events between the financial year-end and the publication of this report

- The updated Shareholder's Compact, to cover the 2009/10 budget year, was signed on 14 April 2009.
- The new Minister of Science and Technology, Ms Naledi Pandor, took office in May 2009.
- The appointment of Dr Leickness Simbayi as executive director for the Social Aspects of HIV/AIDS and Health was confirmed.

## 6. Achievement of performance targets

Performance targets for 2008/09 were aligned with the PAITECS strategy and associated indicators of performance. The extent to which the HSRC responded to challenges, and performed against predetermined targets, can be summarised as follows:

According to the PAITECS strategy, the HSRC was meant to focus its activities on the achievement of 14 selected indicators of performance. (Indicators 5, 6, 7 and 8 were treated as a cluster', recognising that the achievement of these indicators is interrelated.) It is clear that the HSRC did well in meeting, or exceeding the majority of these targets for 2008/09. Many of these targets were set at challenging levels from the outset to signal organisational commitment, particularly in relation to equity and transformation at senior research levels.

*Table 8: PAITECS targets and performance, 2008/09*

		Target 2007/08	Perfor- mance 2007/08	Target 2008/09	Perfor- mance 2008/09	Additional comment
<b>P</b>	<b>Public purpose:</b>					
1	Percentage of all research projects that are conducted for the benefit of the public.	90%	93,1%	90%	96,9%	This target has been met.
<b>A</b>	<b>Africa focus:</b>					
2	Percentage of all research projects with a budget of R1m or above, done collaboratively with African researchers in other parts of the continent.	30%	31,3%	30%	25%	This target has not been met. Some of the new, large projects were commissioned with a specific focus on South Africa
3	Number of African research fellows at the HSRC.	12	7	10	6	This target has not been met. An ongoing recruitment drive remains in place.
<b>I</b>	<b>Implementation networking:</b>					
4	Percentage of large research projects with implementation networks.	50%	81,3%	60%	81,1%	This target has been met.



		Target 2007/08	Perfor- mance 2007/08	Target 2008/09	Perfor- mance 2008/09	Additional comment
<b>T Transformation: equity and representativeness:</b>						
5	Percentage of all researchers at senior level (SRS and above) who are African.	40% (or higher)	37,1%	45%	34,9%	This target has not been met. Please note: 5, 6, 7 and 8 are related indicators.
6	Percentage of all researchers at senior level (SRS and above) who are coloured.	9%	10,0%	8%	9,5%	See above.
7	Percentage of all researchers at senior level (SRS and above) who are Indian.	6%	10,0%	7%	12,7%	See above.
8	Percentage of all researchers at senior level (SRS and above) who are white.	45% (or lower)	42,9%	40% (or lower)	42,9%	See above.
9	Attrition of permanent staff at the HSRC.	11% (or lower)	14,6%	12% (or lower)	9,9%	This target has been met.
10	Percentage of (all) staff trained in gender sensitivity.	60%	76,2%	70%	81,6%	This target has been met.
<b>E Excellence:</b>						
11	Peer-reviewed publications in an international journal, per senior researcher (SRS and above).	1,1	0,67	1,3	1,51	This target has been met.
12	Peer-reviewed publication in a recognised journal per junior researcher (RS and lower).	0,5	0,67	0,6	0,81	This target has been met.
<b>C Capacity building:</b>						
13	Number of interns enrolled in a master's programme	40	46	40	41	This target has been met.
14	Number of interns enrolled in a PhD programme	25	35	30	36	This target has been met
15	Number of post-doctoral fellowships	12	10	9	12	This target has been met.
<b>S Sustainability: Contracts and grants obtained:</b>						
16	Percentage of grants that are extra-Parliamentary	61%	59,5%	60%	64,3%	This target has been met.
17	Percentage of all grants that are multi-year (at least three years)	35%	55,4%	40%	72,4%	This target has been met.

Out of 14 different PAITECS indicators, 11 were met or exceeded, the best performance ever for the HSRC as a whole. This is a great improvement compared to the eight out of fourteen in 2007/08. In relation to peer-reviewed publications in internationally-accredited journals for the senior researcher (SRS/SRM or higher) category, the level of performance has almost doubled in relation to the previous year.

Table 9 on pages 165 to 171 contains a slate of detailed performance indicators and associated targets. Some of these detailed targets have been deliberately idealistic. The HSRC Board is satisfied that the HSRC has performed well against each of these targets.

## Report of the HSRC Board continued

With a combined score of 18 out of 30 clusters of performance indicators, the HSRC did well in responding to each of the targets it had set itself in a challenging year. The level of performance is similar to 18 out of 30 achieved in 2007/08, even though some targets had been raised since the previous year. Where targets were missed, the margin is often quite small. With respect to specific indicators or clusters of indicators against which performance has been lower than anticipated, the following should be noted:

- Achievement of external income targets: the HSRC achieved the highest overall turnover in its history. The lower level of external income achieved per staff member may be attributed to the growth in contract staff appointed for one year or longer during 2008/09.
- Representativeness at senior levels: the HSRC has made rapid progress in terms of overall staff representativeness, and remains committed towards achieving the stretch targets it has set for itself.

Table 10 provides an overview of performance ratios over time, as required by the Department of Science and Technology.

Table 9: HSRC performance against comprehensive set of key performance indicators for 2008/09

No	Strategic objective	Key performance indicator	Achievement 2006/07	Achievement 2007/08	Target 2008/09	Achievement 2008/09	Comment
P	Public purpose	(Stakeholder perspective)					
1.		Percentage of all research projects that are conducted for the benefit of the public (regardless of the source of funding)	91,9%	93,1%	90%	96,9%	This target has been met PAITECS
A	Africa focus	(Stakeholder perspective)					
2.		Percentage of all research projects with a budget of R1 million or above that are done collaboratively with African researchers in other parts of the continent	33,3%	31,3%	30%	25%	This target has not been met. Some of the new, large projects were commissioned with a specific focus on South Africa
3.		Number of visiting research fellows from elsewhere in Africa at the HSRC	4	7	10	6	This target has not been met. An ongoing recruitment drive remains in place.
I	Implementation	(Internal business processes)					
4.		Percentage of large research projects with implementation networks	70%	81,3%	60%	81,1%	This target has been met PAITECS
5.		Other 'internal business processes'					
		Known successful proportion of total competitive tender/funding applications submitted, at May	52,4%	50%	38%	44%	This target has been met
6.		Free media coverage	R71,9 million	R59,32 million	R50 million	R64,96 million	This target has been met

No	Strategic objective	Key performance indicator	Achievement 2006/07	Achievement 2007/08	Target 2008/09	Achievement 2008/09	Comment
7.		Productivity of HSRC investment in its employees: external research earnings per head (all staff on 'permanent payroll' – indefinite and longer-term contract appointments)	R346 125	R281 091	R418 995	R340 860	This target has not been met. This may be attributed to the growth in fieldwork staff appointed for one year or longer.
8.		Share of payroll spent on researcher salaries	64%	48%	59%	51,8%	This target has not been met, due to the relative higher numbers of administrative and technical support staff required for large projects. This target has been met.
9.		Proportion of researchers in total staff	63,3%	63,6% (research technical staff included with researchers)	50%	57,8% (research technical staff included with researchers)	32% excluding research technical staff
10.		Overhead efficiency: ratio of non-overhead costs to total costs	0,72	0,74	0,58	73,5%	This target has been met.
11.		Salaries to total expenditure	53,2%	57,5%	44% (or less)	53,5%	This target has not been met. This may be attributed to the growth in fieldwork staff appointed for one year or longer.

No	Strategic objective	Key performance indicator	Achievement 2006/07	Achievement 2007/08	Target 2008/09	Achievement 2008/09	Comment
T	<u>Transformation:</u> <u>Equity and</u> <u>representativeness</u>	(Transformation')					
12.		Transformation at senior researcher level:				PAITECS	This target has not been met.
		a. % black researchers (SRS/SRM or above)	45,3%	57,1%	60%	57,1%	An ongoing recruitment and capacity development drive remains in place.
		i % African	25,3%	37,1%	45%	34,9%	
		ii % coloured	10,7%	10%	8%	9,5%	
		iii % Indian	9,3%	10%	7%	12,7%	
		iv % white	54,7%	42,9%	40%	42,9%	
		b. % female researchers (SRS/SRM or above)	40,0%	41,4%	40%	44,4%	
		c. % SRS/SRM or above with a disability	2,7%	2,9%	2%	1,6%	
13.		Attrition rate of permanent staff	11,3%	14,1%	12%	9,9%	This target has been met.
14.		Percentage of staff trained in gender sensitivity	57,2%	76,2%	70%	81,6%	This target has been met.
15.		Overall staff representativeness:					This target has been met.
		a. % black staff: overall	70,8 %	77,3%	75%	78,4%	
		i % African	51,4%	60,3%	53%	58,0%	
		ii % coloured	12,8%	11,3%	14%	13,1%	
		iii % Indian	6,7%	5,7%	8%	7,3%	
		iv % white	29,2%	22,7%	25%	21,6%	
		b. % female staff	59,7%	59,9%	54%	64,9%	
		c. % staff with a disability	1,1%	1%	2%	0.4%	

No	Strategic objective	Key performance indicator	Achievement 2006/07	Achievement 2007/08	Target 2008/09	Achievement 2008/09	Comment
16.		Research staff representativeness (interns and research technical staff excluded)					This target has not been met.
		a. % black research staff	a. 64,2%	63,2%	a. 65%	a. 64,8%	An ongoing recruitment and capacity development drive remains in place.
		i. % African	i. 44,2%	42,4%	i. 46%	i. 41,7%	
		ii. % coloured	ii. 10,9%	11,2%	ii. 10%	ii. 11,1%	
		iii. % Indian	iii. 9,1%	9,6%	iii. 9%	iii. 12,0%	
		iv. % white	iv 35,8%	36,8%	iv 35%	iv 35,2%	
		b. % female research staff	b. 52,7%	49,6% (50% if rounded)	b. 52%	b. 50,9%	
		c.					
		d. % research staff with a disability	c. 1,2%	1,6%	c. 2%	c. 0,9%	
17.		Executive management representativeness (EDs, DEDs and CEO)					This target has not been met.
		a. % black executive managers	a. 63,6%	71,4%	a. 80%	71,4%	Progress was made in the subcategory for managers who are coloured and
		i. % African	i. 18,2%	42,9%	i. 40%	35,7%	managers who are female.
		ii. % coloured	ii. 9,1%	0%	ii. 15%	7,1%	
		iii. % Indian	iii. 36,4%	28,6%	iii. 25%	28,6%	
		iv. % white	iv 36,4%	28,6%	iv 20%	28,6%	
		b. % female executive managers	b. 45,5%	42,9%	b. 55%	50%	
		c. % disabled executive managers	c. N/a	N/a	c. N/a	N/a	
E	Excellence	("Learning and growth")					
18.		Peer-reviewed publications in an internationally accredited scientific journal, per senior researcher (SRS/SRM or above)	1,11	0,67	1,30	1,51	This target has been met.
19.		Peer-reviewed publication in a scientific journal per researcher, RS/RM or lower	0,22	0,67	0,60	0,81	This target has been met.

