

HUMAN SCIENCES RESEARCH COUNCIL



A SHARPER
FOCUS ON

POVERTY,
INEQUALITY
AND UNEMPLOYMENT

INTEGRATED ANNUAL

REPORT 2015/16

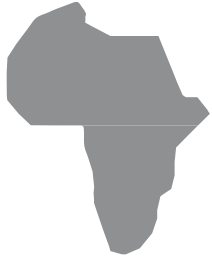


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& technology
Department:
Science and Technology
REPUBLIC OF SOUTH AFRICA



HSRC
Human Sciences
Research Council

Vision and Mission



VISION

The HSRC intends to serve as a knowledge hub for research-based solutions to inform human and social development in South Africa, the African continent, and the rest of the world.



MISSION

The mission of the HSRC is to be a research organisation that advances the social sciences and humanities to help address pressing social issues, such as inequality and poverty and enhance human welfare and development, for public use.



VALUES

As an institution, the HSRC wishes to promote and embody the following values:

- Professional and academic excellence
- Non-partisanship and independence
- Non-discrimination
- Equity
- Honesty and integrity
- Respect
- Fairness that builds trust, and
- Collaboration



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Objectives

- Address developmental challenges;
- Inform effective formulation, monitoring and evaluation;
- Stimulate public debate;
- Help build research capacity and infrastructure;
- Foster research collaboration, networks and institutional linkages;
- Respond to the needs of vulnerable and marginalised groups; and
- Develop and make available data sets

“There is no Them. There are only facets of Us.”

– John Green

<http://www.goodreads.com/quotes/tag/poverty>



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Specific Policy Mandates



Outcome 1: Improved quality of basic education

Outcome 2: A long and healthy life for all South Africans

Outcome 5: A skilled and capable workforce to support an inclusive growth path

Outcome 14: A diverse, social cohesive society with a common national identity

Strategic Intent: To have addressed key priorities facing South Africa through its research.

To have generated new knowledge that helps us understand the changing human and social environment in which we live.



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"There are people in the world so hungry, that
God cannot appear to them except in the form of
bread."

– Mahatma Gandhi

<http://www.goodreads.com/quotes/tag/poverty>



The guiding theme behind the strategic plan of the HSRC for the next five years is therefore **'poverty and inequality: diagnosis, prognosis, responses'**.

Thus, the strategic intent of the HSRC:

- Address through research, key priorities, notably poverty and inequality
- Generate new knowledge to inform further analysis and help decision makers
- Focus on the kinds of social innovations that will need to be foregrounded in shifting and reversing the persistence of poverty and the deepening of inequality: emphasise (social) innovation for inclusive development



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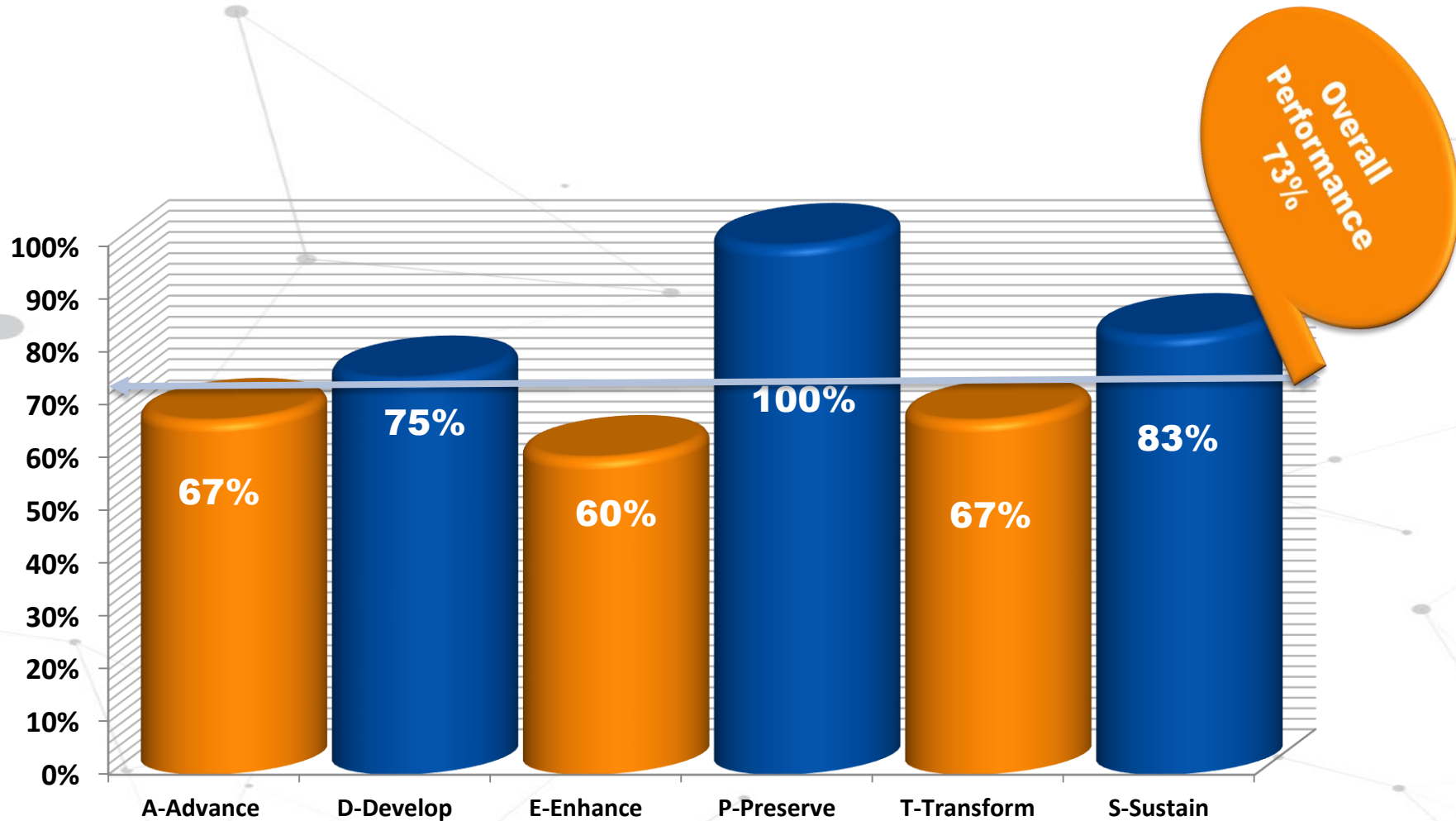
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Strategic outcome oriented goals

- A:** “**Knowledge Advancement** ”: Advancing social sciences and humanities for public use by initiating, undertaking and fostering basic and applied research in human and social sciences, and geopolitical issues; stimulated public debate and disseminated research results.
- D:** “**Contribution to Development and Social Progress in Africa**”: Conducting research, analysing and publishing data that aims to address developmental challenges in South Africa and elsewhere in Africa and the rest of the world.
- E:** “**Enhanced Skills** ”: Contribution to the development of a skilled and capable workforce in the Republic and elsewhere in Africa by providing developing research skills & capacity.
- P:** “**Preserved data & knowledge**”: Digitisation and preservation of data sets.
- T:** “**Transformation**”: Transformation at senior level to reflect the national demographic composition with respect to race and gender.
- S:** “**Financial Sustainability** ”: Improvement and implementation of effective and efficient systems of financial management and good corporate governance; and ensuring sustainability of research funding through long-term research projects and longitudinal studies



Performance against predetermined objectives



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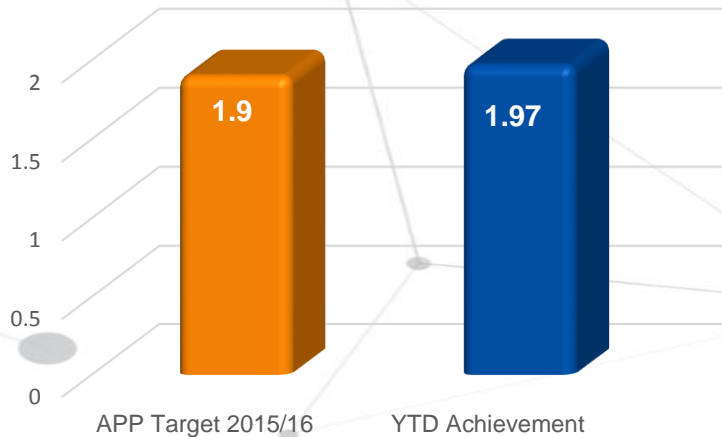


HSRC 2015/16 Performance against targets

Strategic Outcome Goal 1: A Knowledge Advancement

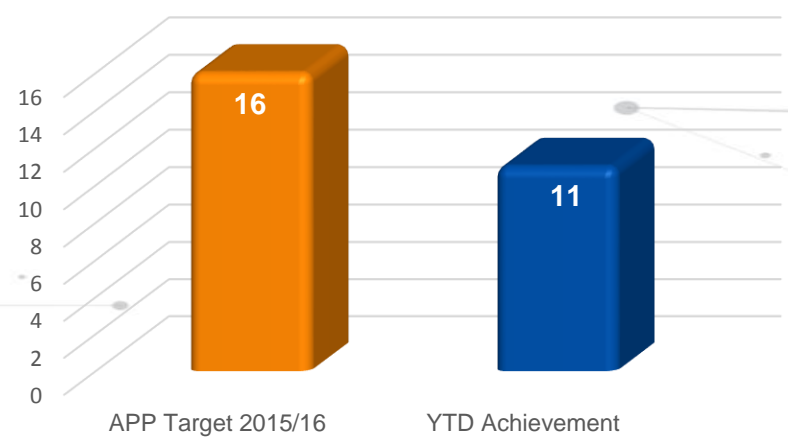
Peer-reviewed journal articles:

The number of peer-reviewed publications in an internationally accredited scientific journal, per senior researcher (SRS / SRM and above) during the period under review



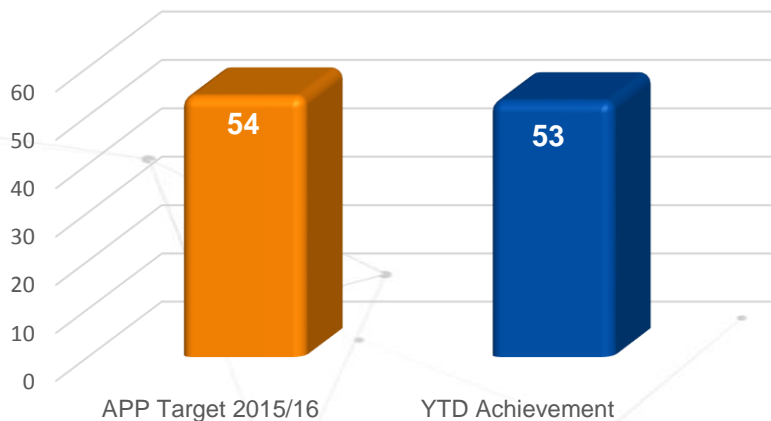
Scholarly books published:

The number of recognised books with at least one HSRC researcher listed as author or co-author, published during the period under review.



Scholarly book chapters published:

The number of recognised book chapters with at least one HSRC researcher listed as author or co-author, published during the period under review.



