



OFFICE OF THE CEO

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A major undertaking of the Office of the CEO during 2003/04 was to provide planning, administrative and logistical support for the **2003 Institutional Review Panel**. This required the input and involvement of all components in the HSRC and turned out to be a remarkable team effort.

The two-week review period required strong logistical support to enable the seven-person Review team to meet with all the internal and external stakeholders who were invited to contribute to the review process. This was often done in parallel sessions in Pretoria and Cape Town to enable maximum exposure to the viewpoints of the many stakeholders of the HSRC. After the final review report was submitted to the HSRC Council, the CEO's Office also ensured that the report, with the Council's receiving statement, was published and widely disseminated for public information and comment within a very short time period.

The **Council Secretariat** ensured that quarterly Council meetings, and meetings of the Audit Committee, took place in an efficient and orderly manner. Documentation was prepared and circulated well in advance of meetings, to enable informed discussion and decision-making. The Minister of Arts, Culture, Science and Technology joined the Council at its meeting in August 2003, where members of the Council were also asked to





The outgoing Council (from left), Mr Enver Motala, Professor Wally Morrow, Dr Nolulamo Gwagwa, Mr Max Sisulu, Ms Phumelele Ntombela-Nzimande, Dr Mark Orkin, and Professor Jakes Gerwel (Chair).

remain in office for a further six months, in order to receive, and respond to, the report of the Institutional Review Panel.

The Council Secretary also compiled and disseminated strategic business documents and minutes, compiled supporting documents for research *lekgotlas*, followed up on decisions, and acted as secretary to the monthly workshops of executive directors, meetings of the Research Ethics Committee and meetings between Management and the Union.

With regard to the Ethics Committee, a major achievement during the 2003/04 financial year was the successful application to the US Office of Research Protections for Federalwide Assurance within its first year of operation. (Federalwide Assurance FWA 00006347 is posted at <http://ohrp.cit.nih.gov/search/asearch.asp>).

The **Business Development Unit** expanded from one permanent staff member to three. The Unit provides planning, co-ordinating and logistical support for the submission of tender and grants applications, as well as advisory and drafting services for contractual agreements with clients and subcontractors.

The Unit regularly selects funding and tender opportunities

which are discussed fortnightly at Research Business Meetings, which provide the opportunity to discuss and identify potential internal and external collaborators for specific invitations, and to decide on appropriate responses. Only opportunities that support the HSRC's strategic objectives, skills base, and known research capacity, are responded to.

The Unit also captured information on submissions and their outcomes to obtain an overview of relative success rates of various types of applications, and reasons for successes or failures. The following came to light:

- Of 128 funding applications recorded in 2003/04, 73% were known to be successful by May 2004. This is above the average of international standards for similar development-research organisations, and is probably attributable to the HSRC's highly selective responses to tender opportunities.
- Some 53 proposals were recorded in response to competitive calls for tenders, the majority of which were prepared with external collaborators. By May 2004, the known success rate of these types of proposals was



Delegates from the Chinese Academy of Social Sciences (CASS) visited the HSRC in March 2004. From left, Professor Wei Cunping (CASS), Dr Christa van Zyl (HSRC) and Professor Yang Lihua (CASS).

40%. If only South African competitive tender applications are taken into account, some 44 tender proposals were submitted, of which 14 were known successes by May 2004 – a success rate of 32%.

- Proposals prepared following direct approaches from potential collaborators, often from international research institutions, and often in the form of a restricted tender opportunity, resulted in a high success rate (details are in Section 4 of the Council's report).

The growth in external research incomes and the increase in the volume of research contracts, resulted in the appointment of a Contracts and Grants Co-ordinator in November 2003. His appointment will provide improved advisory services to help

strengthen the relationship between project planning, final proposal packaging and contract administration.

During 2003/04, the Unit also assisted the CEO in the production of periodic reports to the Minister and Department of Science and Technology (DST), and for the National Advisory Council on Innovation. These reports, as well as strategic planning sessions in the organisation, have contributed to the preparation of the strategic planning framework to accompany the HSRC's medium-term expenditure framework submission, as well as the budget submission for 2004/05.

The position of **International Relations** Director was not filled in 2003/04 and the Office of the CEO provided support for inter-institutional networking and collaboration, both nation-



ally and internationally, with the help of line function experts in the research programmes.

International relations were strengthened at institutional, programme, project and individual level. In terms of inter-institutional collaboration, the existing Memorandum of Understanding between the HSRC and the Chinese Academy of Social Sciences (CASS) resulted in a visit of two scholars to the HSRC towards the end of 2003/04. The planned visit of an HSRC research delegation had to be postponed to May 2004, due to the earlier outbreak of severe acute respiratory syndrome (SARS) in China.