No	Strategic objective	Key performance indicator	Achievement 2006/07	Achievement 2007/08	Target 2008/09	Achievement 2008/09	Comment
20.		Number of books, journal articles, reports (per average researcher head)					This target has not been met by all categories of staff.
		a. All researchers	a. 2,63	a. 3,36	a. 3,8	a. 3,04	More long-term projects led to fewer client reports being published during the year.
		b. Black researchers	b. 2,58	b. 2,47	b. 3,8	b. 2,48	
		i. African	i. 2,60	i. 2,48	i. 3,8	i. 2,37	
		ii. coloured	ii. 3,06	ii. 3,00	ii. 3,8	ii. 4,38	
		iii. Indian	iii. 4,54	iii. 5,17	iii. 3,8	iii. 4,36	
		iv. white	iv. 3,65	iv. 5,24	iv. 3,8	iv. 5,61	
		c. Female researchers	c. 2,70	c. 3,51	c. 3,8	c. 3,49	
21.		Number of refereed journal articles per average researcher head					Overall, this target has been met.
		a. All researchers	a. 0,82	a. 0,87	a. 1,1	a. 1,67	
		b. Black researchers	b. 0,94	b. 0,74	b. 1,1	b. 1,25	
		i. African	i. 1,02	i. 0,73	i. 1,1	i. 1,04	
		ii. coloured	ii. 1,13	ii. 0,79	ii. 1,1	ii. 2,08	
		iii. Indian	iii. 1,77	iii. 1,67	iii. 1,1	iii. 2,45	
		iv. white	iv. 0,98	iv. 1,47	iv. 1,1	iv. 3,18	
		c. Female researchers	c. 0,79	c. 0,84	c. 1,1	c. 1,76	
22.		Human capital: proportion of researchers (excluding interns and fieldworkers) with master's or doctoral degrees					Overall, this target has not been met. An ongoing recruitment and capacity development drive remains in place.
		a. All researchers	a. 93,5%	84,0%	a. 95%	a. 91%	
		b. Black researchers	b. 93,8%	80,0%	b. 95%	b. 89%	
		i. % African	i. 97,3%	i. 81,1%	i. 95%	i. 91%	
		ii. % coloured	ii. 92,9%	ii. 85,7%	ii. 95%	ii. 83%	
		iii. % Indian	iii. 85,7%	iii. 75%	iii. 95%	iii. 85%	
		iv. % white	iv. 93,1%	iv. 89,1%	iv. 95%	iv. 95%	
		c. Female researchers	c. 97,7%	79,0%	c. 95%	c. 91%	

No	Strategic objective	Key performance indicator	Achievement 2006/07	Achievement 2007/08	Target 2008/09	Achievement 2008/09	Comment
C	Capacity building	('Learning and growth')					
23.		Number of interns (research trainees) enrolled in a master's programme	29	46	40	PAITECS 41	This target has been met.
24.		Number of interns (research trainees) enrolled in a PhD programme	20	35	30	PAITECS 36	This target has been met.
25.		Number of post-doctoral fellowships (research associates)	4	10	9	12	This target has been met.
26.		Staff enrolled towards relevant further qualifications:	a. 45,2%	a. 34%	a. 50%	a. 37%	This target has not been met in all categories, although progress was made compared with previous years.
		a. Research staff enrolled towards master's or doctoral degrees, as percentage of research staff without such degrees	b. 56,8%	b. 45%	b. 80%	b. 80%	
		b. % of interns enrolled towards master's or doctoral degrees	c. 12,9%	c. 15%	c. 25%	c. 17%	
		c. % of administrative staff enrolled towards higher education qualifications					
S	Sustainability: contracts and grants obtained	('Financial')					
27.		Percentage of (research) grants that are extra-parliamentary	63,8%	47% at HSRC level 59,5% at RP level (after top-slice)	60% at RP level (after top-slice)	PAITECS 64,3%	This target has been met.



No	Strategic objective	Key performance indicator	Achievement 2006/07	Achievement 2007/08	Target 2008/09	Achievement 2008/09	Comment
28.		Percentage of all (research) grants that are multi-year - at least three years	46,2%	55,4%	40	72,4%	This target has been met.
29.		Achievement of income target: external research income	R124,6 million	R114,1 million	R167,6 million	R153,3 million	This target has not been met, but there was an increase in Parliamentary grant income and expenses were contained to be aligned with income.
30.		Variance in budgeted expenditure: surplus or deficit for year as % of turnover (should be lower)	2,1%	-2,0%	5,0%	-0,2%	This target has been met.

# Report of the HSRC Board continued

*Table 10: Selected ratios, over time*

	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>
Overall independency ratio (all external income – research income plus other income – to total income)	65%	58,5%	56,2%	51,4%	55,7%
Salary to total costs	47%	52%	50,4%	48,1%	40,7%
External research income per staff member	R486 000	R424 630	R346 125	R281 091	R340 860
Total number of staff members	290	280	360	406	450
Current ratio	1,18	1,23	1,07	1,03	0,95

# Statement of financial performance

for the year ended 31 March 2009

	Notes	2009 R'000	2008 R'000
Research Revenue	2	153,388	114,123
Research Costs	2.1	(77,795)	(43,761)
<b>Income available for operations</b>		<b>75,593</b>	<b>70,362</b>
<b>Other Income</b>		<b>171,907</b>	<b>147,472</b>
Parliamentary Grants	2.2	123,111	101,797
Parliamentary Grants ring fenced	2.2	21,035	25,367
Other Revenue	3	27,761	20,308
<b>Funds available for the business</b>		<b>247,500</b>	<b>217,834</b>
<b>Operating expenses</b>		<b>(248,035)</b>	<b>(222,959)</b>
Administrative expenses	4	(83,186)	(70,084)
Staff costs	5	(132,619)	(128,132)
Other operating expenses	6	(26,847)	(20,524)
Depreciation & Amortisation	7	(5,383)	(4,219)
<b>Deficit for the year</b>		<b>(535)</b>	<b>(5,125)</b>

# Statement of financial position

for the year ended 31 March 2009

	Notes	2009 R'000	2008 R'000
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property, Plant & Equipment	8.1	170,473	91,503
Intangible assets	8.2	129	417
Prepayments and advances	11	58	-
Operating Lease Accrual	13	1,735	733
		<b>172,395</b>	<b>92,653</b>
<b>Current assets</b>			
Inventories	9	3,517	2,698
Trade & Other Receivables from Non-Exchange Transactions	10	33,321	39,011
Prepayments & Advances	11	1,853	2,827
Cash & Cash Equivalents	12	46,848	46,864
		<b>85,539</b>	<b>91,400</b>
<b>Total Assets</b>		<b>257,934</b>	<b>184,053</b>
<b>NET ASSETS AND LIABILITIES</b>			
Net assets		152,518	84,066
Deferred Income	15	13,849	10,643
		<b>166,367</b>	<b>94,709</b>
<b>Non-Current liabilities</b>			
Operating Lease Commitment	13	1,499	1,120
		<b>1,499</b>	<b>1,120</b>
<b>Current Liabilities</b>			
Trade & Other Payables from Non-Exchange Transactions	16	27,218	31,949
Income received in Advance	17	52,202	46,165
Provisions	18	10,648	10,110
		<b>90,068</b>	<b>88,224</b>
<b>Total Liabilities</b>		<b>91,567</b>	<b>89,344</b>
<b>Total Net Assets &amp; Liabilities</b>		<b>257,934</b>	<b>184,053</b>

# Statement of changes in net assets

for the year ended 31 March 2009

	<b>Surplus Funds R'000</b>	<b>Capital Funds R'000</b>	<b>Deferred Income R'000</b>	<b>Total R'000</b>
<b>Balance as at 01 April 2007</b>	<b>15,621</b>	<b>74,665</b>	<b>3,566</b>	<b>93,852</b>
Net surplus for the year	(5,125)	-	-	(5,125)
Portion of Parliamentary Grants utilised to acquire depreciable fixed assets for the year	-	-	9,720	9,720
Recognition of Deferred Income	-	-	(2,643)	(2,643)
<b>Balance as at 01 April 2008 (as previously reported)</b>	<b>10,496</b>	<b>74,665</b>	<b>10,643</b>	<b>95,804</b>
Effect of prior year errors on surplus	-1,094	-	-	(1,094)
Prior period error (Note 26.6)	-1,167	-	-	(1,167)
Prior period error (Note 26.8)	-50	-	-	(50)
Prior period error (Note 26.8)	294	-	-	294
Prior period error (Note 26.12)	-361	-	-	(361)
Prior period error (Note 26.17)	-109	-	-	(109)
Prior period error (Note 26.18)	299	-	-	299
<b>Net surplus restated at 1 April 2008</b>	<b>9,402</b>	<b>74,665</b>	<b>10,643</b>	<b>94,710</b>
Net surplus for the year	(535)	-	-	(535)
Portion of PG utilised to acquire assets	-	-	7,018	7,018
Recognition of Deferred Income	-	-	(3,812)	(3,812)
Revaluation of land & buildings	-	68,987	-	68,987
<b>Balance as at 31 March 2009</b>	<b>8,866</b>	<b>143,652</b>	<b>13,849</b>	<b>166,368</b>

# Cash flow statement

for the year ended 31 March 2009

	2009	2008
Notes	R'000	R'000
<b>Cash flows from operating activities</b>		
Cash receipts from customers	342,977	270,667
Cash paid to suppliers & employees	(327,905)	(245,581)
Cash generated by operations	<b>15,072</b>	<b>25,086</b>
Interest received	(5,143)	(6,229)
Interest Paid	(11)	-
<b>Net cash inflow from operating activities</b>	<b>9,918</b>	<b>18,857</b>
<b>Cash flows from investing activities</b>		
Proceeds on disposal of Property, Plant and Equipment	22	-
Proceeds from investments	5,143	6,229
Acquisition of Property, Plant and Equipment	(15,098)	(7,614)
<b>Net cash outflow from investing activities</b>	<b>(9,933)</b>	<b>(1,385)</b>
<b>Net (decrease)/increase in cash &amp; cash equivalents</b>	<b>(16)</b>	<b>17,471</b>
<b>Cash &amp; cash equivalents at the beginning of the year</b>	<b>46,864</b>	<b>29,393</b>
<b>Cash &amp; cash equivalents at the end of the year</b>	<b>46,848</b>	<b>46,864</b>

# Accounting policies

for the year ended 31 March 2009

## 1.1 Basis of preparation

The annual financial statements have been prepared on the historical cost basis, except for the measurement of certain financial instruments at fair value and include the following principal accounting policies, which in all material aspects are consistent with those applied in the previous year, except for the change in accounting estimates affected to Intangible Assets during the period under review. Previously these were being amortized over 20 years but are now being amortized over the shorter of the useful life or contract period. The financial statements are prepared in South African Rand (R) and all values are rounded to the nearest thousand (R'000) except where otherwise indicated.

The financial statements have been prepared in accordance with the South African Statements of Generally Accepted Accounting Practice (GAAP) including any interpretations of such statements issued by the Accounting Practices Board, with the prescribed Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statement as follows:

### Standard of GRAP

GRAP 1: Presentation of financial statements  
GRAP 2: Cash flow statements  
GRAP 3: Accounting policies, changes in accounting estimates and errors

### Replaced Statement of GAAP

AC101: Presentation of financial statements  
AC118: Cash flow statements  
AC103: Accounting policies, changes in accounting estimates and errors

Currently the recognition and measurement principles in the above GRAP and GAAP do not differ or result in material differences in items presented and disclosed in the financial statements. The implementation of GRAP 1, 2 and 3 has resulted in the following changes in the presentation of financial statements.

#### (a) Terminology differences

### Standard of GRAP

Statement of financial performance  
Statement of financial position  
Statement of changes in net assets  
Net assets  
Surplus/deficit for the period  
Accumulated surplus/deficit  
Contributions from owners  
Distributions to owners  
Reporting date

### Replaced Statement of GAAP

Income statement  
Balance sheet  
Statement of changes in equity  
Equity  
Profit/loss for the period  
Retained earnings  
Share capital  
Dividends  
Balance sheet date

#### (b) The cash flow statement can only be prepared in accordance with the direct method.

#### (c) Specific information such as:

- (i) receivables from non-exchange transactions, including taxes and transfers;
  - (ii) taxes and transfers payable;
  - (iii) trade and other payables from non-exchange transactions;
- must be presented separately on the statement of financial position.