Strategic Outcome Goal 1: A - Knowledge Advancement

Objective 1.1: Dissemination of knowledge through public dialogue and publications

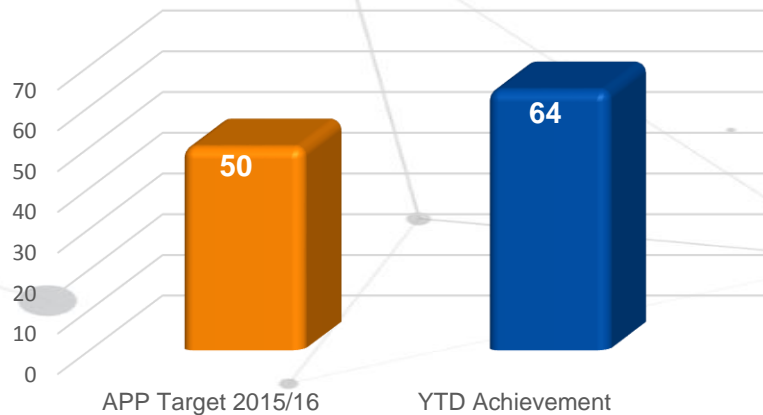
Objective statement: The HSRC will have stimulated public debate through effective dissemination of fact-based research results, thereby contributing to knowledge generation and dissemination globally by hosting public dialogue and publishing peer-reviewed journal articles in internationally accredited scientific journals; recognised books and book chapters with at least one HSRC researcher listed as author or co-author; and non-peer reviewed journal articles by the end of 2019/20.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 1: A Knowledge Advancement; continued

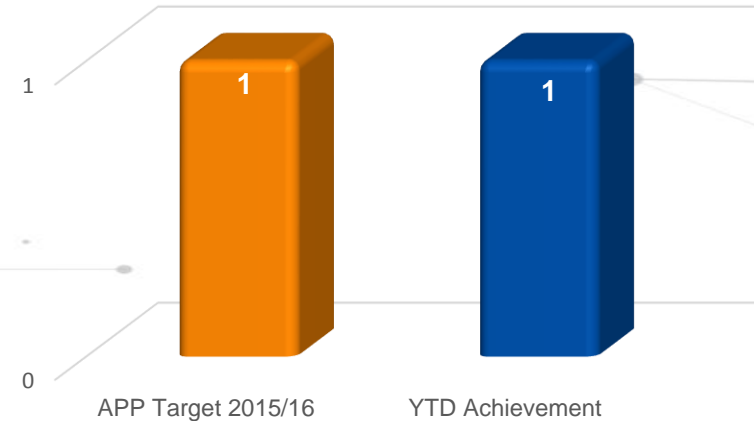
HSRC research seminars convened:

The number of HSRC research seminars hosted during the year under review.



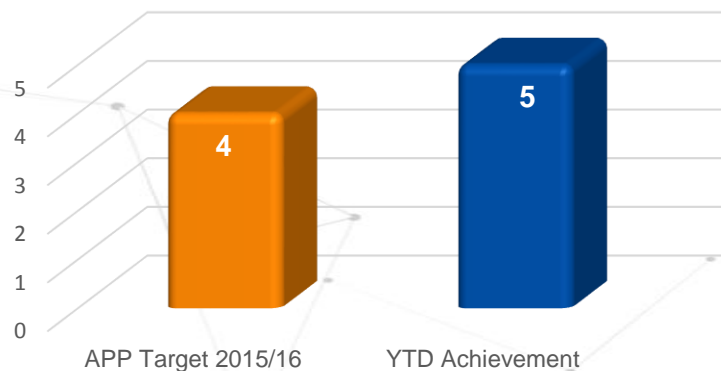
Publications from ring-fenced funding:

The number of *State of the Nation* book volumes produced and published during the period under review.



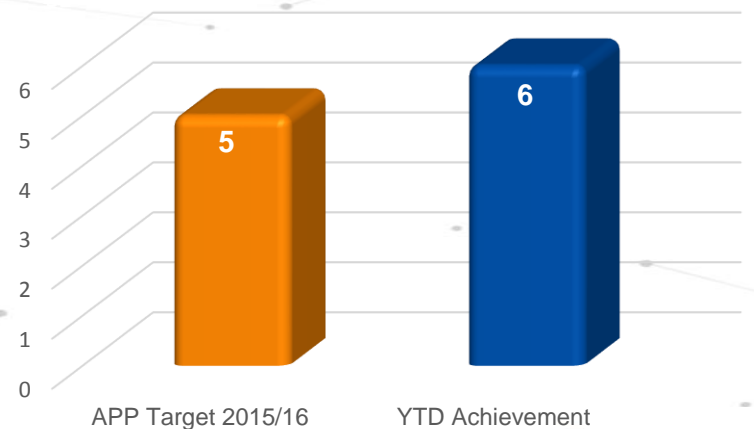
HSRC Review publication:

The number of HSRC Review publications produced during the year under review.



New publishing imprint:

The number of titles published under the new imprint.

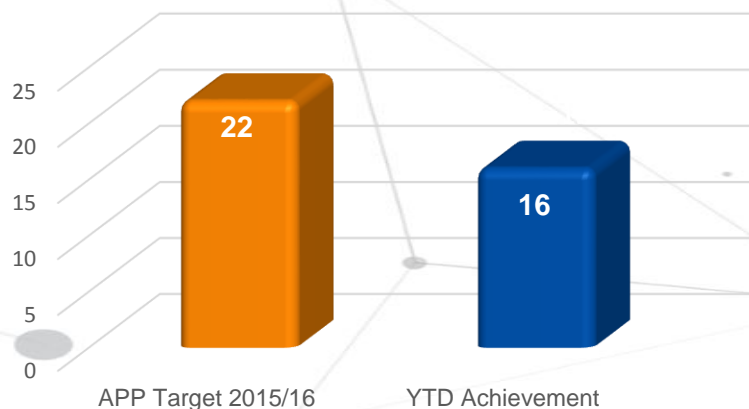


HSRC 2015/16 Performance against targets

Strategic Outcome Goal 1: A Knowledge Advancement; continued

Policy briefs:

The number of policy briefs produced by HSRC researchers and published by the HSRC during the period under review.



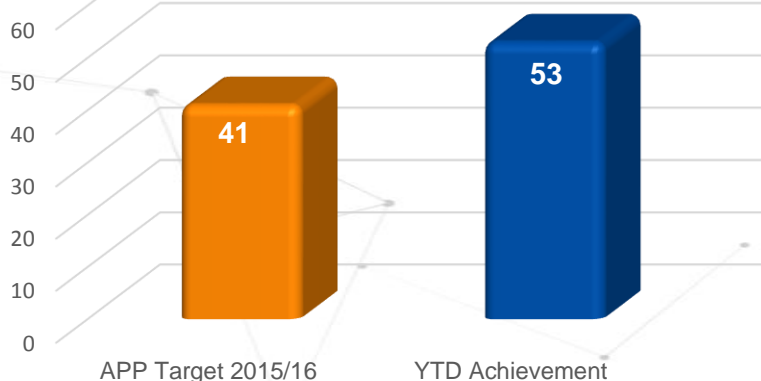
Strategic Outcome Goal 1: A - Knowledge Advancement

Objective 1.2: Inform effective formulation of government policy & evaluate its implementation

Objective statement: The HSRC will have informed effective formulation of government policy and evaluated the effectiveness of its implementation by conducting research and increasing the number of policy briefs published from 8 in 2012/13 to 24 by the end of the financial year 2019/20.

Active MoUs:

The number of active Memoranda of Understanding (MoUs) with other research institutions or associations in place during the period under review.



Strategic Outcome Goal 1: A - Knowledge Advancement

Objective 1.3: Institutional collaboration agreements

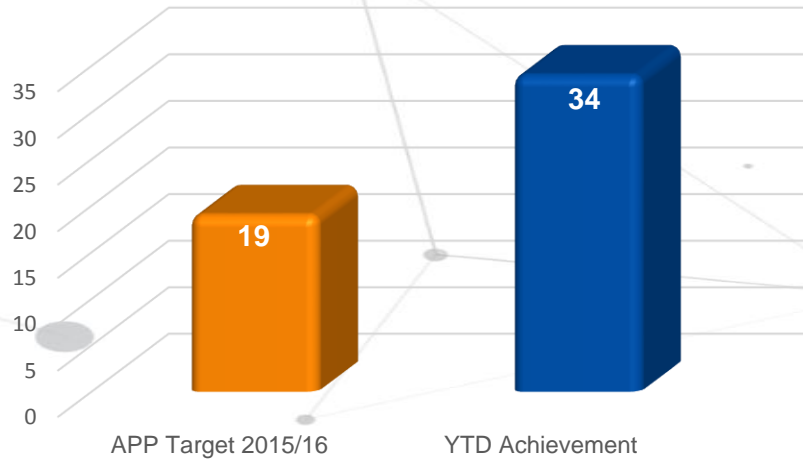
Objective statement: The HSRC will have created implementation networks for research projects as a means of bridging the gap between research and policy by working closely with government, universities, non-governmental organisations and donor organisations by end of the financial year 2019/20.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 2: D Contribution to development and social progress in Africa

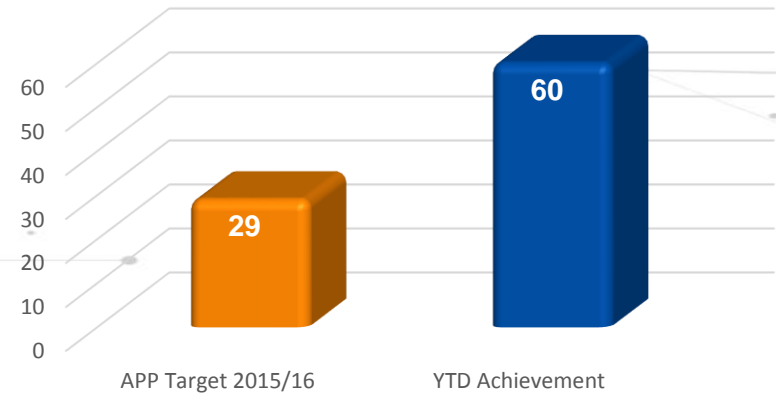
Research projects completed:

The number of research projects completed during the period under review.



Research reports produced:

The number of research reports produced during the period under review.



Strategic Outcome Goal 2: D - Contribution to development and social progress in Africa

Objective 2.1: Research and analysis of developmental problems to respond to the needs of marginalised groups and contribute to the improvement of their lives

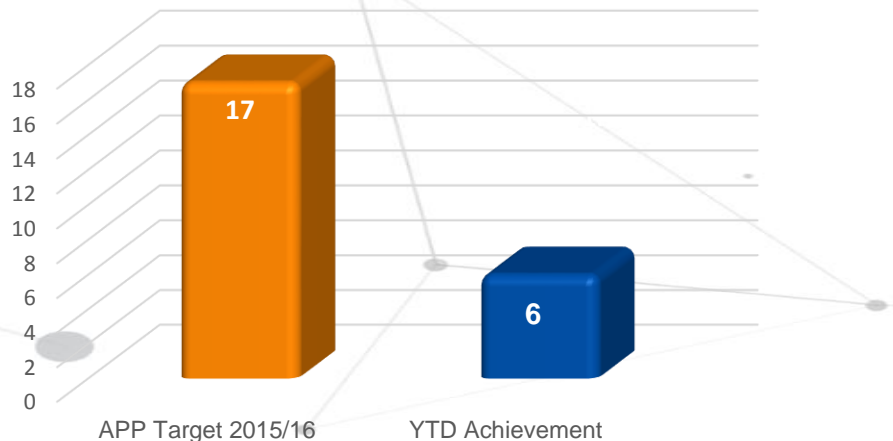
Objective statement: By end of the financial year 2019/20 the HSRC will have sourced funding and undertaken longer-term, longitudinal or cross-sectional projects providing critical data to inform planning or monitoring progress in relation to Government outcomes.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 2: D Contribution to development and social progress in Africa; continued

African research fellows:

The number of research fellows from elsewhere in Africa at the HSRC.



