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## Office of the CEO

The Office of the CEO provides strategic support to the CEO, the HSRC Council and the organisation as a whole. Four core units, together with the office management team of the CEO, provide an enabling environment for strategic planning, leadership and communication in the context of the mandate, statutory obligations and strategic objectives of the HSRC.

### Business Development

The Business Development unit provides strategic and practical support to the CEO and HSRC to sustain and expand the funding base of the organisation. It also plays a key support role in the preparation of corporate plans and compliance reports.

During the year under review, the Business Development unit was restructured to better support the new marketing and fund-raising strategy of the HSRC. The advisory and coordinating services related to research contracts that had previously been rendered in the Business Development unit had matured into a separate Legal Services unit, and were transferred to Support Services on 1 April 2006. Two new staff members were appointed to: enable the unit to maintain its existing levels of service provision, while becoming more professional and proactive with support for the preparation and submission of online funding proposals to international funding agencies; introduce a new approach to stakeholder management during regular information-sharing meetings; and play a more prominent role in institutional performance management and reporting. These new activities were aligned with the objectives of the fund-raising strategy, namely to focus on more long-term, large-scale funding support by growing the Parliamentary grant, increasing access to public funds and securing grants from selected major funding organisations. The Business Development unit was also able to extend its awareness-raising services on major research funding

opportunities to the broader research community during 2006/07. It helped representatives from the UK-based Economic and Social Research Council (ESRC) and the Joint Electronic Submission Service to present a workshop to interested researchers from across South Africa, on the Joint DFID-ESRC Scheme for research on international poverty reduction. In December 2006, the Director of Business Development was asked to serve as National Contact Point (NCP) for Socio-economic Sciences and the Humanities (SSH) research, under the seventh Framework Programme for research of the European Union. The two other incumbents in the unit were asked to serve as Assistant NCPs for SSH and Science in Society (SiS), respectively. In this capacity, staff in the Business Development unit intends to provide support in awareness-raising and partner searches to help improve South African participation in the Framework programme.

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## Corporate Communications

Corporate Communications provides strategic and professional support for the corporate branding, positioning and communication of the organisation.

The Corporate Communications strategy of raising the visibility of the HSRC externally paid off well during the year under review. The HSRC received media coverage to the advertising value equivalent (AVE), which is the monetary value attached to the free media publicity, of R71,94 million for both broadcast and print media compared to R70,44 million in 2005/06.

As part of managing the HSRC brand, there was an internal drive to educate staff about the HSRC corporate identity. Support was given to staff through the development of programme specific brochures and templates in order to ensure that brand architecture also filters down at research programme level. In the end, brand architecture has enabled the research programmes to be recognised externally, though not as distinct from the HSRC. Internal communication by the CEO became more structured through the CEO note, which is sent electronically. There was also positive feedback on *HearSay* which is also an internal publication which alternates between an electronic and a print format.

Corporate Communications also played a pivotal role in the development and subsequent launch of

the web portal. This enabled the transition from the old website to the new one, a project that had been eagerly anticipated by all staff.

## Council Secretariat

The HSRC Council Secretariat provides support to the HSRC Council, CEO and senior management team according to requirements outlined in the Public Finance Management Act (PFMA) and Human Sciences Research Act.

During the year under review, the Council Secretariat ensured that quarterly Council meetings, and meetings of Council's sub-committees, took place in an efficient and orderly manner. During the year under review, major undertakings of the HSRC Council that were supported by its Secretariat included the development of a Shareholder's Compact with the Minister of Science and Technology which was signed in May 2006. This Compact represents the agreement between the Executive Authority (Minister) and the Accounting Authority (Council) and is a reflection of the expectations of each party, expressed in terms of outcomes and outputs that need to be achieved. The HSRC Council adhered to all the requirements for regular reporting as outlined in the Compact, including the introduction of quarterly performance reports to complement the quarterly financial and compliance reports. All supporting documents required by DST in terms of the Compact were submitted on time, and to the satisfaction of the accounting and executive authorities.

## Facts 'n Figures

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Further to a PFMA compliance review undertaken in 2004/05, the development of a revised Code of Ethics remained on the agenda. This matter was finalised when requirements for the Shareholder's Compact, entered into between the HSRC Council and the Minister of Science and Technology, were dealt with. A Code of Ethics for the HSRC, plus a framework for the related register of interests, were developed and subsequently approved by Council. These have been implemented and are to be updated on a regular basis.

The Council Secretary also compiled and disseminated strategic business documents and minutes, followed up on decisions, and acted as secretary to the monthly workshops of executive directors, meetings of the Bargaining Forum involving management and the Union as well as meetings of the Research Ethics Committee. The REC meets on a monthly basis to deal with the growing number of HSRC research proposals submitted for ethical clearance, and its status as Institutional Review Board granted by the US Office of Research Protections for Federalwide Assurance (Federalwide Assurance FWA 00006347) remains valid.

### International Liaison

The International Liaison unit provides leadership and support to identify, coordinate and systematically manage strategic international relations and engagements of the HSRC.

A Director: International Liaison was appointed towards the end of 2005/06. An office was established in Cape Town, and systems for reporting and coordinating international visits introduced. During the year under review, the International Liaison unit prioritised specific activities to

- enhance HSRC involvement in bilateral science and technology agreements;
- support the implementation of memoranda of understanding (MoUs) with international partners;
- increase the visibility of the HSRC and HSRC research internationally, particularly in the US and Europe;
- support work in Africa and international engagement on social aspects of HIV/AIDS research; and
- communicate regularly with the DST's International Cooperation and Resources section (particularly the directorate for Africa and Multilaterals) to enhance further planning and collaboration.



Dr Olive Shisana and Dr Adebayo Olukoshi, CODESRIA, sign the memorandum of understanding between the two organisations

To support collaborative work in Africa, an MoU between the HSRC and the Council for the Development of Social Science Research in Africa (CODESRIA) was drafted, approved by both institutions and signed by Dr Olive Shisana (HSRC CEO) and Dr Adebayo Olukoshi (CODESRIA Executive Secretary) in September 2006. The implementation of this MoU will support both organisations in achieving strategic objectives. Areas of collaboration will focus on issues that face the continent as a whole, development of all-Africa networks, collaborative research projects, building capacity through exchange programmes and active collaboration between the publishing houses of the respective organisations with the publication, translation and dissemination of materials.