# Accounting policies continued

for the year ended 31 March 2009

The amount and nature of any restrictions on cash balances is required to be disclosed. Paragraph 11 - 15 of GRAP1 has not been implemented as the budget reporting standard is in the process of being developed by the international and local standard setters. Although the inclusion of budget information would enhance the usefulness of the financial statements, non-disclosure will not affect fair presentation.

## **1.2 Revenue recognition**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to HSRC and revenue can be reliably measured. Revenue is measured at fair value of the consideration receivable on an accrual basis. Revenue includes investment and non-operating income exclusive of value added taxation, rebates and discounts. The following specific recognition criteria must also be met before revenue is recognized:

### ***Research revenue***

Revenue that resulted from the rendering of research and related services is recognised at the stage of completion, determined according to the percentage cost to date in relation to the total estimated cost of the project.

### ***Other revenue***

Revenue from the sale of goods is recognised when significant risk and rewards of ownership of goods are transferred to the buyer. Sale of goods includes publications, sale of food and parking. Revenue from royalties is recognised on an accrual basis in accordance with the substance of the relevant agreement. Rental income is recognised in accordance with the stipulations of the rental agreement.

### ***Interest income***

Revenue is recognised as interest accrued using the effective interest rate, and is included in other revenue in the statement of financial performance.

### ***Parliamentary grants***

Parliamentary Grants are recognised in the year to which they relate, once reasonable assurance has been obtained that all conditions of the grants have been complied with and the grants have been received. When the grant relates to an expense item, it is recognised as income over the period necessary to match the grant on a systematic basis to the costs that it is intended to compensate. Where the entity receives non-monetary grants, the asset and that grant are recorded at nominal amounts and released to the statement of financial performance over the expected useful life of the relevant asset by equal annual installments.

Current year Parliamentary grants in respect of depreciable assets (excluding buildings) are allocated to income over the period of and in proportion to the depreciation, which is written off against such assets. A corresponding amount in respect of the relevant non-depreciable assets disposed of during the year is also allocated to income in the period in which it is disposed of. The balance of the Parliamentary grants not recognised in the statement of financial performance is disclosed as deferred income.

Parliamentary grants in respect of non-depreciable assets are allocated to income when received. A corresponding amount is then transferred from income funds to capital funds as an appropriation of accumulated funds per the statement of changes in net assets.



### **1.3 Taxes**

HSRC is a public entity as defined in sec 3A at the PFMA and as such is not subject to current income tax and deferred tax.

### **1.4 Property, plant and equipment**

Plant and equipment are shown at cost, net of accumulated depreciation and/ or accumulated impairment losses, if any. Such cost includes the cost of replacing part of the property plant and equipment if the recognition criteria are met. Likewise when a major inspection is performed, its cost is recognised in the carrying amount of the property plant and equipment as a replacement if the recognition criteria are satisfied. All other repairs and maintenance costs are recognised in the statement of financial performance as incurred. The present value of the expected cost for the decommissioning of the asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Land and buildings are measured at fair value less accumulated depreciation on buildings and impairment losses recognised after the date of the revaluation. Valuations of owner occupied property are performed every three years based on the income capitalisation method. The market value is determined from the ability of the property to generate rental income taking into account the related expenses, the rental income which is capitalised at a market-related rate and taking into account the risk, age and condition of the property with existing buildings. Any surpluses that occur due to the revaluation of land and buildings are allocated to capital funds, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in the statement of financial performance, in which case it is recognised in the statement of financial performance. A revaluation deficit is recognised in the statement of financial performance, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve.

An annual transfer from the asset revaluation reserve to the net assets is made for the difference between depreciation based on the revalued carrying amount of the assets and depreciation based on the assets original cost. Additionally, accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to net assets.

Depreciation is applied on a straight line basis, as follows:

#### ***Freehold land***

Land has an unlimited useful life and therefore is not depreciated but stated at fair value.

#### ***Freehold buildings***

- The HSRC identified the following major components of buildings.
- Lifts
- Telephone system
- Fixtures
- Buildings

# Accounting policies continued

for the year ended 31 March 2009

## **Freehold buildings (continued)**

The annual depreciation rates applied to the various components of buildings are:

- Lifts 20 years
- Telephone system 10 years
- Fixtures 15 years
- Building 100 years

## **Equipment, Motor Vehicles and Artwork**

The annual depreciation rates applied to the various categories of equipment are:

- Office equipment 15 years
- Motor vehicle 5 years
- Computer and other equipment 5 years
- Library books and manuscripts 20 years
- Artwork is considered to be an investment and is not depreciated; it is carried at fair value.

All assets that were bought with donor funds or grants except freehold land and buildings and that were donated to the community, on termination of the project, are depreciated fully over the lifetime of the project.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of financial performance in the year the asset is derecognised.

The assets residual values, useful lives and methods of depreciation are reviewed at each financial year end, and adjusted prospectively if appropriate.

## **1.5 Intangible assets**

Software is classified as intangible assets. Initial expenditure on software is recognized at cost and capitalized. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the asset to which it relates. The amortization is calculated at a rate considered appropriate to reduce the cost of the asset less residual value over the shorter of its estimated useful life or contractual period. Residual values and estimated useful lives are revised annually.

## **1.6 Impairment of non financial - assets**

The HSRC assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the entity estimates the recoverable amount of the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use. If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That excess is an impairment loss and it is charged to the statement of the financial performance.

An impairment loss of assets carried at cost less any accumulated depreciation or amortization is recognized immediately in the statement of financial performance. Any impairment deficit of a revalued asset is treated as a revaluation decrease in the capital funds.

The HSRC assesses at each reporting date whether there is any indication that an impairment loss recognized in prior periods for assets may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated and matched against their carrying values and any excess of the recoverable amounts over their carrying values is reversed to the extent of the impairment loss previously charged in the statement of financial performance.

## **1.7 Inventory**

Inventories are valued at the lower of cost price or net realisable value. The net realisable value is the net of the selling price, during normal business, less any completion costs or selling costs. Cost is determined on the weighted average method. Inventories are made up of two categories, namely publications and cafeteria.

## **1.8 Operating leases**

Lease agreements are classified as operating leases where substantially the entire risks and rewards incident to ownership remain with the lessor. Payments and receipts of operating leases are recorded in the statement of financial performance. Costs incurred in earning lease income are charged against income. Initial direct costs incurred specifically to obtain the operating lease are written off when incurred. The classification of the lease is determined using IAS 17 (AC105) Leases.

## **1.9 Retirement benefit costs**

### ***Pension funds***

Pensions are provided for employees by means of three separate pension funds to which contributions are made. With regard to the HSRC Pension Fund (HSRCPF), and with effect from 1 April 1992, previous and current service costs and adjustments based on experience and additional funding for retired employees are acknowledged in the statement of financial performance as soon as the liability is known. With regard to the Associated Institutions Pension Fund (AIPF) and the Temporary Employees Pension Fund (TEPF), only the Council's contributions to the respective pension funds are recognised in the statement of financial performance.

### ***Post-retirement medical aid benefits***

The HSRC contributed voluntarily to post-retirement medical aid benefits of specific employees who opted to remain on the previous conditions of service when the benefit was terminated. The HSRC does not provide for post-retirement medical aid benefits to any other category of employees.

# Accounting policies continued

for the year ended 31 March 2009

## **1.10 Deferred income**

Parliamentary grants in respect of certain depreciable assets are allocated to income over the period of, and in proportion to, the depreciation written off against such assets. A corresponding amount in respect of the relevant non-depreciable assets disposed of during the year is allocated to income in the period in which it is disposed of. The balance of Parliamentary grants not recognised in the Statement of Financial Performance is disclosed as deferred income. Other funds, including prior period surplus funds that are utilised in respect of the acquisition of depreciable assets, are not treated as deferred income.

## **1.11 Foreign currency transactions**

Transactions in foreign currencies are accounted for at the rate of exchange ruling on the date of the transaction. Liabilities in foreign currencies are translated at the rate of exchange ruling at the reporting date or at the forward rate determined in forward exchange contracts. Exchange differences arising from translations are recognised in the statement of financial performance in the period in which they occur.

## **1.12 Capital fund**

A Parliamentary grant in respect of non-depreciable assets is allocated to income when it is received. A corresponding amount is then transferred from income funds to capital funds as an appropriation of accumulated funds per the statement of changes in net assets. Other funds, including prior period surplus funds that are utilised in respect of the acquisition of non-depreciable assets are not accounted for in capital funds.

## **1.13 Provisions**

Provisions are raised when a present legal or constructive obligation exists as a result of a past event and it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where HSRC expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statement of financial performance net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risk specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

## **1.14 Financial instruments**

### ***Financial Assets***

#### *Initial recognition*

Financial assets within the scope of IAS 39 are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments, available-for-sale financial assets, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. The entity determines the classification of its financial assets at initial recognition.

Financial Assets are recognised initially at fair value plus, in the case of investments not at fair value through surplus or deficit, directly attributable transaction costs.

Purchase or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular purchases) are recognised on the trade date, i.e., the date the entity commits to purchase or sell the asset.

The entity's financial assets include cash and short term deposits, trade and other receivables, loan and other receivables, and unquoted financial instruments, and derivative financial instruments.

#### *Subsequent measurement*

The subsequent measurement of financial assets depends on their classification as follows:

##### *Financial assets at fair value through surplus or deficit*

Financial assets at fair value through surplus or deficit include financial assets held for trading and financial assets designated upon initial recognition at fair value through surplus or deficit. Financial assets are classified as held for trading if they are acquired for the purpose of selling in the near term. This category includes derivative financial instruments entered into by the entity that do not meet the hedge accounting criteria defined by IAS 39. Derivatives, including separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets at fair value through surplus or deficit are carried in the statement of financial performance at fair value with gains or losses recognised in the statement of financial performance.

##### *Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, loans and receivables are carried at amortised cost using the effective interest method less any allowance for impairment. Gains and losses are recognised in surplus or deficit when the receivables are derecognised or impaired.

##### *Held to maturity investments*

Non derivative financial assets with fixed or determinable payments and fixed maturities are classified as held-to-maturity when the entity has the positive intention and ability to hold it to maturity. After initial measurement held-to-maturity investments are measured at amortised cost of using the effective interest method. This method uses an effective interest rate that discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset. Gains and losses are recognised in the statement of financial performance when the investments are derecognised or impaired.

##### *Available for sale financial assets*

Available for sale financial assets are non derivative financial assets that are designated as available for sale or are not classified in any of the three preceding categories. After initial measurement, available for sale financial assets are measured at fair value with unrealised gains or losses recognised directly in net assets until the investment is derecognised, at which time the cumulative gain or loss recorded in net assets is recognised in the statement of financial performance, or determined to be impaired, at which time the cumulative loss recorded in net assets is recognised in the statement of financial performance.

# Accounting policies continued

for the year ended 31 March 2009

## **Financial Liabilities**

### *Initial recognition*

Financial liabilities within the scope of IAS 39 are classified as financial liabilities at fair value through surplus or deficit, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. The entity determines the classification of its financial liabilities at initial recognition. Financial liabilities are recognised initially at fair value and in the case of loans and borrowings, directly attributable transaction costs.

The entity's financial liabilities include trade and other payables, bank overdraft, loans and borrowings, financial guarantee contracts, and derivative financial instruments.