Strategic Outcome Goal 2: D – Contribution to development and social progress in Africa

Objective 2.2: Promoting an African Research Agenda

Objective statement: The HSRC will have promoted an African research agenda through knowledge and research partnerships elsewhere in Africa and by encouraging comparative work and the involvement of expert participants and reviewers from other parts of Africa by 2019/20.

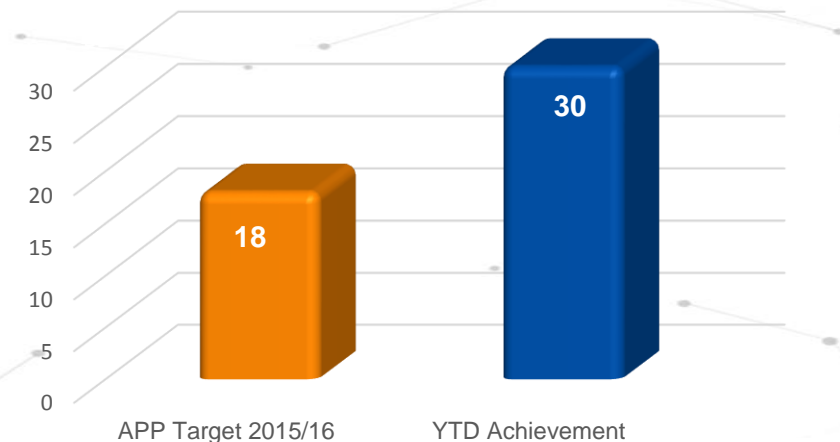
Strategic Outcome Goal 2: D – Contribution to development and social progress in Africa

Objective 2.3: Structured collaborative research

Objective statement: The HSRC will have created implementation networks for research projects as a means of bridging the gap between research and policy by conducting research projects in collaboration with government, universities, non-governmental organisations and donor organisations; and conducting 15 collaborative research projects between its research programmes by end of the financial year 2019/20.

Structured collaborative research projects completed:

The number of completed HSRC research projects involving structured collaboration between research programmes during the year under review.

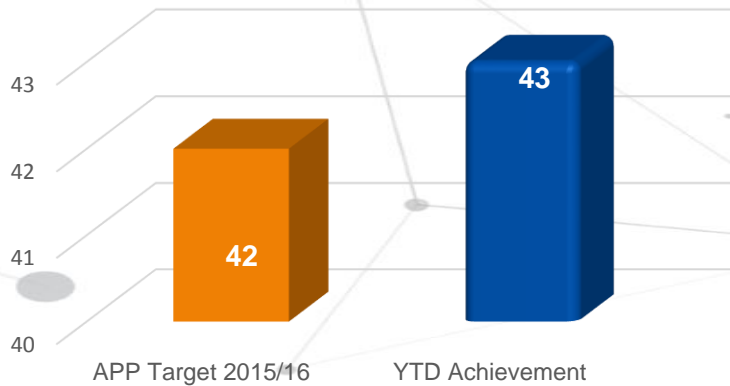


HSRC 2015/16 Performance against targets

Strategic Outcome Goal 3: E Enhanced Skills

Master's level interns:

The number of interns (research trainees) enrolled in a Master's programme, appointed at the HSRC.



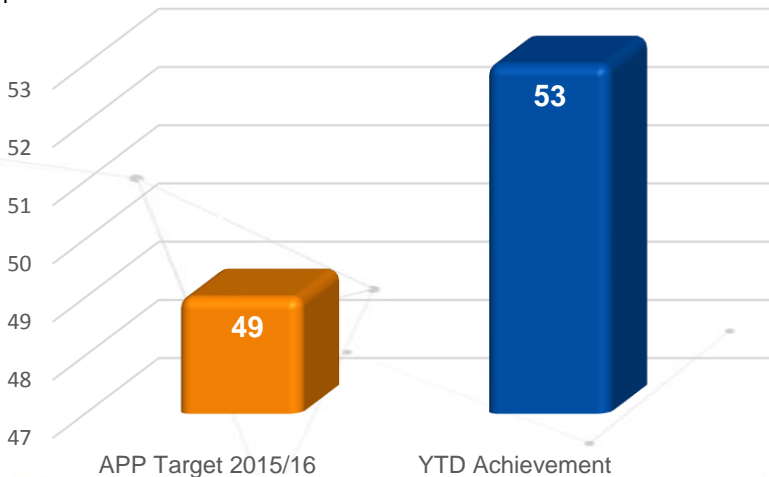
Strategic Outcome Goal 3: E – Enhanced Skills

Objective 3.1: Attraction of Skills for the development of a skilled and capable workforce

Objective statement: The HSRC will have recruited masters' and doctoral candidates as well as post-doctoral fellows on attachment from universities to do research at the HSRC and strengthened its capacity building programme focusing on recruitment of unemployed graduates, expanding the coaching skills initiative for managers; career growth and succession planning by 2019/20.

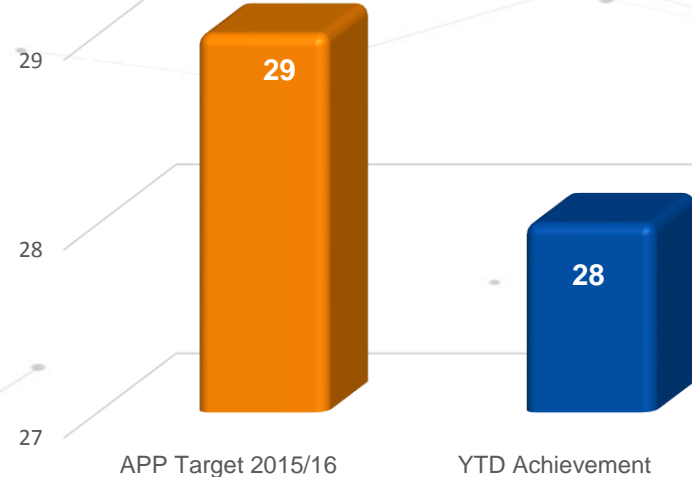
PhD level interns:

The number of interns (research trainees) enrolled in a PhD programme, appointed at the HSRC.



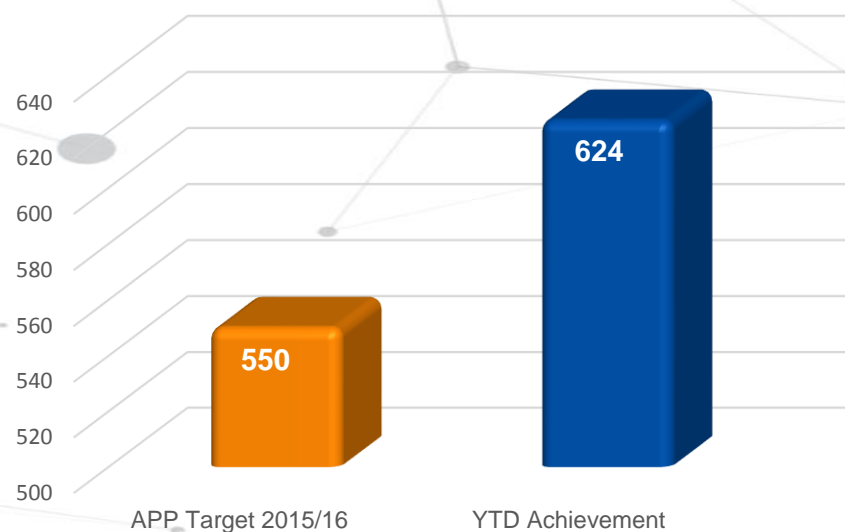
Post Doctoral /Fellows:

The number of post-doctoral fellows (research associates) appointed at the HSRC.



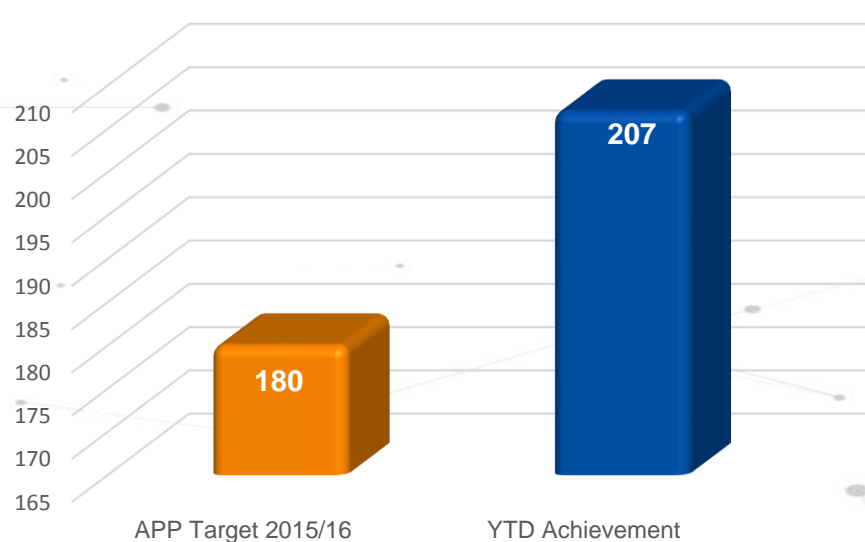
Students reached in the Research Seminars/Campus Lecture series:

The number of students reached in the research seminars/campus lecture series during the period under review.



Schools engaged in Outreach Programme:

The number of schools engaged in the Outreach Programme during the period under review.

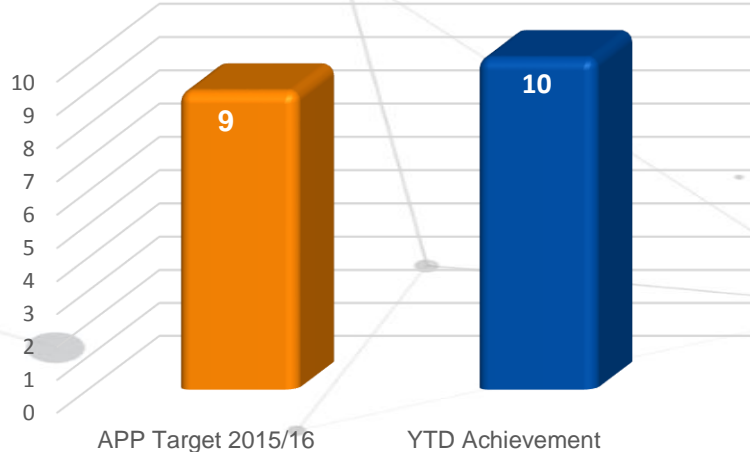


HSRC 2015/16 Performance against targets

Strategic Outcome Goal 3: E Enhanced Skills; continued

Completed Master's level research internship:

The number of interns (research trainees) enrolled in a Master's programme, who has completed the programme during the period under review.



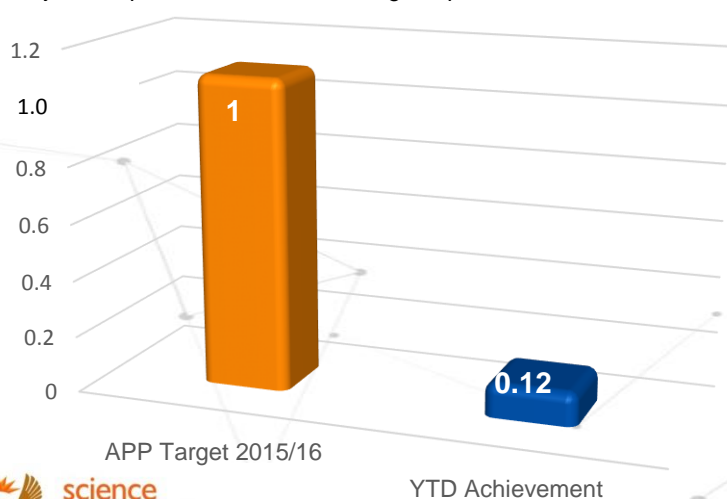
Strategic Outcome Goal 3: E – Enhanced Skills

Objective 3.2: Research capacity for the human sciences

Objective statement: The HSRC will have provided mentorship and coaching for masters' and doctoral candidates as well as post-doctoral fellows on attachment from universities to do research at the HSRC in order to grow an echelon of suitable qualified and experienced social scientists, ensuring that research interns and doctoral fellows produce peer-reviewed publications by end of the financial year 2019/20.

