

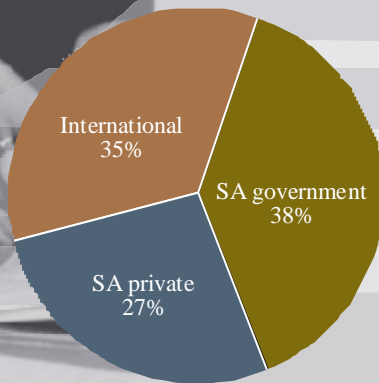
Office of the CEO

A small core of staff provides strategic support to the CEO and the organisation as a whole. It facilitates strategic planning and performance monitoring, advances organisational objectives through the components described below, and manages the lines of accountability to the Council, the Minister, and other stakeholders.

The HSRC Business Development Facility, has been central in achieving greatly improved research earnings over the last two financial years, by

- providing detailed information on tender and funding opportunities at a fortnightly meeting of the CEO, Executive Directors and their section heads, organising responses, and selecting research partners
- giving administrative support on grant applications and contractual requirements
- monitoring income targets, success rates and trends, for future planning

The scale and variety of successful tender and funding applications bode well for the sustained growth of the organisation. More than 40% of competitive applications during 2001/02 have been successful to date, which compares favourably with other research organisations like the HSRC. The top ten externally funded projects in this period, displayed in Table 2 on p. 67 of the Council's report, show a healthy balance between funding received from South African government departments, private sector organisations, and international donor organisations. The balance of this funding is indicated in the adjacent pie chart.



Research earnings from tenders, contracts and in 2001/02

This component also supported the preparation of performance reports and strategic plans to the Minister of Arts, Culture, Science and Technology, his Department (DACST), and the National Advisory Committee on Innovation, and the Parliamentary Portfolio Committee on ACST. Extra capacity is being recruited, especially to assist in directed research requests from national and international stakeholders.

International relations: The HSRC has rapidly become a viable partner in the international social science arena, helped by the networks of the new research leaders. The international relations office supports international visits, projects and relationships with partners. It also participates in DACST initiatives to promote science and technology co-operation, most recently with Nigeria, Egypt and China.

Such developments have strongly positioned the HSRC to contribute to NEPAD. Some of the research programmes' links to other African countries are illustrated by the map on p. 7.

Other important initiatives include an annual international conference with the CNRS in France, and ongoing attention to the European Union framework programmes for research, such as a recent successful proposal with several other on information and communication technologies in African schools.

Internal Audit: The Internal Auditor reports directly to both the CEO and the Council's Audit Committee. The latter sets the Internal Auditor's annual workplan, which is executed with the assistance of a private-sector partner.

During 2001/02 the Internal Auditor participated in the outsourced risk assessment commissioned for Council by the Audit Committee. The exercise identified areas of limitation or risk that might prevent the organisation from meeting its goals. One report identified and prioritised risks, based on an analysis of processes and functions within the HSRC structure, and on interviews with managers. Another drew on a workshop with key HSRC functionaries to assess aspects of the perceived "control culture" of the HSRC. A start has been made to address the identified risks, part through the three-year internal audit plan.

The Corporate Communications section was re-established in January 2002 with the appointment of a Director. New means of communication are in preparation, including a regular newsletter and a redesign of the HSRC website, to enhance the impact of the HSRC's research. The section interfaces closely with the new Publications section, which has taken advantage of outsourced digital publishing to improve the quality and turnaround of HSRC publications.