### *Subsequent measurement*

The measurement of financial liabilities depends on their classification as follows:

#### *Financial liabilities at fair value through surplus or deficit*

Financial liabilities at fair value through surplus or deficit includes financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through surplus or deficit. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term. This category includes derivative financial instruments entered by the entity that do not meet the hedge accounting criteria as defined by IAS 39. Gains or losses on liabilities held for trading are recognised in the statement of financial performance.

#### *Loans and borrowings*

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in the statement of financial performance when the liabilities are derecognised.

#### *Offsetting of financial instruments*

Financial assets and financial liabilities are offset and the amount reported in the statement of financial position only if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

#### *Fair value of financial instruments*

For financial instruments where there is no active market, fair value is determined using valuation techniques. Such techniques may include using recent arm's length market transactions; reference to the current fair value of another instrument that is substantially the same; discounted cash flow analysis or other valuation models.

#### *Assets carried at amortised cost*

In relation to trade receivables, a provision for impairment is made when there is objective evidence (such as the probability of insolvency or significant financial difficulties of the debtor) that the HSRC will not be able to collect all of the amounts due under the original terms of the invoice. The carrying amount of the receivable is reduced through use of an allowance account. Impaired debts are derecognised when they are assessed as uncollectible.

#### *Impairment of financial assets*

HSRC assesses at each statement of financial statement date whether there is any objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired only if there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset, an incurred 'loss event', and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation and where observable data indicate that there is measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

#### *Cash and cash equivalents*

Cash and short-term deposits in the statement of financial position comprise of cash at banks and on hand and short-term deposits with an original maturity of three months or less. For the purpose of the cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

### **1.15 Related parties**

The HSRC operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties.

Key management is defined as being individuals with the authority and responsibility for planning directing and controlling the activities of the entity. We regard all individuals from the level of Executive Director and Council Members as key management per the definition of the financial reporting standard.

Close family members of key management personnel are considered to be those family members who may be expected to influence, or be influenced by key management individuals, in their dealings with the entity.

### **1.16 Comparative figures**

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current period.

### **1.17 Significant accounting judgments, estimates and assumptions**

The preparation of HSRC financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

# Accounting policies continued

for the year ended 31 March 2009

## **Judgments**

In the process of applying the HSRC accounting policies, management has made the following judgments which have the most significant effect on the amounts recognised in the financial statements:

### *Operating Lease Commitments - HSRC as Lessor*

HSRC has entered into commercial property leases on buildings. HSRC has determined, based on evaluation of the terms and conditions of the arrangements, that it retains all the significant risks and rewards of ownership of these properties and so accounts for these contracts as operating leases.

## **Estimates and Assumptions**

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

### *Revaluation of Property, Plant and Equipment*

HSRC measures its land and buildings at revalued amounts with changes in fair value being recognised in statement of changes in net assets. The entity engaged independent valuation specialists to determine fair value as at 31 March 2009. The key assumptions used to determine the fair value of the land and buildings are further explained in Note 8.

### *Fair value of Financial Instruments*

Where the fair value of financial assets and financial liabilities recorded in the statement of financial performance cannot be derived from active markets, they are determined using valuation techniques including the discounted cash flows model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

### *Pension Benefits*

The cost of defined benefit pension plans and other post employment medical benefits as well as the present value of the pension obligation is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of return of assets, future salary increases, mortality rates and future pension increases. All assumptions are reviewed at each reporting date.

Future salary increases and pension increases are based on expected future inflation rates. For details about the assumptions used are given in Note 13.



### 1.18 Standards issued but not yet effective

At the date of authorisation of these financial statements, the following accounting standards of Generally Recognised Accounting Principles (GRAP) were in issue, but not yet effective:

- GRAP 4 - The Effects of changes in Foreign Exchange Rates (not applicable)
- GRAP 5 - Borrowing Costs (not applicable)
- GRAP 6 - Consolidation and Separate Financial Statements (not applicable)
- GRAP 7 - Investments in Associate (not applicable)
- GRAP 8 - Interest in Joint Ventures (not applicable)
- GRAP 9 - Revenue from Exchange Transactions (not applicable)
- GRAP 10 - Financial Reporting in Hyperinflationary Economies (not applicable)
- GRAP 11 - Construction Contracts (not applicable)
- GRAP 12 - Inventories
- GRAP 13 - Leases
- GRAP 14 - Events after the reporting date
- GRAP 16 - Investment Property (not applicable)
- GRAP 17 - Property, Plant and Equipment
- GRAP 18 - Segment Reporting (not applicable)
- GRAP 19 - Provisions, Contingent Liabilities and Contingent Assets
- GRAP 23 - Revenue from Non-exchange Transactions (Taxes and Transfers) (not applicable)
- GRAP 24 - Presentation of Budget Information in Financial Statements
- GRAP 100 - Non-current Assets held for Sale and Discontinued Operations (not applicable)
- GRAP 101 - Agriculture (not applicable)
- GRAP 102 - Intangible Assets

Management believes that the adoption of these standards in future periods will have no material impact on the financial statements of the HSRC as most of them are not yet effective and those that are effective are to a greater extent similar in application and disclosure as the GAAP standards applied currently.

The above-mentioned statements will be implemented on 1 April 2009.

# Notes to the annual financial statements

for the year ended 31 March 2009

	<b>2009</b> <b>R'000</b>	<b>2008</b> <b>R'000</b>
<b>2 Research Revenue</b>		
Private sector	3,421	2,949
Public corporations	5,309	10,647
Public sector	8,346	31,088
International funding agencies	112,191	67,444
National funding agencies	3,812	1,525
Professional services	232	470
Innovation fund	595	-
Other Research Grants	19,482	-
	<b>153,388</b>	<b>114,123</b>
<b>2.1 Research Costs</b>		
Direct labour expense	(30,081)	(10,507)
Direct research cost	(47,714)	(33,254)
	<b>(77,795)</b>	<b>(43,761)</b>
<b>2.2 Parliamentary Grants</b>		
Parliamentary grants received	119,299	101,603
Deferred portion recognised	3,812	194
	123,111	101,797
Parliamentary grants ring fenced	21,035	25,367
less: Roll over portion	28,053	36,527
Deferred income	-	(11,160)
Special parliamentary grants	(7,018)	-
	<b>144,146</b>	<b>127,164</b>
<b>3 Other Revenue</b>		
Rental income	12,247	8,724
Publication sales	1,424	1,330
Interest Received	5,143	6,229
Parking and Cafeteria Income	8,752	3,822
Royalties received	195	203
	<b>27,761</b>	<b>20,308</b>

The HSRC's rental income is derived from rental of office space and parking by the Department of Social Development as well as from rental of conference facilities. Publication sales are earned from the selling of books in the publication department whilst interest is earned on investments of income received in advance.

	<b>2009</b>	<b>2008</b>
	<b>R'000</b>	<b>R'000</b>
<b>4 Administrative Costs</b>		
General expenses	(6,062)	(13,450)
Skill Development Levy	(1,225)	(977)
Insurance	(1,119)	(1,542)
Sundry Operating Expenses	(3,098)	(4,004)
Hire of equipment	(3,280)	(1,940)
Consumable goods	(4,429)	(1,196)
Printing and photocopying	(4,352)	(4,018)
Postal, telecom and delivery fees	(7,167)	(6,202)
Work farmed out	(44,560)	(30,168)
Publicity functions and conferences	(5,316)	(5,014)
Auditor's remuneration	(3,007)	(1,496)
Audit fees - external	(2,376)	(875)
- internal	(631)	(621)
Net foreign exchange gains/(loss)	429	(77)
	<b>(83,186)</b>	<b>(70,084)</b>
<b>5 Staff Costs</b>		
Wages and Salaries	(122,047)	(118,728)
Defined contribution plan	(10,103)	(8,900)
Social contributions (employer's contributions)		
- official unions & associations	(72)	(62)
Post - retirement medical benefit	(397)	(442)
Direct labour expense(research costs)	(30,081)	(10,507)
	<b>(162,700)</b>	<b>(138,639)</b>
Direct labour expense(research costs)	30,081	10,507
<b>Total</b>	<b>(132,619)</b>	<b>(128,132)</b>

# Notes to the annual financial statements continued

for the year ended 31 March 2009

## 6 Other Operating Costs

	<b>2009</b>	<b>2008</b>
	<b>R'000</b>	<b>R'000</b>
Staff training & development	(4,224)	(1,167)
Legal fees	(364)	(298)
Maintenance, repairs & running costs	(17,870)	(14,665)
- Property & buildings	(9,295)	4
- Machinery & equipment	-	(4,910)
- Other maintenance repairs & running costs	(8,575)	(7,593)
Entertainment	(485)	(759)
Interest paid	(11)	-
Profit/Loss on disposal of assets	1	(45)
Bad debts written off	(3,721)	(1)
Operating Lease expenses	(75)	(300)
Non - research related expenses	(98)	(3,335)
	<b>(26,847)</b>	<b>(20,524)</b>

## 7 Depreciation & Amortization

Lifts	(142)	(158)
Telephone system	(54)	(72)
Fixtures	(151)	(3)
Building	(681)	(655)
Leasehold property	(986)	(379)
Motor vehicles	(237)	(196)
Office equipment	(386)	(1,011)
Computer & other equipment	(2,368)	(1,718)
<b>Total Depreciation</b>	<b>(5,005)</b>	<b>(4,192)</b>
Software (Amortisation)	(23)	(27)
Impairment of Intangible Assets	(355)	-
<b>Total Depreciation &amp; Amortisation</b>	<b>(5,383)</b>	<b>(4,219)</b>

# Notes to the annual financial statements continued

as at 31 March 2009

## 8 Non Current Assets

### 8.1 Property, plant & Equipment

2009	Total	Land	Lifts	Telephone systems	Fixtures	Buildings	Leasehold Property	Art-Work	Motor Vehicles	Office Furniture	Computer and other equipment	Library books manuscripts
	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000	R000
<b>Opening net carrying amount</b>	<b>91,503</b>	<b>5,138</b>	<b>2,844</b>	<b>545</b>	<b>2,099</b>	<b>67,159</b>	<b>2,027</b>	<b>197</b>	<b>839</b>	<b>4,132</b>	<b>6,523</b>	-
Gross carrying amount	128,546	5,138	3,334	765	2,109	69,210	3,213	197	1,397	5,820	32,637	4,726
Accumulated depreciation	(37,043)	-	(490)	(220)	(10)	(2,051)	(1,186)	-	(558)	(1,688)	(26,114)	(4,726)
<b>Additions &amp; Revaluations</b>	<b>84,085</b>	<b>17,862</b>	-	-	<b>2,212</b>	<b>53,185</b>	<b>818</b>	<b>16</b>	<b>371</b>	<b>1,139</b>	<b>8,482</b>	-
Additions	15,098	-	-	-	2,212	2,060	818	16	371	1,139	8,482	-
Revaluation	68,987	17,862	-	-	-	51,125	-	-	-	-	-	-
<b>Disposals &amp; Adjustments</b>	<b>(110)</b>	-	-	-	-	-	-	-	-	(90)	(20)	-
-Carrying Amount	(119)	-	-	-	-	-	-	-	-	(90)	(29)	-
-Accumulated Depreciation	9	-	-	-	-	-	-	-	-	-	9	-
Depreciation	(5,005)	-	(142)	(54)	(151)	(681)	(986)	-	(237)	(386)	(2,368)	-
<b>Closing net carrying amount</b>	<b>170,473</b>	<b>23,000</b>	<b>2,702</b>	<b>491</b>	<b>4,160</b>	<b>119,663</b>	<b>1,859</b>	<b>213</b>	<b>973</b>	<b>4,795</b>	<b>12,617</b>	-
Gross carrying amount	212,512	23,000	3,334	765	4,321	122,395	4,031	213	1,768	6,869	41,090	4,726
Accumulated depreciation	(42,039)	-	(632)	(274)	(161)	(2,732)	(2,172)	-	(795)	(2,074)	(28,473)	(4,726)

The carrying amount of assets under the historical cost would have been R 86,092 (2007 : R 91,029)

The land is registered as Stand 3242 Pretoria, measuring 7 655 m<sup>2</sup>, Registration division JR, Transvaal and is situated at 134 Pretorius Street, Pretoria. The building consists of a reception area, offices, parking area, conference centre and a cafeteria built on land as mentioned above. The valuation was conducted in March 2009 by an independent valuer, Mr L Nel of Dijalo Valuation Services Management Pty Ltd, using the income capitalisation method. Transactions involving the sale of other buildings were investigated as an alternative basis of valuation but were not used because of uncertain comparability. Under the income capitalisation method, the market value is determined from the ability of the property to produce a rental income, taking into account the expense to produce the rental income, capitalised at a market-related rate, taking into account the risk, age and condition of the property with existing buildings.