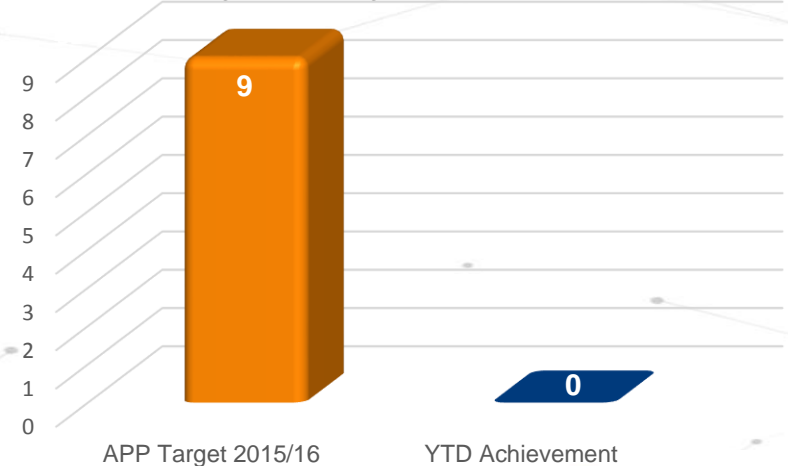
Peer-reviewed journal articles per Master's intern:

The number of peer-reviewed publications in an internationally accredited scientific journal, per Masters' intern during the period under review.



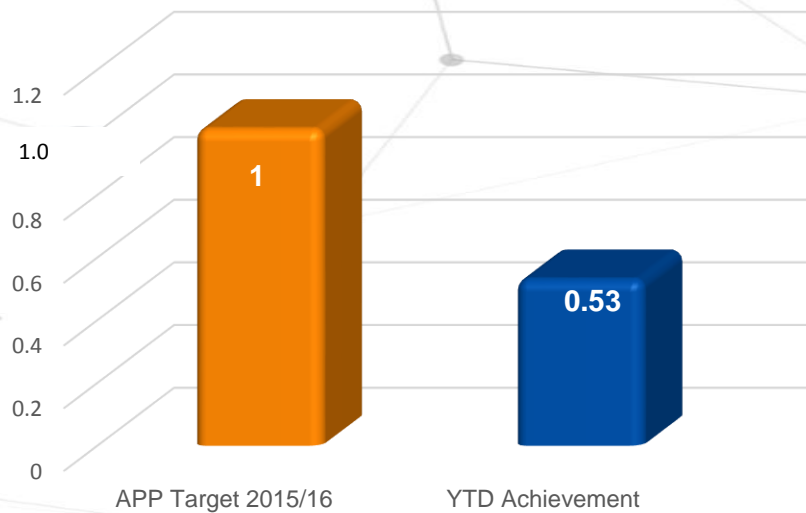
Completed PhD level research internship:

The number of interns (research trainees) enrolled in a PhD programme, who have completed the programme during the period under review.



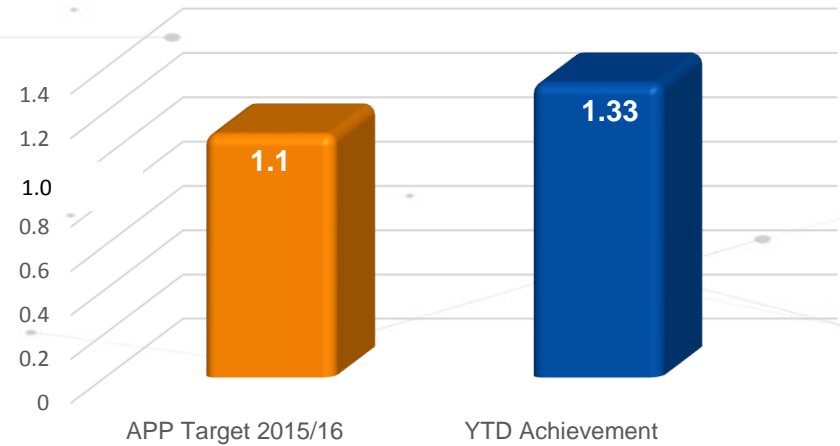
Peer-reviewed journal articles per PhD intern:

The number of peer-reviewed publications in an internationally accredited scientific journal, per PhD intern during the period under review.



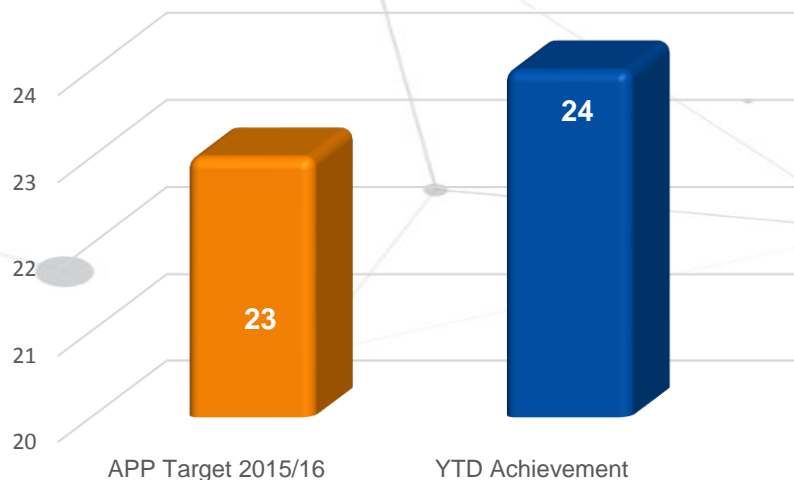
Peer-reviewed journal articles per Post Doctoral Fellow:

The number of peer-reviewed publications in an internationally accredited scientific journal, per Post-Doctoral Fellow during the period under review.



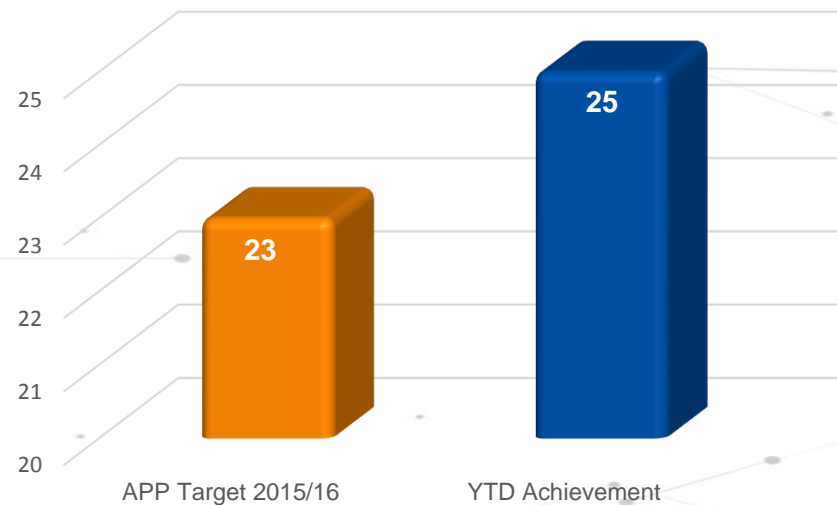
Preserved datasets:

The number of HSRC data sets that were preserved (archived/curated) during the period under review.



Datasets generated and prepared for preservation:

The number of HSRC datasets that were generated and prepared for preservation (archiving/curator) during the period under review.



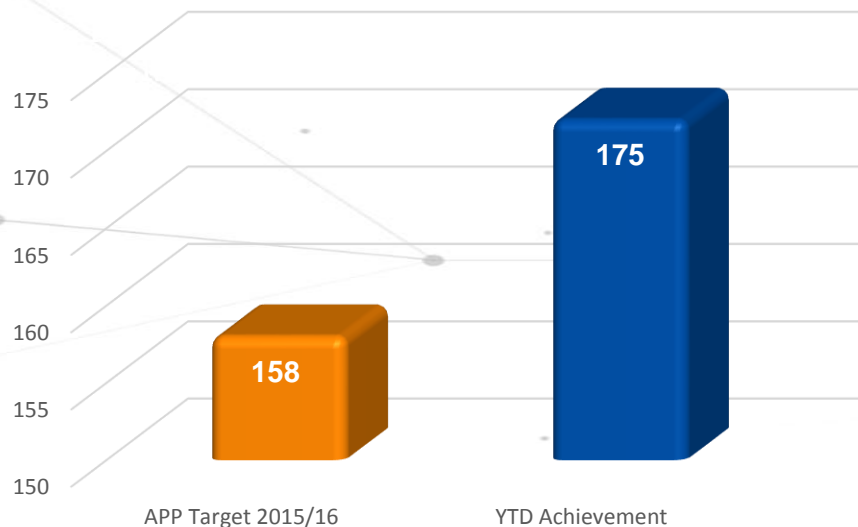
Strategic Outcome Goal 4: P - Preserved data and knowledge

Objective 4.1: Research data management and curation

Objective statement: The HSRC will have expanded the number of data sets already available in the public domain and established standards for the management and preservation of research data by end of the financial year 2019/20.

Preserved library holdings:

Digitised library holdings; maps and photo collection during the period under review.



Strategic Outcome Goal 4: P - Preserved data and knowledge

Objective 4.2: Preserved library holdings

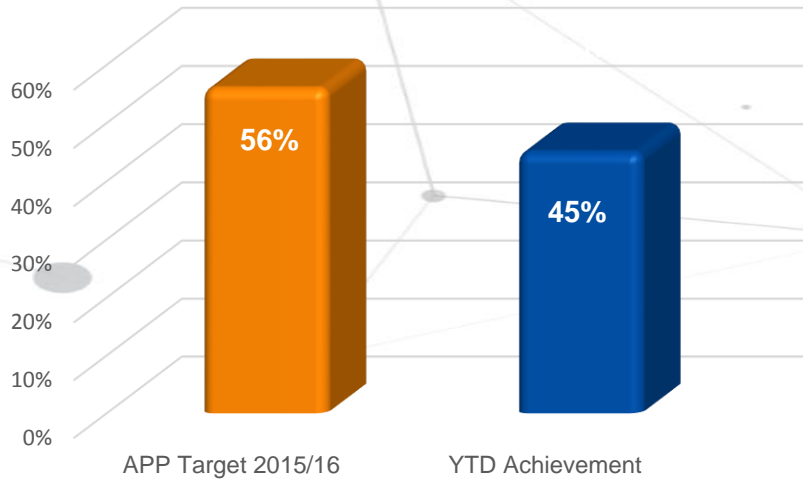
Objective statement: The HSRC will have preserved library holdings electronically through digitisation of Africa Insight, publications, maps and photo collection by end of the financial year 2019/20.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 5: Transformation

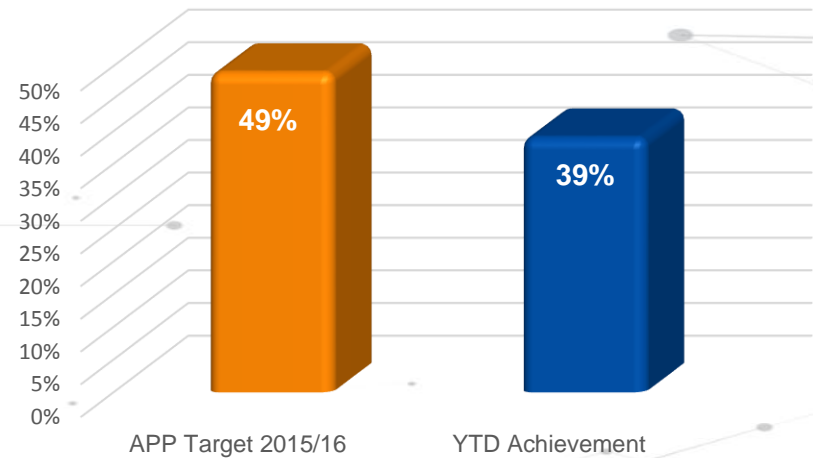
Senior researchers who are African:

The percentage of all researchers at senior level (SRS/SRM and above) who are African.