The regular exchange between South African researchers and researchers from the French *Centre National de la Recherche Scientifique* (CNRS) took place in Bordeaux, France during October 2003 and focused on the broad theme "Africa in the world". Following a call for papers administered by the National Research Foundation (NRF), eight South African social scientists, including three from the HSRC, were selected to participate in the workshop. The HSRC provided support to the NRF and CNRS in planning the theme for the workshop and providing overall academic guidance. Several other visits from delegations seeking inter-institutional collaboration and exchange of information were received during 2003/04, from countries such as Canada, Iran, Kenya, Lesotho and the Netherlands.

The CEO followed up on a recommendation of the 2003 Institutional Review Panel to meet with like social science research institutions in other parts of the world. During 2003/04, he visited the International Social Science Council (ISSC) in Paris, the Economic and Social Research Institute in Dublin, and participated in a workshop of the METAGORA (Measuring Democracy, Human Rights and Good Governance) international research consortium in Paris.

Inter-institutional collaboration between the HSRC and organisations with similar interests in South Africa and other parts of Africa is also receiving more focused attention. A working group consisting of executive directors is currently considering general guidelines to support such agreements.

At programme and project level, research linkages with institutions and individuals in other parts of the world with similar or complementary fields of research expertise also thrived. International conferences were arranged and attended, collaborative funding proposals submitted, and inter-institutional visits facilitated.

A new Director of **Corporate Communications** was appointed in September 2003. She took over from the Marketing Manager of HSRC Publishers who had assumed responsibility as part-time Acting Director since December 2002.

She took up the challenge of improving internal communication by conducting an audit of the various existing internal



The 2003 Institutional Review Panel, from left: Ms Pregs Govender, gender expert, former MP and Chairperson of Parliamentary committee on women; Professor Caroline Hamilton, Director of the Graduate School for Humanities and Social Sciences, University of the Witwatersrand; Professor Teboho Moja (USA/SA), Professor of Higher Education, New York University School of Education and a member of the 1996 National Commission on Higher Education (SA); Dr Jim Mullin (Canada), Mullin Consulting Ltd and science system expert who led the system-wide review of science councils in 1998; Dr Zav Rustomjee, former Director-General of the Department of Trade and Industry, and now responsible for the Southern African energy strategy of BHP Billiton; Professor Aki Sawyerr (Ghana), Director of the African Association of Universities, who also served on the 1997 HSRC review panel; Dr Trevor Coombe, former Deputy Director-General of the Department of Education and Director of the Centre for Education Policy Development, Evaluation and Management (CEPD), currently specialist advisor to the Director-General of Education.

and external communication channels. This resulted in the establishment of an internal electronic newsletter to update staff on organisational and other topical issues. She also commenced the development of a comprehensive communications strategy.

A media strategy was put in place in November 2003, incorporating a suggestion by Council to interact closely with community newspapers and regional radio stations with the aim to disseminate information not only by means of the mainstream media, but also to people living in townships and rural areas.

The year under review saw a steady climb in media coverage emanating from the whole of the HSRC, culminating in media coverage – known as advertising value equivalent (AVE) – of R4,5 million in March 2004 alone. The media monitoring service that monitors and evaluates media, radio and television coverage, reported an estimated free coverage to the value of R22,9 million for 2003/04, compared to R3,3 million during 2002/03 and R1,2 million in 2001/02.

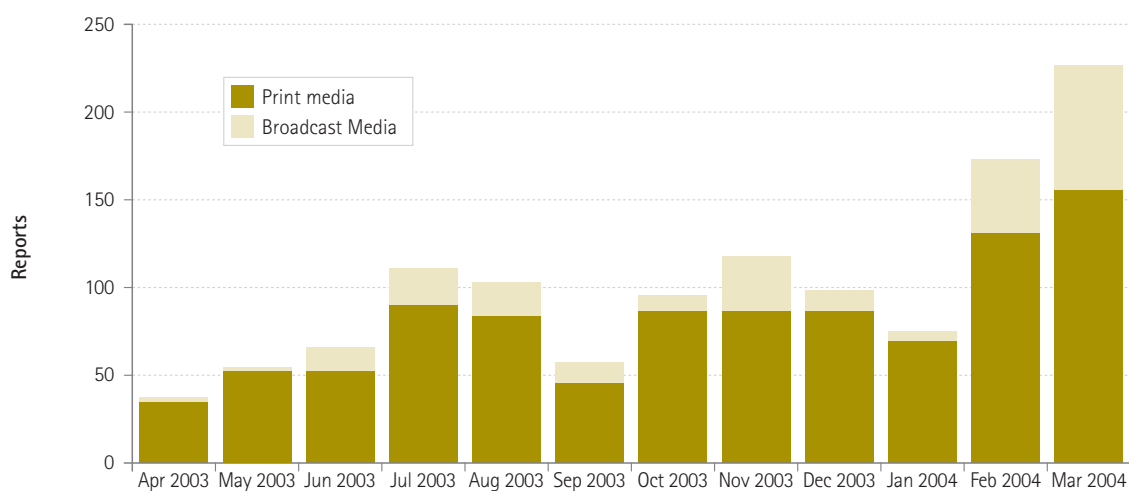


Figure E: Number of HSRC-related media reports

Other highlights included the following:

- the continued production of the *HSRC Review*, a quarterly news bulletin distributed to Parliamentarians, donors, funders, NGOs, schools and diplomats;
- support for the launch of research reports and books, for example the presentation to media and MPs of voting intentions for 2004 elections covered in the new annual South African Social Attitudes Survey (SASAS), and the launch of the 2003 Human Resources Development Review;
- the organising of several major events, such as the 2002/03 Annual Report launch, conferences, the 2003 year-end function, exhibitions, and the regular "Happy Hours" for staff members;
- provision of graphic design support to research programmes and exhibitions.

Plans for 2004/05 include a "climate" survey among staff, in collaboration with the Human Resources Directorate, to establish communication needs within the HSRC and staff perceptions regarding the HSRC as a workplace.

The **Internal Auditor** reports directly to the CEO and the Audit Committee. The adopted Internal Audit Plan for 2003/04 is based on the Risk Assessment Exercise conducted by Deloitte & Touche during 2001/02, and forms part of the three-year roll-out plan to address the identified risks. An update on the risk assessment was intended for 2003/04 and was replaced by a planned follow-up of the 2001 Control Culture Assessment Exercise.

During the year under review, Deloitte & Touche was also contracted to perform the Corporate Governance Review, as well as developing the Fraud Prevention Plan as required by Treasury Regulations. The IT Audit was contracted out to MSGM Masuku Jeena Inc.

The Control Self-Assessment Exercise was planned for the year under review and has been rescheduled for 2004/05. A co-sourced partner, in conjunction with the Internal Audit, will perform this exercise.

The Internal Audit Department performed several compliance audits based on the approved Internal Audit Plan, carried out investigations and conducted *ad hoc* activities.

For the 2003/04 reporting year, the **HSRC Publishers** began to deliver on the goals of its ambitious publishing strategy as a non-profit publisher for the "public benefit". The principal components of this strategy are the effective dissemination of HSRC research outputs and establishing rigorous quality control for publications. Key achievements in this regard include the following:

- HSRC Publishers has established and implemented an international distribution network to ensure that its publications reach all corners of the globe. This has been achieved by entering into agreements with highly reputable distributors of academic publications.
- To further its aims of effective dissemination, HSRC Publishers has entered into co-publication agree-



Guests at the launch of the publication *Sexual abuse of young children in southern Africa*.

ments on selected titles with publishers ranging from established academic houses, such as Cambridge University Press, to specialist social science publishers, such as the Nordic Africa Institute.

- An initiative to bring seminal Francophone texts, published by the Council for the Development of Social Science Research in Africa (CODESRIA), to their Anglophone counterparts is in progress, furthering the aim of disseminating African scholarship across the linguistic divide.
- To raise the visibility of HSRC publications, joint marketing efforts, such as shared international exhibitions, have been held with other social science research organisations.

The commitment to publish academic research of quality entered a new phase with the constitution of an Editorial Board. The role of the Board is to receive and consider reports from external reviewers on proposed publications.

In line with its dissemination mandate, HSRC Publishers offers free electronic publications online. However, orders for printed publications have grown substantially. For the year under review 7 327 HSRC publications were bought, representing an increase of 217% over the previous year. In addition, 5 900 publications were sold to co-publishers. Therefore a

total of 13 227 publications produced by the HSRC entered the market during this period.

The cumulative turnover, from direct sales and co-publication sales for the period, amounted to R1 248 218 – a 124% increase on the previous year's sales turnover.

In addition, HSRC Publishers has developed significant visibility for the HSRC's research output via conference exhibitions, book launches, workshops developed around publications and media coverage of publications – targeted at a cross-section of stakeholders through the mass media, academic publications and focused mailing lists. Appreciation for the HSRC Publishers within the publishing industry has grown, resulting in bookshops' increasing willingness to stock titles, and the agreement of major retail outlets, such as Amazon.com, to list the HSRC's publications.

In the year ahead the focus will be on consolidating and advancing achievement thus far, in service of the mandate to publish social science that makes a difference.

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