The rental income is based on the ability of the building to produce market-related income stream, based on market-related rentals, and it is determined on a five-year lease period with an escalation of 10% per year.

## 8.1 Property, plant &amp; Equipment (continued)

2008	Total	Land	Lifts	Telephone systems	Fixtures	Buildings	Leasehold property	Art-work	Motor vehicles	Office furniture	Computer and other equipment	Library books
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Opening net carrying amount</b>	<b>88,243</b>	<b>5,138</b>	<b>3,002</b>	<b>617</b>	<b>44</b>	<b>67,316</b>	<b>642</b>	<b>240</b>	<b>706</b>	<b>3,657</b>	<b>6,881</b>	-
- Gross carrying amount	124,005	5,138	3,334	765	51	68,712	1,449	240	1,263	7,219	31,108	4,726
- Accumulated depreciation	(35,762)	-	(332)	(148)	(7)	(1,396)	(807)	-	(557)	(3,562)	(24,227)	(4,726)
Additions	7,614	-	-	-	2,058	498	1,764	-	587	711	1,996	-
Disposal and adjustments	(162)	-	-	-	-	-	-	(43)	(258)	102	37	-
- Carrying amount	(3,215)	-	-	-	-	-	-	(43)	(453)	(2,110)	(609)	-
- Accumulated depreciation	3,053	-	-	-	-	-	-	-	195	2,212	646	-
Depreciation	(4,192)	-	(158)	(72)	(3)	(655)	(379)	-	(196)	(338)	(2,391)	-
<b>Closing net carrying amount</b>	<b>91,503</b>	<b>5,138</b>	<b>2,844</b>	<b>545</b>	<b>2,099</b>	<b>67,159</b>	<b>2,027</b>	<b>197</b>	<b>839</b>	<b>4,132</b>	<b>6,523</b>	-
- Gross carrying amount	128,404	5,138	3,334	765	2,109	69,210	3,213	197	1,397	5,820	32,637	4,726
- Accumulated depreciation	(36,901)	-	(490)	(220)	(10)	(2,051)	(1,186)	-	(558)	(1,688)	(26,114)	(4,726)

The land is registered as Stand 3242 Pretoria, measuring 7 655 m<sup>2</sup>, Registration division JR, Transvaal and is situated at 134 Pretorius Street, Pretoria. The building consists of a reception area, offices, parking area, conference centre and a cafeteria built on land as mentioned above. The valuation was conducted in March 2006 by an independent valuer, Mr Nico Fenwick of Fenwick Valuations, using the income capitalisation method. Transactions involving the sale of other buildings were investigated as an alternative basis of valuation but were not used because of uncertain comparability. Under the income capitalisation method, the market value is determined from the ability of the property to produce a rental income, taking into account the expense to produce the rental income, capitalised at a market-related rate, taking into account the risk, age and condition of the property with existing buildings.

The rental income is based on the ability of the building to produce market-related income stream, based on market-related rentals, and it is determined on a five-year lease period with an escalation of 10% per year.

# Notes to the annual financial statements continued

as at 31 March 2009

	<b>2009</b>	<b>2008</b>
	<b>R'000</b>	<b>R'000</b>
<b>8.2 Intangible Assets</b>		
<b>Intangible assets</b>		
<b>Software</b>		
Opening net carrying amount	417	444
- Gross carrying amount	544	544
- Accumulated amortisation	(127)	(100)
Additions	90	-
Amortisation	(23)	(27)
Impairment	(355)	-
Closing net carrying amount	129	417
- Gross carrying amount	634	544
- Accumulated amortisation & Impairment Loss	(505)	(127)

## 9 Inventories

Finished Goods	2,867	2,698
Publication books	2,790	2,698
Cafeteria	77	-
Work In Progress *	650	-
	<b>3,517</b>	<b>2,698</b>

The amount of write down of inventories recognised as an expense is R54,113 (2007: R0).

\*Work in progress consists of books in production

## 10 Trade and Other Receivables

Trade receivables	26,945	26,462
Other Receivables	5,715	14,822
Less: Impairment allowance	(3,867)	(4,557)
Trade receivables (Net)	28,793	36,727
VAT input	4,528	2,284
<b>Total</b>	<b>33,321</b>	<b>39,011</b>

# Notes to the annual financial statements continued

as at 31 March 2009

	<b>2009</b>	<b>2008</b>
	<b>R'000</b>	<b>R'000</b>
<b>11 Prepayments and Advances</b>		
Prepayments and Advances (Short Term)	1,853	2,827
Prepayments and Advances (Long Term)	58	-
Total	<b>1,911</b>	<b>2,827</b>

The long term portion of prepayments is in respect of computers warranties.

## **12 Cash and Cash Equivalents**

Cash at bank	5,212	14,576
Cash on hand	44	30
Short term Investments*	41,592	32,258
Total	<b>46,848</b>	<b>46,864</b>

\* Included in the short term investments are funds invested on behalf of donors

As required in sections 7(2) and 7(3) of the Public Finance Management Act, the National Treasury has approved the local bank where bank accounts are held.



	<b>2009</b>	<b>2008</b>
	<b>R 000</b>	<b>R 000</b>
<b>13 Operating Lease Accruals and Commitments</b>		
Operating Lease Accruals	2,016	877
Movement for the year	(281)	(144)
Balance at Year end	<b>1,735</b>	<b>733</b>
Operating Lease Commitments	2,340	1,233
Movement for the year	(841)	(113)
Balance at Year end	<b>1,499</b>	<b>1,120</b>

### 13.1 Operating Lease arrangements as the Lessee:-

#### 13.1.1 Future minimum lease payments

	<b>Up to 12</b>		<b>1 year to 5</b>	
	<b>months</b>		<b>years</b>	
	<b>2009</b>	<b>2008</b>	<b>2009</b>	<b>2008</b>
	<b>R000</b>	<b>R000</b>	<b>R000</b>	<b>R000</b>
Capetown Lease	2,309	2,067	3,826	6,135
Durban Lease	56	656	-	56
Umtata Lease	97	-	-	-
Motor Vehicle Lease	76	76	95	171
PE Lease	118	-	173	-
Sweetwaters Lease	67	61	234	300
Minolta Operating Lease	2,300	650	2,449	1,696
Innovent Operating Lease	1,765	1,028	1,638	1,728
	<b>6,788</b>	<b>4,538</b>	<b>8,415</b>	<b>10,086</b>

#### 13.1.2 Other Disclosures

##### Capetown Lease

The HSRC has leased office space from Old Mutual Assurance Company ( South Africa) Limited at Plein Street, Capetown, portions of the 10th, 14th and 16th floors and the entire 12th and 13th floors for a period of seven years, effective from 1 October 2006. The lease payment is R0.235 million per month (tax ex). The contract is expected to include an annual escalation of 9% in the rental.

# Notes to the annual financial statements continued

as at 31 March 2009

## **Durban Lease**

The HSRC has also leased property in Durban from Alliance Properties. The lease agreement is for three years commencing on 1 May 2007 and expiring on 30 April 2009

The lease payment has an escalation clause of 10%. The lease payments per Month are R0.06 million per Month, tax excluded.

## **Umtata Lease**

The HSRC has also leased property from Diversified Properties 2 (Proprietary) Limited at the corner of York and Sutherland Street, Umtata. The lease is effective from 1 October 2008 and will expire on 30 September 2009. The lease payment is R0.014 million per Month.

## **Motor Vehicle Lease**

A lease agreement was signed with Standard Bank for lease of a vehicle, a Ford territory 4.0 AWD: the agreement was made effective from 1 July 2006 and expires on 13 June 2011. The lease payment is R0.007 million per month Including VAT.

## **PE Lease**

The HSRC is leasing a property from the Masig Family Trust, 44 Pickering Street, Newton Park, Port Elizabeth. The lease arrangement commenced on 30th of August 2008 and expires on the 30th day of July 2011 with an option to renew. The Lease payment is R0.001 per Month plus VAT.

## **Sweetwaters Lease**

A Lease agreement was signed between HSRC and MR.FA Bhalya in respect of a property referred to as Sweetwaters Bus Depot. The agreement came into operation on 1 March 2008 and is valid for 5 years. Rental payments were R0.005m per annum.

## **Minolta Operating Lease**

This is an agreement between HSRC and Minolta whereby Minolta leases copier machines for a Monthly rental. The lease payments and contract periods are varied.

## **Innovent Operating Lease**

This is an agreement between HSRC and Innovent whereby computer equipment is leased to HSRC. The lease periods are over 36 Months.

	<b>Up to 12 months 2009 R000</b>	<b>2008 R000</b>	<b>1 year to 5 years 2009 R000</b>	<b>2008 R000</b>
<b>13.2 Operating Lease arrangements as the Lessor:-</b>				
<b>13.2.1 Future minimum lease payments</b>				
National Department of Public Works Lease(Pretoria)	11,217	10,291	941	12,159

**13.2.2 Other Disclosures  
Department of Public Works Lease(Pretoria)**

The operating lease undertaken between the HSRC, as the lessor and the Department of Public Works, as the lessee, is conducted currently on a Monthly basis.

The lease contract is for a period of three years, effective from 1 May 2007. The lease payment is R0.864 million per month (tax excluded) with an annual escalation of 9%.

**14. Post-retirement medical benefits**

**14.1 Defined contribution plan**

As from 1 August 1997, post-retirement medical benefits were provided by membership of a Provision Fund administered by Liberty Group Limited.

The HSRC, for staff who did not belong to the medical aid scheme on 1 August 1997, contributes a monthly amount of R100 to the Fund on behalf of the members. The HSRC, for staff who joined the service of the HSRC after 1 April 1998, irrespective of whether they joined the medical aid scheme or not, contributes an amount of R100 per month to the Fund on behalf of the members.

**14.2 Voluntary contributions**

Currently the HSRC contributes voluntarily to the current continuation 86 members (2008: 88) an average amount of R494 (2008: 492) per month. There is one member in active employment who is entitled to this contribution after continuation as at 31 March 2008. If this contribution was guaranteed by the HSRC, the actuarial accrued liability would have been R3,683 million (2008: R3,759 million).

**14.3 Liabilities**

- The liability in respect of existing continuation members
- The liability in respect of members in active employment

For the members in active employment, the total liability is normally assumed to accrue evenly over the full potential period of active membership starting from the date of joining the HSRC up to the date of death, disability or retirement.

# Notes to the annual financial statements continued

as at 31 March 2009

The result of these calculations is an estimate of the cost of these subsidies, based on assumptions regarding the future experience, and does not influence the actual cost of these subsidies. The actual cost will be determined by the actual experience in the future.