Senior researchers who are female:

The percentage of all researchers at senior level (SRS/SRM and above) who are female.



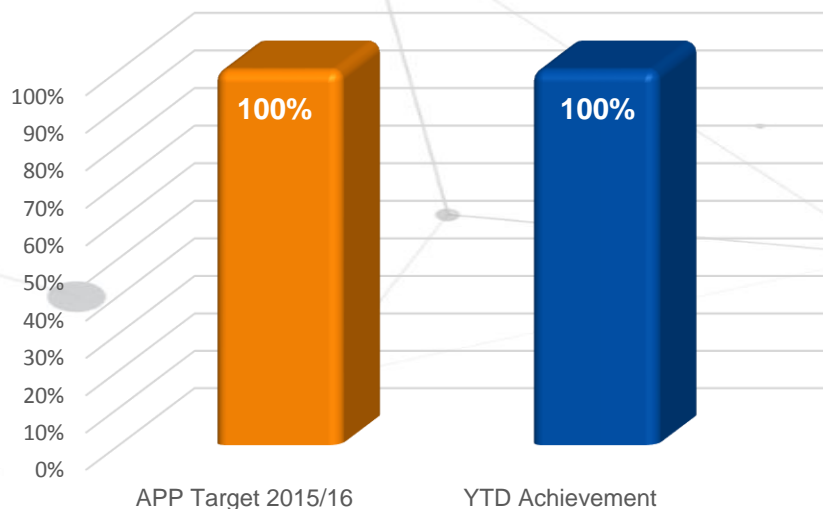
Strategic Outcome Goal 5.: Transformation

Objective 5.1: Transformation – Senior Researchers

Objective statement: By end of the financial year 2019/20, the HSRC will have maintained 56% of senior researchers (SRS/SRM and above), who are African and 50% of senior researchers who are female.

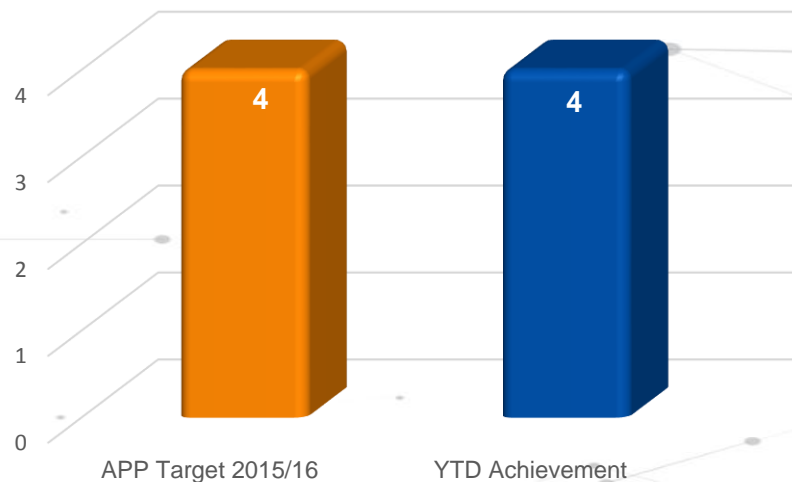
Annual Employment Equity reports produced:

Annual employment equity report to Department of Labour.



Quarterly Employment Equity reports produced:

Quarterly employment equity reports to the HSRC Board.



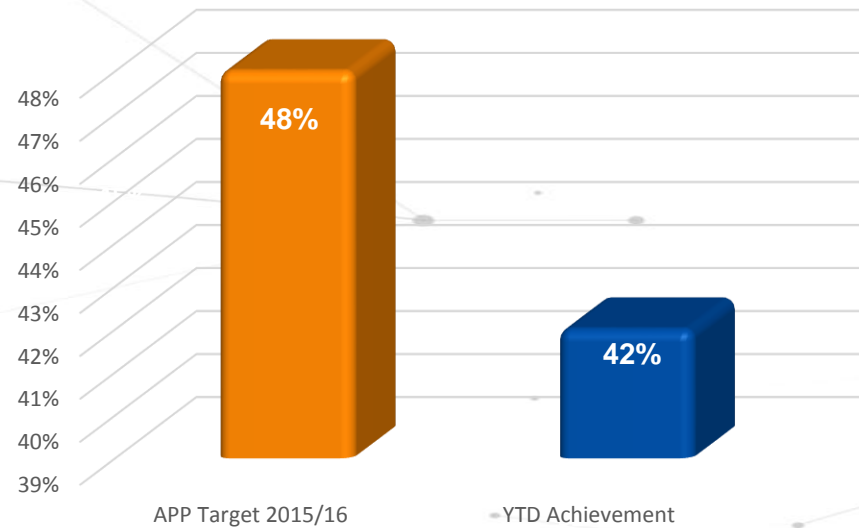
Strategic Outcome Goal 5.: Transformation

Objective 5.2: Awareness & reporting on transformation

Objective statement: By end of the financial year 2019/20, the HSRC will have raised awareness and assessed its transformation status and prepared annual & quarterly reports on Employment Equity levels activities to raise awareness on gender and diversity.

Extra-Parliamentary Income:

The percentage of total income that is extra-Parliamentary.



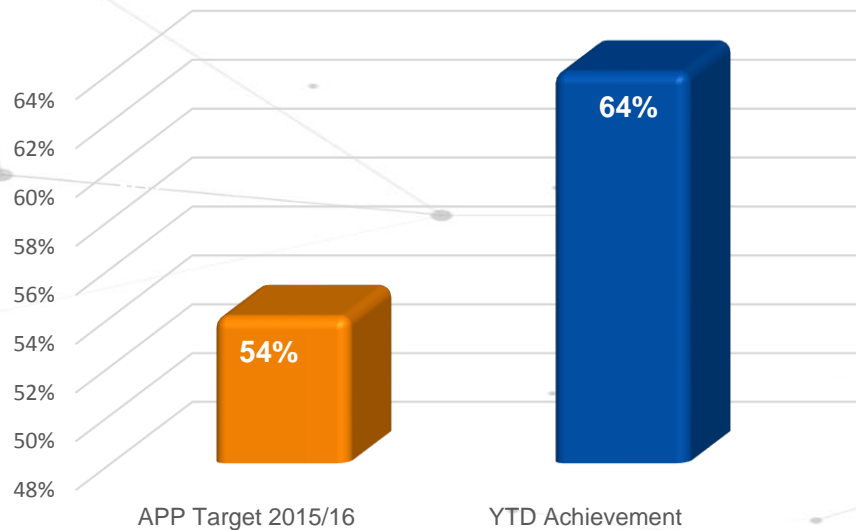
Strategic Outcome Goal 6: Financial Sustainability

Objective 6.1: Extra –Parliamentary Income

Objective statement: By end of the financial year 2019/20, the HSRC will have maintained extra-parliamentary funding of 40% (60:40 ratio).

Multi-year grants:

The percentage of research grants that are multi-year (at least three years).



Strategic Outcome Goal 6: Financial Sustainability

Objective 6.2: Multi-year grants

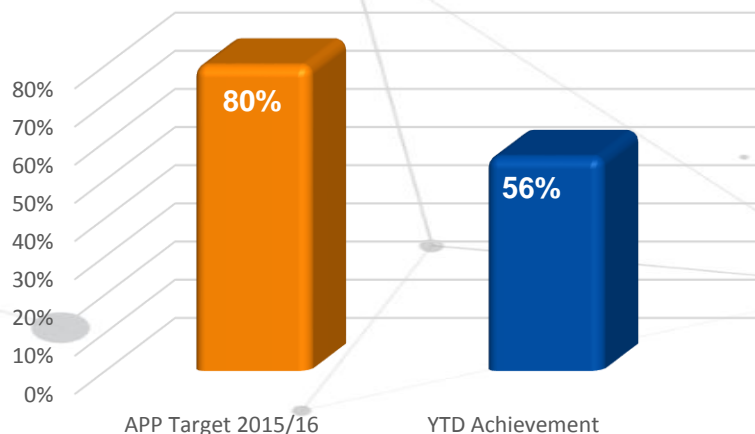
Objective statement: By end of the financial year 2019/20, the HSRC will have increased the number of multi-year (at least three years) projects from 44% in 2011/12 to 56%.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 6: S Financial Sustainability; continued

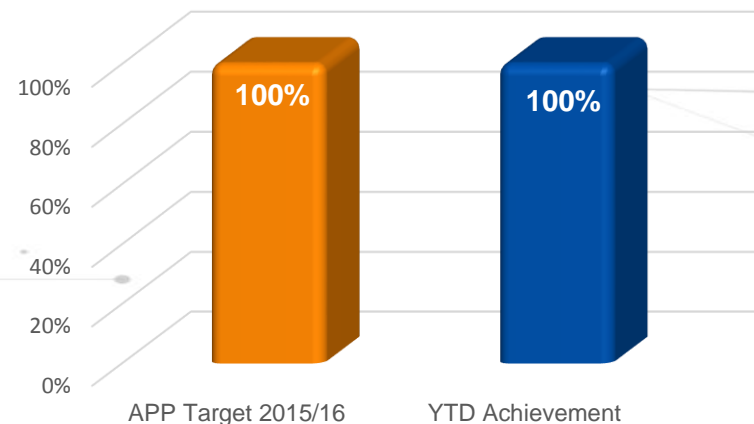
Officials attending the anti-corruption campaign:

The percentage of officials attending the anti-corruption campaign.



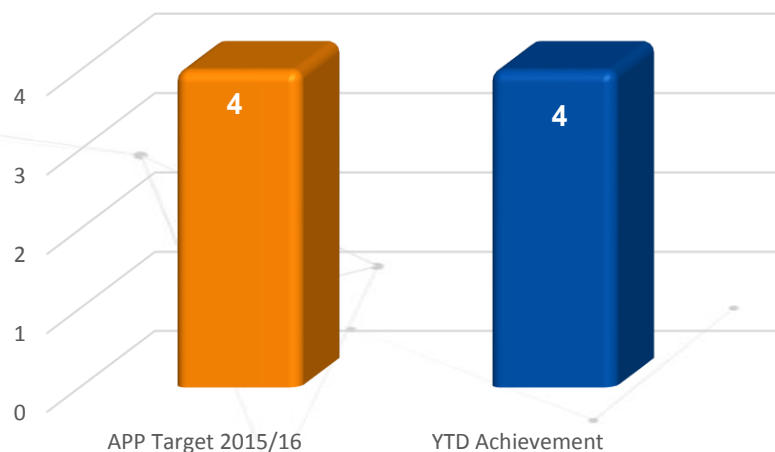
Eligible officials who have declared their interests:

The percentage of eligible officials who have declared their interests.



