

KPI Report: Financial Year 2010/2011

KPI REPORT : FINANCIAL YEAR 2010/2011				
Activity ¹	KPI ² indicator	Target performance	Actual performance	Variance
1. RESEARCH STRATEGY AND BUSINESS PLAN				
Production of new knowledge	Number of peer-reviewed publications including journal articles, books, book chapters, technical reports, policy briefs and dissertations	800	798	
Quality of new knowledge	Percentage of journal articles in international peer-reviewed journals	87% (609 out of 700 journal articles)	95% (613 of 648 journal articles)	<p>The MRC encourages its researchers to be more competitive and publish internationally to benchmark themselves against the world.</p> <p>To ensure that a quality journal is published, a rigorous review process is followed that accounts for the production of a good quality journal article. This is to ensure that the MRC consistently produces outputs that are included in international publications, and which lead to high impact within the science community. This accounts for the variance in the production of journal articles produced as originally envisaged.</p> <p>From the 648 journal articles produced, the MRC submitted more than originally envisaged for international peer review. This justifies the higher percentage in quality of new knowledge, even though fewer journal articles were produced.</p>
Productivity of publication	Peer-reviewed publications per senior scientist (intramural units)	2,3	1,85	Overall, the number of peer-reviewed publications remained constant. However, the number of MRC internal publications has slightly decreased, largely because the MRC is beginning to see a trend of Scientists being directly involved in policy matters (e.g. participating in government task teams, rather than focusing on publications only).

¹The activities relate to extramural and intramural units. Where activities relate to one or the other, it is explicitly mentioned in the table.

1. RESEARCH STRATEGY AND BUSINESS PLAN				
Continue with implementation of previous Strategic Plan and formulate new MRC Strategic Plan 2010–2015	Consolidate three NCRPs: • CARISA (cancer research) • African Traditional Medicines and Drug Discovery • Cardiovascular and Metabolic Disease	Three functional NCRPs	Two functional NCRPs consisting of: • CARISA • Cardiovascular and Metabolic Disease	Due to a lack of agreement on issues of governance and leadership among the partners in the African Traditional Medicines and Drug Discovery initiative, it was agreed internally to put this initiative on hold. The decision was based on the importance of the NCRP and the area of research which, if terms are not agreed upfront, could lead to future challenges.
MRC initiated collaborations between two or more institutions	Number of major new collaborations (funding greater than R200 000 per annum) between the MRC and other institutions	1	2	A conservative approach was taken in terms of formulating the target. The MRC initially budgeted for collaboration in the research area of rotavirus. During the year, it was evaluated that further funding was available for an additional collaboration, which was then channelled into the research area of Brain and Behaviour. The target was thus exceeded.
2. FINANCIAL MODEL STRATEGY AND PLAN				
Grow baseline income	Increase in line with MTEF	+6%	7%	
Grow external income	Percentage increase	+10%	0,01%	During years ended March 2007 to March 2010, the combined income from foreign contracts grew by an average of 18%. Management recognised that global conditions were likely to result in less funding channelled to developing countries, and projected growth at 10%. In reality, this growth did not materialise and external income remained constant.
Leveraging of baseline funding	Ratio of external income to baseline income	60:40	55:45	
Commercialisation income	Income generated for the 2010/2011 financial year	R200 000	R47 729	Commercialisation income relates to dividends and royalties received from patents and assigning Intellectual Property. There were deficient processes in terms of projecting (i.e. defining what commercialisation income is) and this did not form part of the focus for the year. As a result, less products and processes were licensed out.
Baseline salary expenditure	Gap between market and the MRC	Market-related salary benchmarking	Market survey has been done, but on senior positions. Benchmarking is not complete.	The process took longer than expected due to complexities that relate to assessing scientific positions. An external remuneration consultancy has been contracted to make recommendations on a revised remuneration structure based on national market information. The report is expected in mid-August, after which it will be submitted to the HR and Remuneration Committee, a committee of the MRC Board (HR and Remco), to advise on the way forward.