The previous assessment of the liability with regard to subsidies in respect of continuation member health care costs was done on 31 March 2008. The next assessment of the liabilities needs to be performed at the next financial year-end.

## 14.4 Particulars of the liabilities

In respect of the members in active employment, the employer subsidises 50% of the subscription (excluding contributions towards a medical savings account) to the applicable Discovery Health Comprehensive Plan at retirement. The subsidy amount will not increase after retirement. However, at death of the member or the member's spouse, whichever occurs first, the subsidy will reduce to the same percentage of the subscription for a single life as at the date of retirement. It has been assumed that this member will belong to the Discovery Health Comprehensive Essential Plan at retirement.

Continuation members of the HSRC do not receive a certain percentage subsidy of each member's medical aid premium after retirement, but receive a fixed amount based on an actuarial calculation when the member retires. This amount does not increase annually and the full subsidy is payable to the member's dependant on death of the member or to the member on death of the member's dependant, if any.

The membership details of the members in active employment and who are entitled to a subsidy after continuation as at reporting date:

## 14.5 Post-retirement medical benefits

	<b>Number of members 2009</b>	<b>2008</b>	<b>Average past service - years 2009</b>	<b>2008</b>
Male members	1	1	18.3	17.3
Female members	-	-	-	-
<b>Total/weighted average</b>	<b>1</b>	<b>1</b>	<b>18.3</b>	<b>17.3</b>

#### 14.5 Post-retirement medical benefits(continued)

The average age of these members was 39.6 years as at reporting date, compared to 38.5 years in respect of the active members as at 31 March 2008.

Details of the continuation members as at reporting date:

	Number of members		Average subsidy per month- R's		Average weighted age - years	
	2009	2008	2009	2008	2009	2008
Male members	41	41	588	588		73.2
Female members	45	47	408	411		76.0
<b>Total/weighted average</b>	<b>86</b>	<b>88</b>	<b>498</b>	<b>500</b>		<b>74.6</b>

#### 14.5 Valuation results

The results of the current valuation compared to the results as at 31 March 2008 are as follows:

	2009 R'000	2008 R'000
--	---------------	---------------

##### 14.5.1 Accrued liabilities

Liabilities in respect of:

Members in active employment	98	86
Current continuation members	3,585	3,673
<b>Total</b>	<b>3,683</b>	<b>3,759</b>

The calculation of liabilities is based on the subsidies that are to be paid in the future, and not based on the expected medical utilisation. Assuming that the current level of cross subsidisation between active and continuation members under the medical scheme will continue into the future, the calculated liability represents the employer liability in this regard.

Costs for the period 1 April 2008 to 31 March 2009:

	Interest cost R'000	Service cost R'000
--	---------------------------	--------------------------

Members in active employment	8	10
Current continuation members	342	-
<b>Total</b>	<b>350</b>	<b>10</b>

# Notes to the annual financial statements continued

as at 31 March 2009

## 14.5 Valuation results (continued)

### 14.5.2 Accrued liabilities (continued)

The accrued liabilities of active members increased, by approximately 13,9% (2008: 5%) during the current period. This increase is as a net result of the following factors:

- The change in the average age and average accrued service of the active members qualifying for the subsidy led to additional liabilities of approximately 15,5% (2008: 14%).
- The liabilities have increased by approximately 3% (2008: 2%) due to higher than expected increases in the monthly subsidies.
- The net change in the assumption in respect of the discount rate and the medical inflation rate has decreased the liabilities by approximately 4,6% (2008: 11%).

The decrease observed in respect of the accrued liabilities of current continuation members of approximately 2,4% (2008: 15%) is the net result of the following factors:

- The change in the assumption in respect of the discount rate has decreased the liabilities by approximately 2,1% (2008: 8%).
- Two new members exited during the valuation period which led to a decrease in accrued liabilities of approximately 1,9%.
- The ageing of the continuation member population as well as the higher than expected decrease in the continuation members led to a reduction in accrued liabilities of approximately 2,6% (2008: 8%).

In order to show the sensitivity of the key assumption used in calculating the liabilities in respect of the active members, the effect was calculated on an increase or decrease of 100 basis points in the medical inflation assumption. The results are as follows:

<b>Assumption</b>	<b>Variation</b>	<b>Accrued liability in respect of active members R'000</b>	<b>% change in total accrued liability %</b>
Medical inflation +	100 basis points	118	19,9
Medical inflation -	100 basis points	82	(16,4)

The liability in respect of current continuation members remains R3 585 000 (2008: R3 673 000) under both scenarios, since it is not affected by medical inflation.

The effect of assumed future subsidy increases of 1%, 3% and 5% annually was calculated in order to show the sensitivity of this key assumption. The results are as follows:

<b>Accrued liabilities</b>	<b>1% increase R'000</b>	<b>3% increase R'000</b>	<b>5% increase R'000</b>
Liabilities in respect of:			
Members in active employment	107	130	163
Current continuation members	3,796	4,301	4,960
<b>Total</b>	<b>3,903</b>	<b>4,431</b>	<b>5,123</b>

## 14.6 Valuation results (continued)

### 14.6.1 Mortality

No mortality rates have been used in respect of the period before retirement. In respect of the period after retirement, the published PA90 (ultimate) mortality tables for males and females respectively were used.

### 14.6.2 Interest and inflation rate

The basis for the valuation should be based on current market conditions. The future investment return assumption, taking into account the average term of the liabilities, should be based on the yield of the R186 (2008: R186) government bond, as at 31 March 2009). The inflation rate is based on the difference between an appropriate index-linked bond, the R197 (2008: R197), and the R186 (2008: R186) government bond. Medical inflation is expected to exceed general inflation by 3% (2008: 3%) per annum and no provision for future increases in respect of continuation members are allowed for.

The following valuation assumptions were used compared to the assumptions as at 31 March 2008 which are consistent with the requirements of IAS19:

	<b>2009</b>	<b>2008</b>
	<b>% per annum</b>	
Discount rate	8.9	9.3
Expected investment return	9.9	10.8
General inflation rate	5.9	6.8
Medical inflation rate	8.9	9.8
Subsidy increase rate, in respect of continuation members	-	-

### 14.6.3 Withdrawals

No withdrawal assumptions were used for the valuation.

### 14.6.4 Early retirements

An average age was assumed at retirement of 60 years in respect of all members and that the full subsidy will be paid irrespective of the number of years' service.

# Notes to the annual financial statements continued

as at 31 March 2009

## 14.6 Valuation results (continued)

### 14.6.5 Number of Dependants

HSRC has assumed that at retirement the member will have one dependant, being a spouse. HSRC has used the actual number of dependants of the continuation members as provided. HSRC has also assumed that a wife will be 5 years younger than her husband.

### 14.6.6 Amount of Subsidy

For the continuation members, I used the monthly subsidies as at 31 March 2009 provided by HSRC.

For the active member, I have projected the monthly subscription (excluding contributions towards a medical savings account) as at 31 March 2009 using the subscription at 1 January 2009, together an assumption of 8,9% per annum for medical inflation between 1 January 2009 and 31 March 2009. The resultant values are as follows:

Discovery Health - Comprehensive Essential Plan

Member	R1 560
Member + 1 dependant	R3 035

## 15 Deferred Income

Government grants received, to be recognised in future accounting periods

	<b>2009</b>	<b>2008</b>
	<b>R 000</b>	<b>R 000</b>
Balance at the beginning of the year	10,643	3,566
Portion of grant used to acquire depreciable assets	7,018	9,720
Grants recognised in income	(3,812)	(2,643)
Balance at the end of the year	<b>13,849</b>	<b>10,643</b>

## 16 Trade & Other Payables

Trade creditors	5,026	990
Accruals	22,192	30,843
Deposits	-	116
<b>Total</b>	<b>27,218</b>	<b>31,949</b>

The HSRC considers that the carrying amount of trade and other payables approximates their fair value.



	<b>2009</b>	<b>2008</b>
	<b>R 000</b>	<b>R 000</b>
<b>17 Income received in advance</b>		
DST	1,279	5,204
RNE	-	2,484
WK Kellogg Foundation	-	1,317
World Bank	871	4,035
Other funding agencies	50,052	33,125
	<b>52,202</b>	<b>46,165</b>

Income received in advance relates to research work still to be completed in the new financial year.

## 18 Provisions

<b>Balance at the beginning of the year</b>	<b>10,110</b>
Utilised	(8,126)
Leave paid	(1,267)
Days taken	(6,859)
Provision for the year	8,664
<b>Balance at the end of the year</b>	<b>10,648</b>

The 'Provisions' balance includes leave pay and bonus provisions which relate to the HSRC's estimated liabilities arising as a result of services rendered by employees.

## 19 Net cash outflows from operating activities

<b>Surplus/(Loss) for the year</b>	<b>(535)</b>	<b>(5,125)</b>
Adjusted for:		
- Depreciation on property, plant and equipment	5,383	4,219
- (Profit)/Loss on disposal of property, plant and equipment	(1)	162
- Interest paid	11	-
- Increase in provisions	538	362
- Adjustment for deferred Income recognised in revenue	3,206	7,077
<b>Operating cash inflows before working capital changes</b>	<b>8,602</b>	<b>6,695</b>
<b>Working capital changes</b>	<b>6,470</b>	<b>18,391</b>
- (Increase)/Decrease in inventories	(819)	570
- Decrease/(Increase) in receivables	5,690	(5,564)
- (Decrease)/Increase in payables	(4,731)	12,345
- Decrease/(Increase) in Prepayments	916	(1,881)
- Increase in income received in advance	6,037	13,148
- Movement in Lease Accruals	(1,002)	(1,048)
- Movement in Lease Commitments	379	821
<b>Net cash inflows from operating activities</b>	<b>15,072</b>	<b>25,086</b>

# Notes to the annual financial statements continued

for the year ended 31 March 2009

	2009 R'000	2008 R'000
<b>20. Capital expenditure</b>		
Approved by management, but not yet contracted	2,500	14,017
The capital expenditure is to be financed as follows:		
Internally-generated funds and grants approved for capital expenditure	<b>2,500</b>	<b>14,017</b>

## 21. Financial instruments

Financial assets

	Historical Cost		Fair Value	
	2009 R'000	2008 R'000	2009 R'000	2008 R'000
Cash and cash equivalents	46,848	46,864	46,848	46,864
Trade receivables	33,321	39,011	33,321	39,011
<b>Total financial assets</b>	<b>80,169</b>	<b>85,875</b>	<b>80,169</b>	<b>85,875</b>

Financial liabilities

Trade payables	27,218	31,949	27,218	31,949
<b>Total financial liabilities</b>	<b>27,218</b>	<b>31,949</b>	<b>27,218</b>	<b>31,949</b>

## 22. Financial risk management

The main risks arising from the HSRC's financial instruments are market risk, liquidity risk, credit risk and foreign exchange risk.

### **Credit risk**

The HSRC trades only with recognised, creditworthy third parties. It is the HSRC's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivables balances are monitored on an ongoing basis with the result that the HSRC's exposure to bad debts is not significant. The maximum exposure is the carrying amounts as disclosed in Note 10. There are no significant concentration of credit risk within the HSRC.

With respect to credit risk arising from the other financial assets of the HSRC, which comprise cash and cash equivalents, the HSRC's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments. The HSRC's cash and cash equivalents are placed with high credit quality financial institutions, therefore the credit risk with respect to cash and cash equivalents is limited.