Compliance reports produced:

The number of compliance reports presented and approved.



Strategic Outcome Goal 6: Financial Sustainability

Objective 6.3: Good corporate governance principles effectively championed

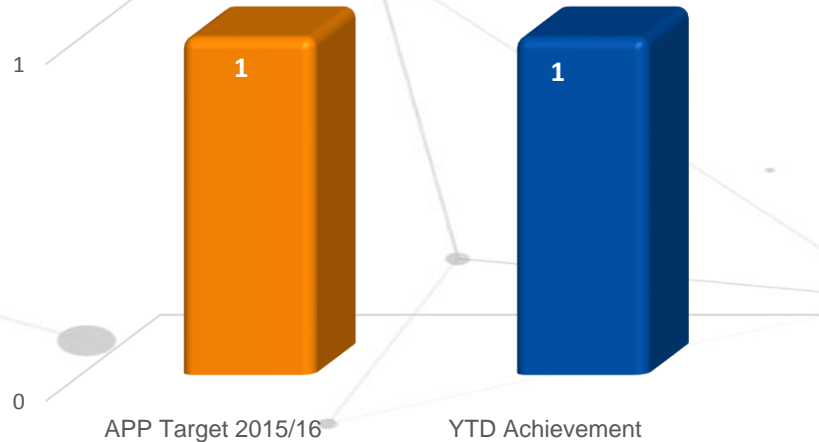
Objective statement: By end of the financial year 2019/20, the HSRC will have championed implementation of good corporate governance principles and produced quarterly reports on risk management, compliance, anti-corruption initiatives and facilitated activities related to the governance of the Board, to ensure financial sustainability.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 6: S Financial Sustainability; continued

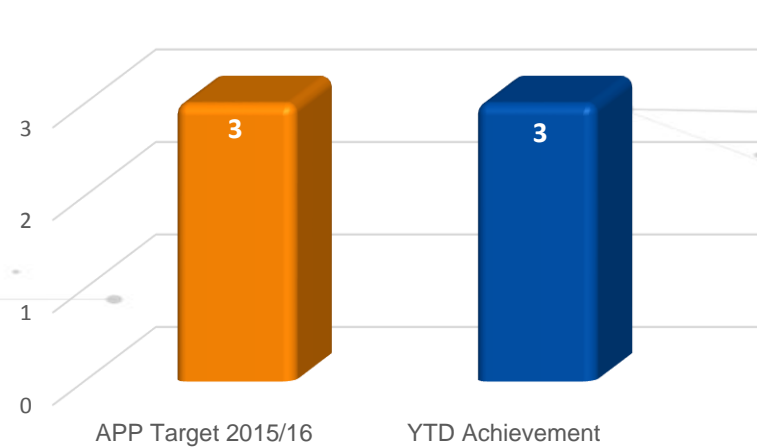
Unqualified external audit report:

100% unqualified results of the annual statutory audits achieved for the period under review.



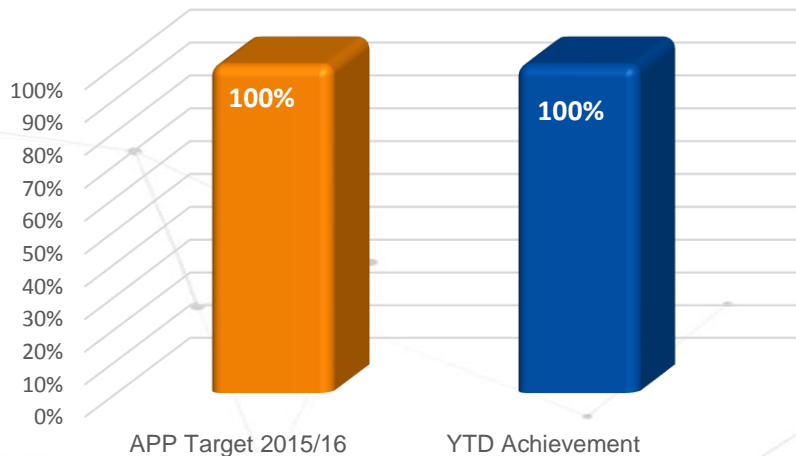
BBBEE Status:

The level of BBBEE status achieved for the period under review.



PPPFA compliance:

Percentage compliance with the PPPFA requirements during the period under review.



Strategic Outcome Goal 6.4: Financial Sustainability

Objective 6.4: Effective and efficient systems of financial management and internal control

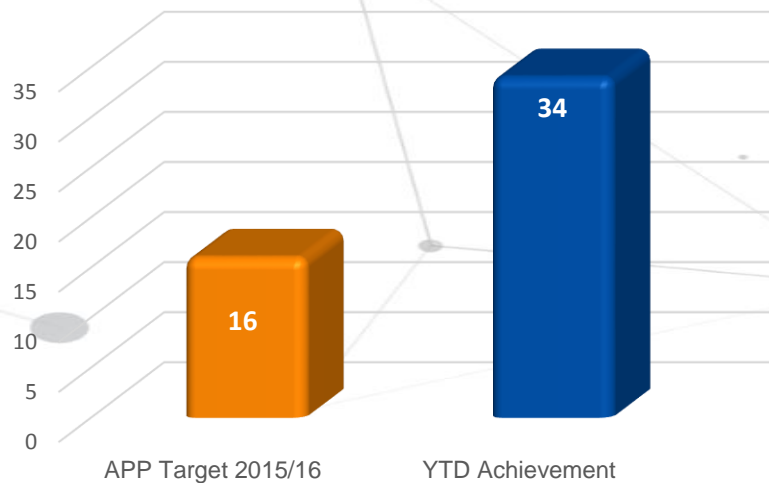
Objective statement: By end of the financial year 2019/20, the HSRC will have championed implementation of good corporate governance principles and produced quarterly reports on risk management, compliance, anti-corruption initiatives and facilitated activities related to the governance of the Board, to ensure financial sustainability.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 6: S Financial Sustainability; continued

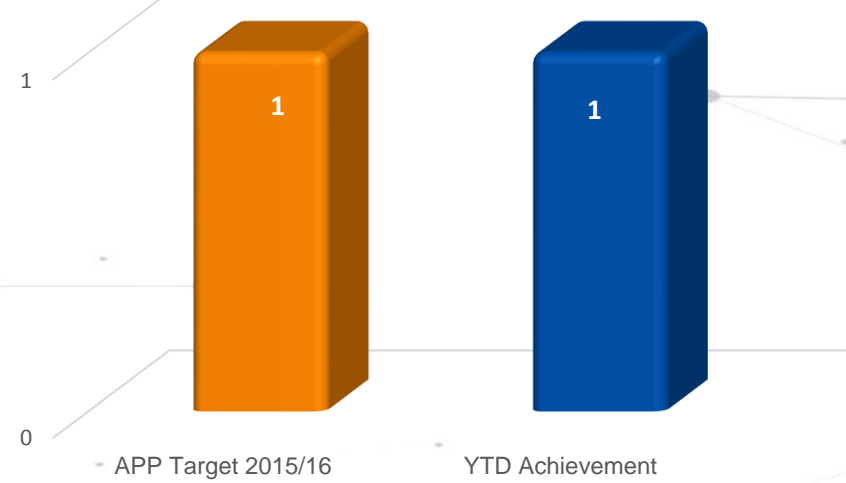
Stakeholder engagement:

The number of stakeholder engagements during the period under review.



Social science research conferences

The number of Annual social sciences research conference hosted during the period under review.



Strategic Outcome Goal 6.5: Financial Sustainability

Objective 6.5: Improved stakeholder relations

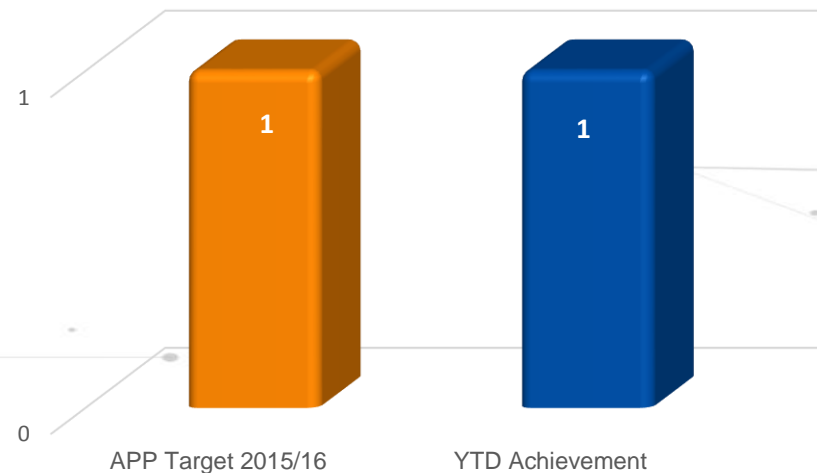
Objective statement: The HSRC will have developed stakeholder intelligence for targeted need satisfaction at national, regional and international levels, through 24 stakeholder engagements and 2 research projects registered to develop the research domain of science communication and public understanding of science by end of the financial year 2019/20.

HSRC 2015/16 Performance against targets

Strategic Outcome Goal 6: S Financial Sustainability; continued

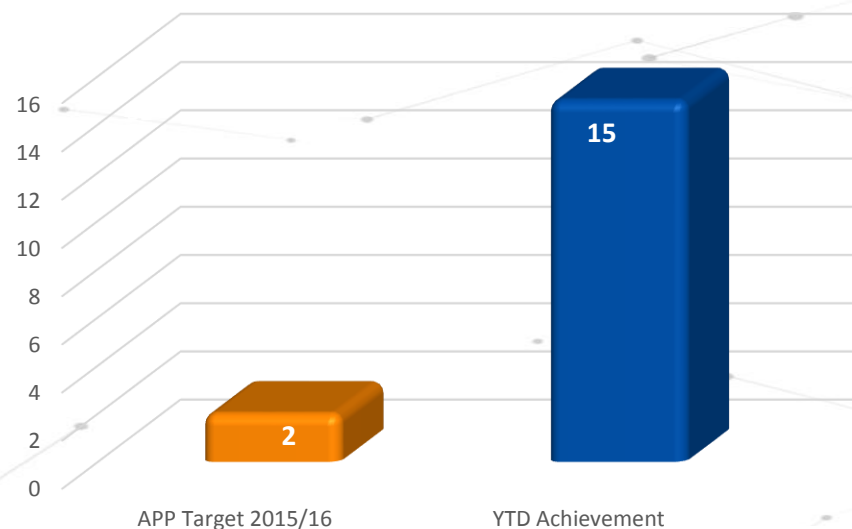
Platforms for engaging policy makers

The number of platforms for engaging policy makers established during the period under review.



Registered research projects to improve public understanding of science:

The number of research projects registered to develop the research domain of science communication and public understanding of science during the period under review.



Governance: Ethics

Ethical leadership: Board approved HSRC [Code of Ethics](#) and the [Code of Conduct](#) and circulated to staff

The [Anti-Corruption](#) Strategy: approved by the board to provide a framework for the management of ethics risks across the HSRC.