### Exposure to credit risk

The maximum exposure to credit risk at the reporting date from financial assets was:

	<b>2009</b>	<b>2008</b>
	<b>R000</b>	<b>R000</b>
Cash and cash equivalents	46,848	46,864
Trade and other receivables	33,321	39,011
<b>Total</b>	<b>80,169</b>	<b>85,875</b>

### Concentration of credit risk

The maximum exposure to credit risk for financial assets at the reporting date by credit rating category was as follows:

<b>2009</b>	<b>AAA and government</b>	<b>Unrated</b>
	<b>R'000</b>	<b>R'000</b>
Cash and cash equivalents	46,848	
Trade and other receivables		33,321

<b>2008</b>	<b>AAA and government</b>	<b>Unrated</b>
	<b>R'000</b>	<b>R'000</b>
Cash and cash equivalents	46,864	
Trade and other receivables		39,011

The following table provides information regarding the credit quality of assets which may expose the HSRC to credit risk:

<b>2009</b>	<b>Neither past due nor impaired</b>	<b>0 - 2 months</b>	<b>More than 2 months</b>	<b>Carrying value</b>
	<b>R'000</b>		<b>R'000</b>	
Cash and cash equivalents	46,848			46,864
Trade and other receivables	33,321	33,321	-	33,321

<b>2008</b>	<b>Neither past due nor impaired</b>	<b>0 - 2 months</b>	<b>More than 2 months</b>	<b>Carrying value</b>
	<b>R'000</b>			<b>R'000</b>
Cash and cash equivalents	46,864			46,864
Trade and other receivables	39,011	30,282	8,729	39,011

### Market risk

Market risk is the risk that changes in market prices, such as the interest rate will affect the value of the financial assets of the HSRC.

# Notes to the annual financial statements continued

for the year ended 31 March 2009

## **Interest rate risk**

The HSRC's exposure to interest risk is managed by investing, on a short-term basis, in current accounts.

## **Liquidity risk**

Liquidity risk is the risk that the HSRC would not have sufficient funds available to cover future commitments. The HSRC regards this risk to be low; taking into consideration the HSRC's current funding structures and availability of cash resources.

The following table reflects the HSRC's exposure to liquidity risk from financial liabilities:

<b>2009</b>	<b>Carrying amount</b>	<b>Total cash flow</b>	<b>Contractual cash flow within 1 year</b>
Other financial liabilities	27,218	27,218	27,218

<b>2008</b>	<b>Carrying amount</b>	<b>Total cash flow</b>	<b>Contractual cash flow within 1 year</b>
Other financial liabilities	31,949	31,949	31,949

## **Net gains and losses on financial instruments**

The following table presents the total net gains or losses for each category of financial assets and financial liabilities:

<b>2009</b>	<b>Designated at fair value</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>
Interest income	5,143	5,143
Foreign exchange losses	-	-
<b>Total net gains recognised in the statement of financial performance</b>	<b>5,143</b>	<b>5,143</b>

<b>2008</b>	<b>Designated at fair value</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>
Interest income	6,868	6,868
Foreign exchange gains	-77	-77
<b>Total net gains recognised in the statement of financial performance</b>	<b>6,791</b>	<b>6,791</b>

### **Foreign exchange risk management**

The Council does not hedge foreign exchange transactions due to the contractual arrangement which effectively designates transactions in ZAR. Most invoices are processed in ZAR to avoid these differences.

### **Sensitivity analysis**

The HSRC is exposed to interest rate changes in respect of returns on its investments with financial institutions and interest payable on finance leases contracted with outside parties.

## **23. Related parties**

The HSRC is a schedule 3A National Public Entity in terms of the Public Finance Management Act (Act 1 of 1999 as amended) and therefore falls within the national sphere of government. As a consequence the HSRC has a significant number of related parties being entities that fall within the national sphere of government.

Unless specifically disclosed, these transactions are concluded on an arm's length basis. There are no restrictions in the HSRC's capacity to transact with any entity.

### **23.1 Transactions with related entities**

**The following is a summary of transactions with related parties during the year and balances due at year-end:**

	Services rendered		Services received		Amounts due from	
	2009 R'000	2008 R'000	2009 R'000	2008 R'000	2009 R'000	2008 R'000
ARC Roodeplaat	-	6	-	-	-	6
Center for Education policy development *	3,637	-	-	-	-	-
The Development Bank of Southern Africa Limited	1,290	-	19	-	-	-
Film and Publications Board	-	250	-	-	-	-
Independent Development Trust	1	246	-	-	-	-
Industrial Development Corp. of South Africa Limited	-	473	-	-	-	-
Medical Research Council	80	68	102	-	-	-
SA Medical Research	-	-	6	-	-	-
MINTEK	-	-	-	-	-	-
National Development Agency	-	753	-	-	-	-
National Heritage Council	-	35	-	-	-	-
National Advisory Council on Innovation	-	572	-	-	-	-
National Electronic Media Inst.	-	4	-	-	-	-
SASSETA	-	2,000	-	-	-	-
Stats SA	-	268	-	-	-	-

# Notes to the annual financial statements continued

for the year ended 31 March 2009

	Services rendered		Services received		Amounts due from	
	2009 R'000	2008 R'000	2009 R'000	2008 R'000	2009 R'000	2008 R'000
South African Revenue Services Agency (SITA)	1,325	-	-	-	-	-
Agency of SA SAQA	-	2	1,504	-	-	-
SAQA	67	-	78	-	-	-
SA Post Office	-	-	12	-	-	-
Telkom SA	-	-	228	-	-	-
Umgeni Water Board	4	-	-	-	-	-
Commission for gender equity Consultative Council	4	-	-	-	-	-
Department of Trade and Industry	-	-	-	-	-	-
The Independent Electoral Commission	1,998	-	-	-	-	-
The Water Research Commission	4,702	-	-	-	-	-
Bubesi Registrars (Pty) Ltd **	-	68	-	-	-	-
	-	-	4,470	-	-	-
<b>Total</b>	<b>13,108</b>	<b>4,949</b>	<b>6,419</b>	<b>-</b>	<b>-</b>	<b>6</b>

\* A board member of the HSRC is a CEO of Centre for Education Policy Development

\*\* An employee of Bubesi was seconded to the HSRC in the position of Acting Finance Director to facilitate skills transfer

## 23.2 Related parties (continued)

National government business enterprises

CSIR - African Advanced Institute for information	-	-	-	-	-	-
CSIR - BioSciences	-	-	-	40	-	-
CSIR - Built Environment Unit	491	1,824	-	-	-	574
CSIR - Central Library Service	-	11	-	-	-	-
CSIR - Defence, Peace, Safety and Security	-	109	-	-	-	90
CSIR - Environmentech Pretoria	-	89	-	-	-	134
CSIR - Meraka	-	120	-	-	-	-
CSIR - Natural Resources and the Environment	-	-	-	156	-	-
<b>Total</b>	<b>491</b>	<b>2,153</b>		<b>196</b>	<b>-</b>	<b>798</b>
Provincial public entities	-	-	-	-	-	-
Eastern Cape Socio-Economic Consultative Council (ECSECC)	35	-	-	-	-	-
	-	315	-	-	-	158
<b>Total</b>	<b>35</b>	<b>315</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>158</b>
<b>Grand total</b>	<b>13,634</b>	<b>7,417</b>	<b>6,419</b>	<b>196</b>	<b>-</b>	<b>962</b>

**23.3 Fees paid to council members and Executive management salaries:-**

Council Members	Council Fees	Projects	2009		Total	2008 Total
			Executive Management Salaries			
	R	R	R	R	R	R
Gerwel G.J.	6,022	-	-	6,022		11,204
Morrow W.E.	2,240	-	-	2,240		28,043
Motala M.E.	12,116	-	-	12,116		36,447
Ntombela-Nzimande P.	4,480	-	-	4,480		14,108
Pityana S.M.	10,502	-	-	10,502		-
Sisulu M.V.	4,480	-	-	4,480		12,262
Gasa N	2,240	-	-	2,240		2,083
Gobodo-Madikizela P	-	-	-	-		-
Webster EC	4,480	-	-	4,480		8,354
Shisana O (ex officio as CEO)	-	-	1,836,753	1,836,753		1,677,400
Executive Directors	-	-	10,345,312	10,345,312		7,928,563
	<b>46,560</b>	<b>-</b>	<b>12,182,065</b>	<b>12,228,625</b>		<b>9,718,464</b>
<b>2008 Total</b>	<b>134,691</b>	<b>-</b>	<b>9,605,963</b>	<b>9,740,654</b>		<b>9,740,654</b>

**23.4 The following is a list of Executive Directors for the years ended 31 March 2008 and 2009**

**2009**

Dr M Altman  
 Mr Martin Fox (Resigned)  
 Dr KM Kondlo  
 Prof. D Labadarios  
 Dr A Kanjee  
 Dr T Masilela  
 Dr U Pillay  
 Prof. LM Richter  
 Prof. L Simbayi (Acting)  
 Dr V Reddy  
 Prof MJ Kahn (Retired)

**2008**

Dr M Altman  
 Mr MJ de Klerk (Resigned)  
 Prof. AM Habib (until 31/08/2007)  
 Prof. MJ Kahn  
 Dr A Kanjee  
 Dr T Masilela  
 Dr U Pillay  
 Prof. LM Richter  
 Dr L Rispel (Resigned)  
 Dr AH Kraak (01/04/07 to 30/04/07)  
 Prof. S Makoni (01/07/07 to 30/11/07)  
 Mr G Makakane (01/07/07 to 20/03/08)  
 Dr KM Kondlo  
 Dr V Reddy

**24. Income tax exemption**

The HSRC is currently exempt from Income Tax in terms of section 10(1)(a) of "receipts and accruals of the government or any provincial administration" of the Income Tax Act, 1962.

# Notes to the annual financial statements continued

for the year ended 31 March 2009

## 25. Critical management assumptions and judgments

### *Accumulated surpluses*

As at 31st May 2009, the HSRC had not received a response from National Treasury with respect to their request to retain the accumulated surplus to cover future expenditure. The HSRC assumes that approval will be granted to retain its surplus funds and has therefore not made any provision for the repayment of surplus funds of (2008: R97 905) or any portion thereof to Treasury.

### *Ring-fenced Grants received*

The HSRC has not provided for the repayment of the unspent portion of ring-fenced grants received during the year in respect of capital investment and expenditure. The HSRC has already committed the majority of the funds on capital investments.

### *Provision for doubtful debts*

The HSRC has provided for doubtful debts and is of the opinion that the provision raised is reasonable and sufficient to cover any potential irrecoverable amounts in respect of services rendered.

## 26. Prior Period Errors - Adjustments

The following prior period errors have been identified and the specific effect on financial statements. These errors have been corrected and comparatives restated accordingly. Effect on 2008 financial statements are as follows:

These prior period errors have no tax effect as the HSRC is exempt in terms of the Income Tax Act.

### 26.1 Understated Cost of Sales and Expenses

*During the financial period ended 31 March 2009, the entity identified prior year expenses which had not been accounted for in the correct accounting, being year ended 31 March 2008.*

The effect of these adjustments being:

Increase in Administration Expenses	6314
Increase in Operating Expenses	906
Increase in Cost of Sales	2,798
Increase in Trade & Other Payables	10,018
Decrease in Surplus	(10,018)

### 26.2 Understated Prepayments

*Prepaid amounts for expenses relating to the financial period ending 31 March 2009 were recognised as an expense in the period ended 31 March 2008.*

Decrease in Operating Costs	(141)
Decrease in Administration Expenses	(866)
Increase in Prepayments	1,007
Increase in Surplus	1,007



**26.3 Incorrect valuation of inventory**

*An incorrect inventory valuation basis was applied resulting in an overstatement of inventory balance reported in the year ended 31 March 2008.*

Increase In Administration Expenses	933
Increase In Inventory	933
Decrease in Surplus	(933)

**26.4 Understated Revenue**

*Revenue for publication sales was not accrued at 31 March 2008, resulting in understatement of revenue for the period then ended.*

Increase in debtors	74
Increase in Publication Income	74
Increase in Surplus	74

**26.5 Lease Expenses**

*The entity identified that lease actualisation computations performed for the year ended 31 March 2008 were either incorrect or incomplete. Correction of these anomalies resulted in the following adjustment:*

Increase in Lease Expenses	300
Increase in Lease equalisation liability	300
Decrease in Surplus	(300)

**26.6 Intangible Assets**

*There was recognition of an intangible asset, in the period ended 31 March 2006, when the item procured did not meet recognition criteria, as defined.*

Decrease in Accumulated Depreciation	(82)
Decrease in Intangible Assets	(1,249)
Decrease in Retained Earnings	(1,167)

**26.7 Depreciation and Amortisation Expense**

*The incorrect recognition noted under note 29.6, resulted in an overstatement of Depreciation and Amortisation expense in the financial year ended 31 March 2008.*

Decrease in Accumulated Depreciation & Amortisation	(55)
Decrease in Amortisation & Depreciation Expense	(55)
Increase in Surplus	55

**26.8 Intangible Asset expensed**

*An intangible procured in the financial period ended 31 March 2006 was expensed when it met the intangible asset recognition criteria. The asset and respective accumulated depreciation was reinstated.*

Increase in Intangible Assets	294
Increase in accumulated depreciation	50
Increase in Surplus	244

# Notes to the annual financial statements continued

for the year ended 31 March 2009

## 26.9 Depreciation and Amortisation Expense

*The depreciation and amortisation expense relating to intangible asset, note 29.8 , for the financial period ended 31 March 2008 was adjusted as follows:*

Increase in Depreciation & Amortisation Expense	15
Increase in Accumulated depreciation	15
Decrease in Surplus	(15)

## 26.10 Property, Plant & Equipment

*During the financial year ended 31 March 2008, computer equipment procured was expensed as consumable goods. Computer equipment was reinstated to property, plant and equipment.*

Increase in Computer Equipment	83
Increase in Office Furniture	175
Decrease in Consumable Expenses	258

## 26.11 Depreciation and Amortisation Expense

*The depreciation and amortisation expense relating to Computer Equipment, note 29.10 , for the financial period ended 31 March 2008 was adjusted as follows:*

Increase in Depreciation Expense	22
Increase in Accumulated Depreciation	22

## 26.12 Lease Equalisation Liability Adjustment

*The entity identified that lease actualisation computations performed for the year ended 31 March 2007 were either incorrect or incomplete. Correction of these anomalies resulted in the following adjustment:*

Increase in Lease Expenses	361
Increase in Lease Equalisation account	361

## 26.13 Bad debts provision

*The entity identified bad debts relating to year ended 31 March 2007, which were incorrectly written off against income in the year ended 31 March 2008. Correct entries were processed as follows:*

31 March 2008 adjustment	
Increase in Trade & Other Receivables	495
Increase in Revenue	495
31 March 2007 adjustment	
Decrease in bad debts provision	(495)
Decrease in accounts receivables	(495)

## 26.14 Bad debts provision

*The entity identified bad debts relating to year ended 31 March 2008, which were incorrectly written off against income in the year ended 31 March 2009. Correct entries were processed as follows:*

31 March 2009 adjustment	
Increase in Trade & Other Receivables	47
Increase in Revenue	47

31 March 2008 adjustment	
Decrease in bad debts provision	(47)
Decrease in accounts receivables	(47)

**26.15 Retention of surplus for skills development**

*Part of the reported Surplus funds for the year ended 31 March 2008 was used to fund Internship training program in the subsequent financial year ended 31 March 2009. The funding was recognised as income in the year ended 31 March 2008.*

Decrease in Revenue	(3,300)
Increase in Liability	3,300
Decrease in Surplus	(3,300)

Prior Period Errors - Reclassifications

**26.16 Income Received in Advance (Innovent)**

*Ring fenced funds, received in advance, relating to financial year ended 31 March 2008 were incorrectly classified as deferred income. These funds were earmarked for rental of computer equipment from Innovent.*

Decrease In Deferred Income	(3,026)
Increase in Income Received Advance	3,026

**26.17 Computer Equipment**

*Computer equipment was initially recognised as an intangible asset at date of purchase. Reallocation was done to computer equipment and depreciation recomputed and restated at rates applicable to the category.*

Increase in computer equipment (Cost)	142
Decrease in Intangible Assets (Cost)	(142)
Increase in Accumulated Depreciation	142
Decrease in Retained Earnings	(109)
Increase in Accumulated Depreciation	109

**26.18 Computer Equipment and Office Furniture**

*Assets which had been incorrectly written in the financial year ended 31 March 2007 and are still in use were reinstated into the asset register.*

Increase in Office Furniture	160
Increase in Computer Equipment	269
Increase in accumulated depreciation-Office Furniture	61
Increase in accumulated depreciation-Computer Equipment	69
Increase in Retained earnings	299

# Notes to the annual financial statements continued

for the year ended 31 March 2009

**26.19** *The reinstatement of the assets noted in 26.18 above resulted in additional depreciation expense in the financial year ended 31 March 2008*

Increase in Depreciation and Amortisation Expense - Office Furniture	10
Increase in Depreciation and Amortisation Expense - Computer Equipment	51
Increase in Accumulated Depreciation - Office Furniture	10
Increase in Accumulated Depreciation - Computer Equipment	51

**26.20 Reclassification of debit balances**

*Debit balances were disclosed under Trade and Other payables in the financial period ended 31 March 2008. These were corrected as follows:*

Increase in Trade and Other Receivables	2,313
Increase in Trade and Other Payables	2313

**26.21 Reclassification of credit balances**

*Credit balances were disclosed under Trade and Other Receivables in the financial period ended 31 March 2008.*

*These were corrected as follows:*

Increase in Trade and Other Receivables	131
Increase in Trade and Other Payables	131

<b>31 March 2009</b>	<b>31 March 2008</b>
<b>R'000</b>	<b>R'000</b>

**27 Fruitless & Wasteful Expenditure and Irregular Expenditure**

**Fruitless & Wasteful Expenditure**

**Reconciliation of fruitless and wasteful expenditure**

Opening balance	-	-
Fruitless and wasteful expenditure – Interest Paid	12	-
Fruitless and wasteful expenditure - employee dismissal	104	-
	<b>116</b>	<b>-</b>

**Analysis of Current Fruitless and wasteful expenditure**

**Incident**

**Disciplinary steps taken/criminal proceedings**

Other Fruitless and Wasteful expenditure consists of Interest paid to Department of Labour and Telkom for late payments.	In progress
--	-------------

**Incident****Disciplinary steps taken/criminal proceedings**

An employee was dismissed without following proper procedures. The matter was referred to CCMA and ruled in his favour. An out of court settlement was agreed and was paid during the period under review.

In progress

**31 March 2009**   **31 March 2008**  
**R'000**                      **R'000**

**Irregular Expenditure****Reconciliation of irregular expenditure**

Opening balance

Irregular expenditure – current year (Suppliers not on HSRC Data Base)

Irregular expenditure - employee suspended

Irregular expenditure condoned

Transfer to receivables for recovery

Irregular expenditure awaiting condonement

	5,838	45,856
	248	
	<b>6,086</b>	<b>45,856</b>

**Analysis of Current irregular expenditure****Incident****Disciplinary steps taken/criminal proceedings**

Irregular expenditure relates to approved expenditure to suppliers which was not on HSRC's Supplier data base and for which no contract or Service Level Agreement was in place. This was due to late implementation of the Supply Chain Management which was only introduced in September 2007.

In progress

**Incident****Disciplinary steps taken/criminal proceedings**

An employee was suspended, with full benefits for 10 months, without adhering to code of conduct stipulations.

Employee reinstated. Disciplinary action in progress

# The Human Sciences Research Council report of the Audit Committee

Report of the Audit Committee required by Treasury Regulations 27.1.7 and 27.1.10 (b) and (c) issued in terms of the Public Finance Management Act 1 of 1999, as amended by Act 29 of 1999 for the year ended as at 31 March 2009

We are pleased to present our report for the financial year ended 31 March 2009.

## Audit Committee members and attendance

The Audit Committee of the HSRC (the Committee') consists of the members listed hereunder and is required to meet at least three times per annum as per its approved terms of reference. During the year under review, three meetings were held.

<b>Name of member</b>	<b>Number of meetings attended</b>
Mr SM Pityana (Chair)	2
Mr A Mashifane	3
Mr RJ Page-Shipp	3
Ms RN Xaba	3
Professor WE Morrow (until 11 February 09)	-
Dr O Shisana (CEO)	3

The Committee's meetings have regularly included the internal auditors and representatives from the Auditor-General's Office.

## Audit Committee responsibility

The Committee confirms that it has adopted appropriate formal terms of reference as its charter. The Committee also confirms that it has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

Accordingly, the Committee operates in accordance with the terms of the said charter and is satisfied that it has discharged its responsibilities in compliance therewith.

The Committee further confirms that it has complied with its responsibilities arising from section **51(1)(a) of the Public Finance Management Act** (the PFMA') and **Treasury Regulation 27.1.**

## The effectiveness of internal control

The system of control is designed to provide cost-effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the PFMA and the King II

Report on Corporate Governance requirements, Internal Audit is required to provide the Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of a risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. The HSRC engages an outsourced service provider to deliver the required specialized internal audit services.

The Audit Committee has noted concerns raised in the Auditor General's report on financial statements specifically regarding deficiencies in the design and implementation of internal controls in respect of financial and risk management; and the lack of an approved internal audit plan and the fact that the internal audit function did not substantially fulfill its responsibilities during the year. During the year under review, the HSRC secured the services of a new outsourced internal auditor after having followed due procurement process. It was agreed at the Committee meeting of 24 July 2008 that the new service provider would initially function according to an interim plan, with the development of a three-year rolling strategic internal audit plan and an annual plan based on a detailed risk assessment as first deliverables for this period. By 31 March this process had not been concluded. This resulted in the HSRC not having an approved internal audit plan for the full financial year and also not meeting requirements of the Treasury Regulation 27.2. Subsequent to year-end, after due consideration by management and with the concurrence of the Committee, a decision was taken to terminate the outsourced internal audit service contract by mutual agreement.

The Committee is committed to ensuring compliance with laws and regulations and has obtained assurance that there is no significant breakdown in the functioning of internal controls of the HSRC's control environment from a review of various reports of the risk compliance function and the Auditor General (including their management letter). The Committee has also noted recommendations of the Auditor General with regard to ways to enhancing good practices in financial management and internal controls.

### **The quality of in-year management and monthly/quarterly reports submitted in terms of the PFMA and the Division of Revenue Act**

The Audit Committee is satisfied with the content and quality of quarterly reports prepared and issued by the Accounting Authority of the HSRC during the year under review.

### **Evaluation of Financial Statements**

The Audit Committee has:

- reviewed and discussed the audited Annual Financial Statements to be included in the annual report, with the Auditor-General and the Accounting Authority;
- reviewed the Auditor-General's management letter and management's response thereto;
- reviewed the appropriateness of the accounting policies and practices; and
- reviewed all adjustments resulting from the audit.

The Audit Committee having considered the financial position of the entity, the report of the Board, and the audit report of the Auditor General concurs with the adoption of the going concern premise in the preparation of the financial statements is appropriate.

The Audit Committee concurs and accepts the Auditor-General's conclusions on the Annual Financial Statements, and is of the opinion that the audited Annual Financial Statements be accepted and read together with the report of the Auditor-General.