Enforced policy on [conflict of interest](#)

HSRC commemorates the international [anti-corruption](#) day on 9 December every year since 2010

Research ethics and [integrity](#) unit well established

Research Ethics Committee considered **81** proposals

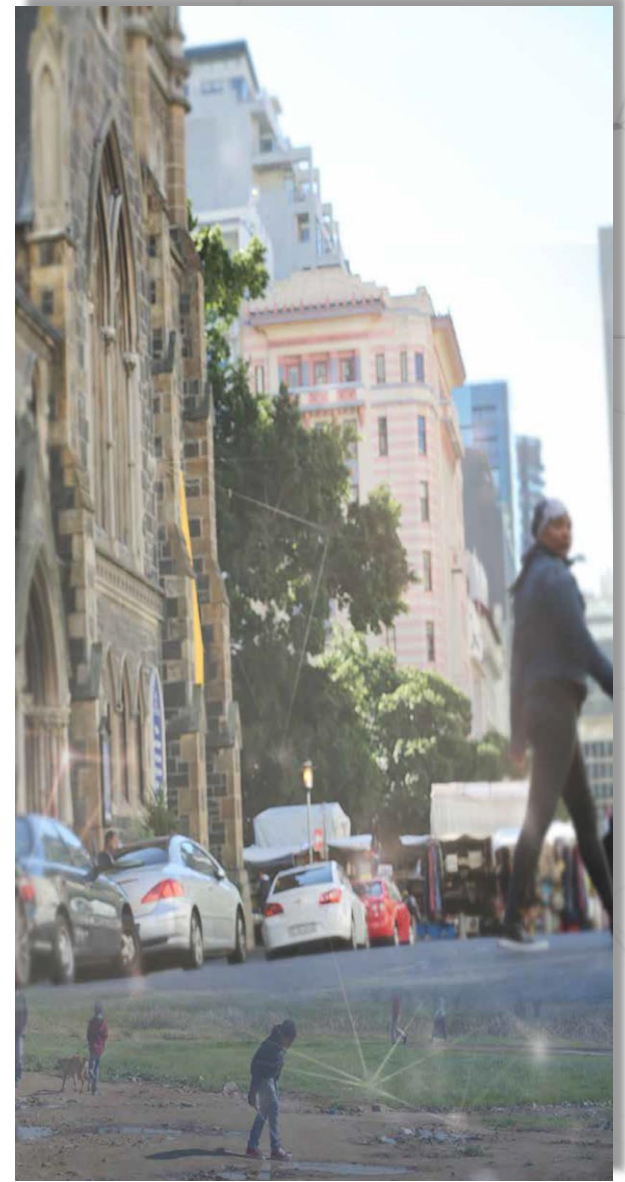


The governance of risk

As an organisation, the HSRC continues to review the risk management policy, which reflects the board's stance on ERM related matters.

The Risk Management Committee & Audit and Risk Committee are governance structures in place, chaired by an independent specialist member and finance specialist Board member respectively.

Risk Assessments are conducted on an annual basis, laying a foundation to also identify emerging risks.



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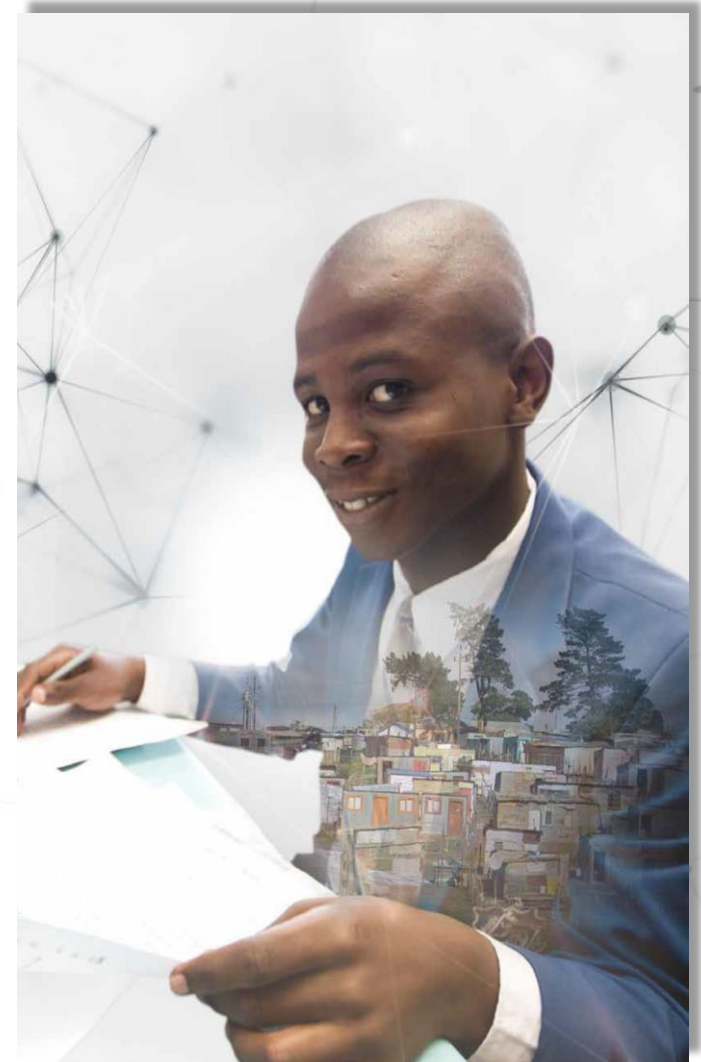
Audit Outcomes

The AGSA Audit for the HSRC has been completed and the following are major highlights of the audit outcomes:

UNQUALIFIED CLEAN Audit Opinion issued by the AGSA;

NO Audit Adjustments were processed to the AFS;

The internal control environment remained effective for the period under review.



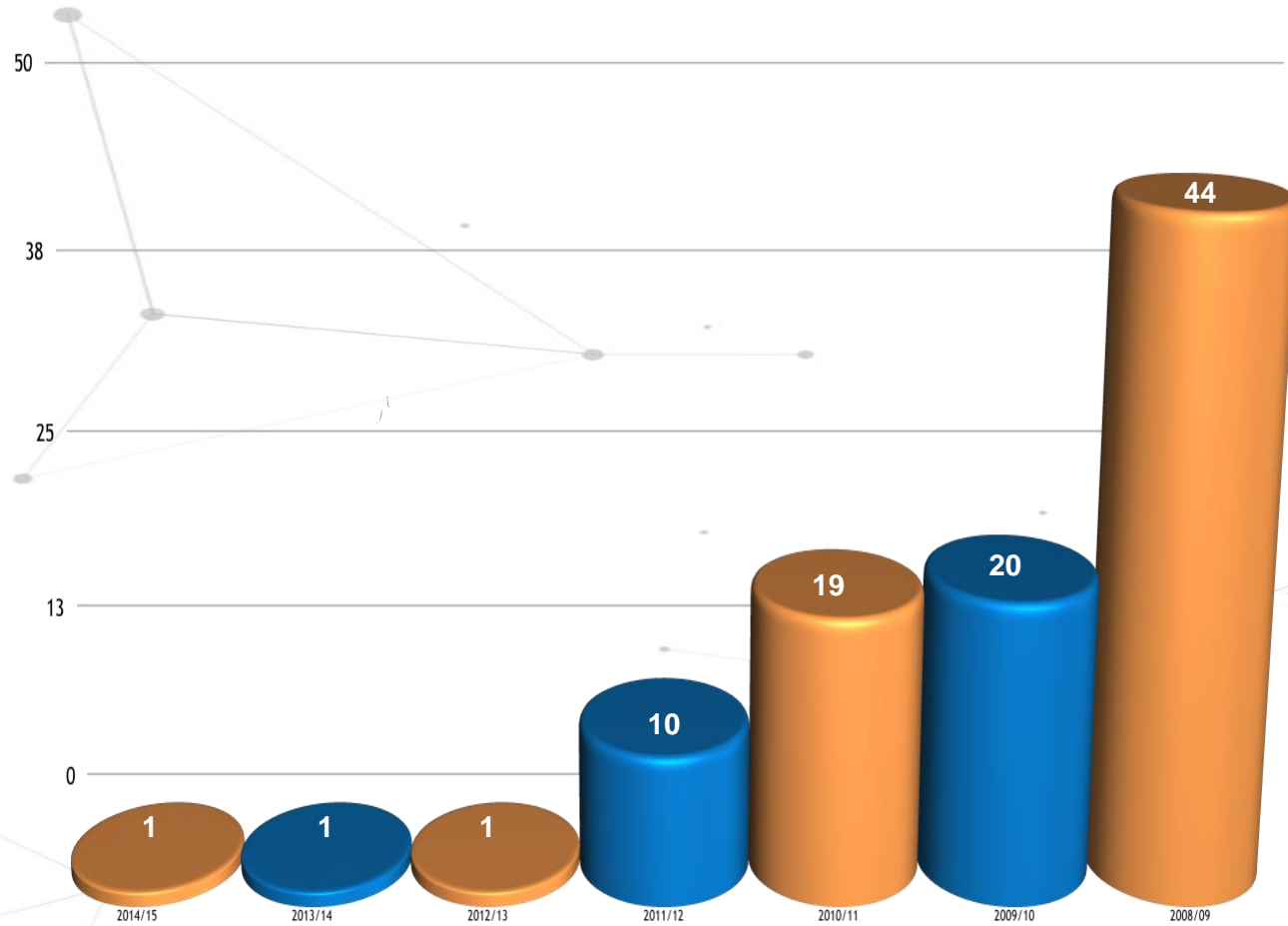
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Analysis of Audit Findings

Audit Findings



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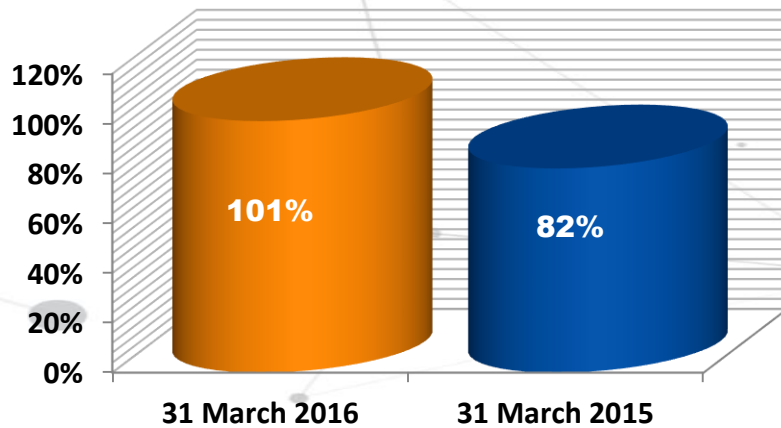
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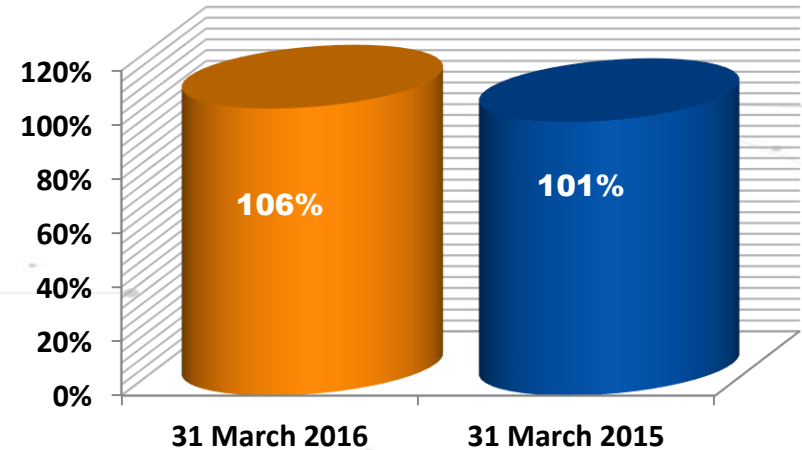
2015 /16 Financial Performance

March 2016 Highlights compared to March 2015

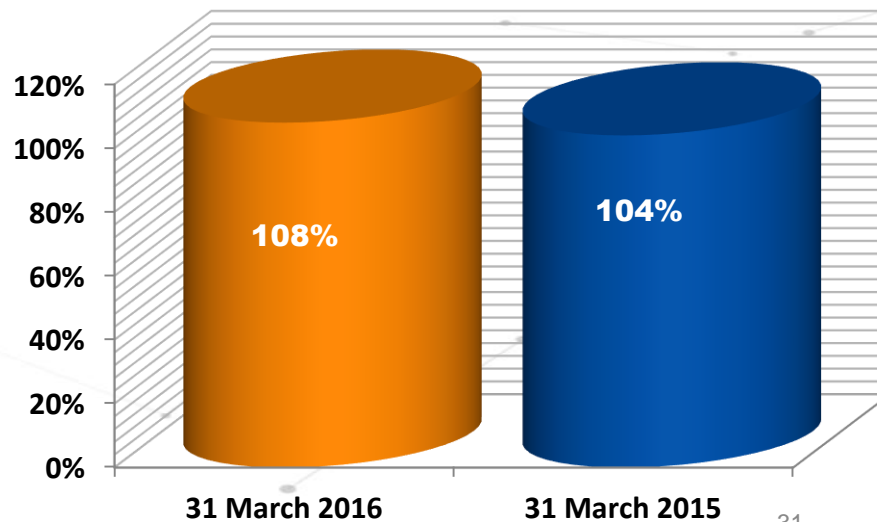
External Income Performance



Parliamentary Grant



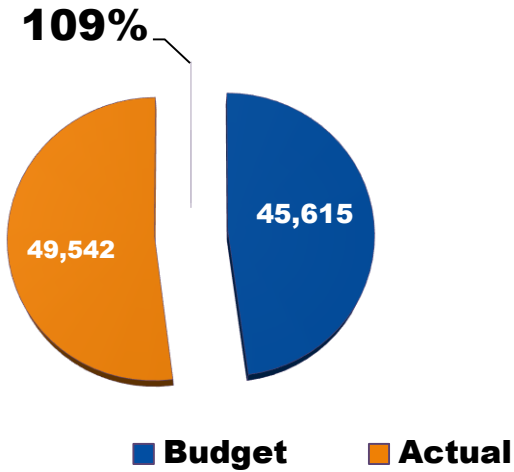
Other Income



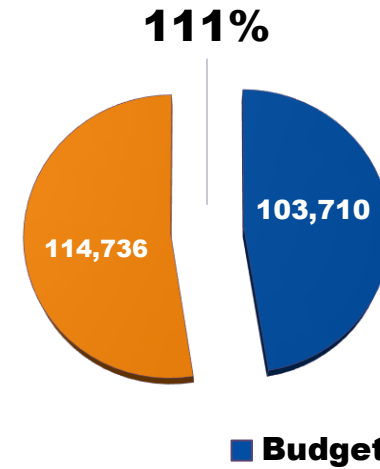
2015 / 16 Financial Performance

Expenses Budget vs. Actual

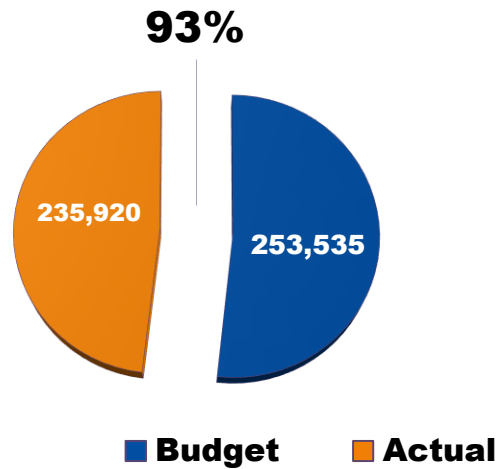
Administrative expenses



Research Cost



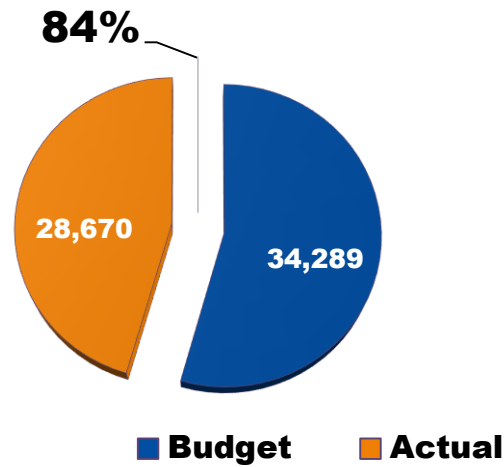
Staff cost



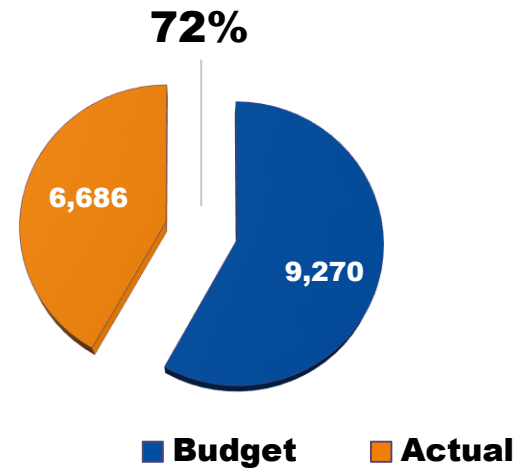
2015 / 16 Financial Performance

Expenses Budget vs. Actual
continued

Other operating expenses

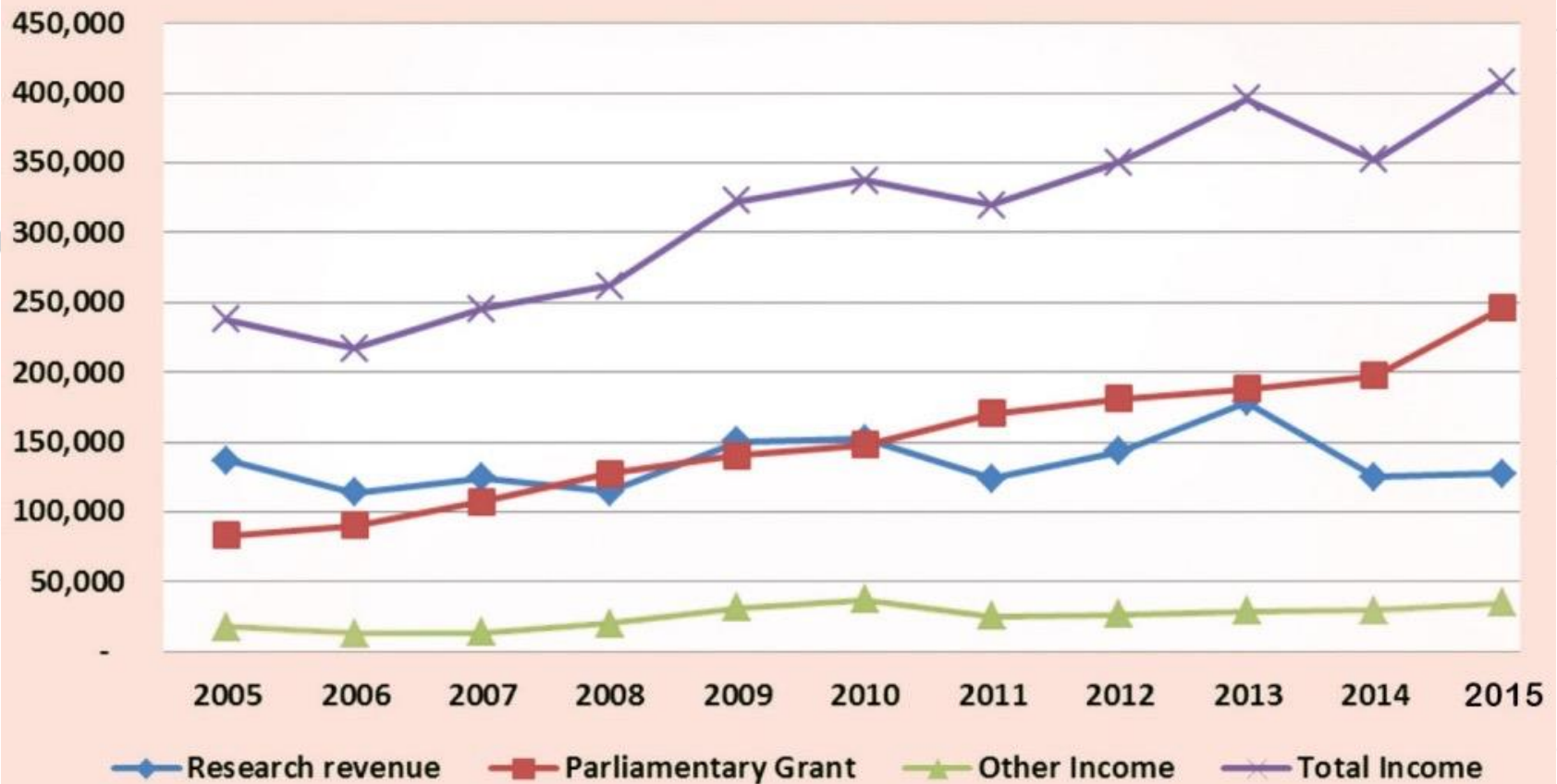


Depreciation



Income Generation over the years

Analysis of revenue generation



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Conclusion

HSRC is a high performing and well governed institution, with the Board providing management with strategic direction;

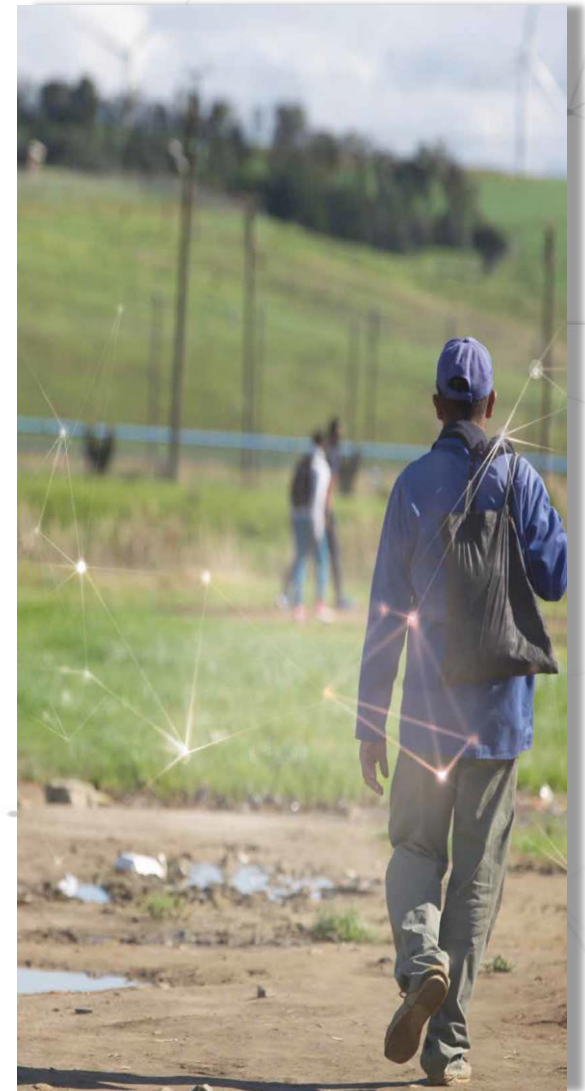
Continues to achieve the majority of annual targets;

Good absorptive capacity and managed finances very well;

Continued to become more of a global player in knowledge production and dissemination.

We want to thank the Parliamentary Portfolio Committee on Science and Technology

We want to thank the Minister, the DG and all DST staff for their continued support.



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