3. CAPACITY DEVELOPMENT

PhD training	Number of PhDs graduated in reporting period	50	33	<p>The target set was based on the prior year's figures for which evidence was lacking.</p> <p>A contributing factor that led to the significant variance was when the target was initially set, students set to graduate were not accurately counted within the various units.</p> <p>As a result, not all PhDs registered in prior periods graduated during the year.</p>
	Number of PhDs registered in reporting period	200	302	<p>There has been a big drive by the NRF, in collaboration with Science Councils, including the MRC, to have more people register for PhD programmes. In response to this drive, an increased number of visits were made by the MRC to the institutions, which resulted in greater awareness. The vigorous approach led to an increase in registrations.</p>
African PhDs	Number of African PhDs registered in reporting period	45	117	<p>The target of 45 was an under-estimation.</p> <p>More visits to previously disadvantaged institutions led to greater awareness being raised within this academic community. The PhD programme was marketed more vigorously during the current financial year, which led to an increase in African PhD enrolments.</p>
Postdoctoral Scientists	Number of Postdoctoral Scientists registered for the reporting period	10	13	<p>Previously, fewer Postdoctoral Scientists took up MRC scholarships/grants. However, when the MRC increased its Postdoctoral grant, there was an increase in the number of applicants.</p> <p>A special call was made, with revised values of the grant, to militate against attrition. This is advantageous for the organisation as Postdoctoral Scientists are in demand throughout the programme period.</p>
Career Awards	Number of Career Awardees registered for the reporting period	10	10	
Internships	Number of registered Interns for the reporting period	10	24	<p>Due to fewer numbers in other grant categories, more funds were available to accommodate more Internships in the programme.</p>
MRC PhD supported fellows	Number of MRC PhD supported fellows for the reporting period	18	13	<p>MRC supported fellows are funded from baseline funding. Five PhDs dropped out of the programme for various reasons beyond the MRC's control.</p>
DST PhD supported Fellows	Number of PhD supported Fellows for the reporting period	15	7	<p>DST originally funded 15 PhD Fellows. The NRF then took over the funding and only the candidates who were due to complete their PhD in 2010 were eligible for support as per the NRF's terms. There were seven such candidates that qualified as per the latter-mentioned criteria.</p>

4. INNOVATION AND TECHNOLOGY				
Patents ² and disclosures	Number of new disclosures	2	3	There were more discoveries/inventions during the current financial year. More partnerships were developed, which led to new research areas to explore.
	Number of new patents	2	2	
Licence agreements ³	Number of agreements between the MRC and other institutions/ organisations	1	0	The MRC was not able to finalise a licensing agreement because the Board required more clarity regarding the process followed in licensing out an assigned Intellectual Property. This delayed the approval of the licence. The policy has now been finalised.
5. INFORMATICS AND KNOWLEDGE MANAGEMENT				
MRC Information Systems	Implementing HR Self Service	Online payslips and Leave Self Service	<ul style="list-style-type: none"> • Online payslips live and implemented • Leave Self Service in testing phase 	<p>Leave Self Service has been rolled out to a few divisions in a phased approach.</p> <p>Full implementation was delayed because of inadequate support of the system by the supplier.</p>
	Upgrade JD Edwards financial system	Upgrade JD Edwards to the latest version	Only the scoping phase of the project was done as at 31 March 2011.	<p>Due to the change in Board, a new request of approval was required.</p> <p>Due to staff commitment in respect of year end, it was considered that it would be risky to start the project before the Annual Financial Statement process is finalised.</p>
	Biometrics Co-enrolment system	Implement a web-based system for clinical trial participant enrolment	<p>Launched new system</p> <p>Upgrade to version 2</p>	The original web-based biometric co-enrolment system was installed in August 2010. During the reporting period, the system was upgraded to include additional enhancement required by the clinical trial studies. The enhancement included a field for passport numbers as some participants do not have SA ID books. ID number verification was also included as well as audit logs enhanced to improve the reporting options.
6. OPPORTUNITY AND RISK MANAGEMENT				
Fraud prevention and research misconduct	Education and awareness	Awareness programmes	<ul style="list-style-type: none"> • Policy on Research Integrity distributed to all staff via the intranet. • Awareness on supply chain (procurement) was conducted via imbizos, which are MRCs communication sessions with all staff. • Finance and Operations staff went on a one-week training on Supply Chain Management provided by the Public Administration Leadership and Management Academy. 	
Risk management	Risk Working Group (RWG) and registers	Updates and assessments of risks	<ul style="list-style-type: none"> • Revised risk assessment • A revised risk register determined • KPMG trained RWG on all concepts of Risk Management 	<p>Risk Working Group meetings were held on 23 July 2010 and 29 July 2010.</p> <p>Risk training on all aspects of Risk Management was held on 10 September 2010</p>
Compliance with audit processes, PFMA and King 3	Compliance with legislation	Assessment of governance in annual report	Assessment of governance in the 2010/2011 Annual Report cannot be assessed as at 31 March 2011.	

¹A patent confers the right to exclude others from a precisely defined scope of invention in return for full disclosure of the details of the creation or invention to the public so that others can understand it and use it to further develop the technology.

²Agreement between parties for the use of Intellectual Property (IP)

6. OPPORTUNITY AND RISK MANAGEMENT

			The Annual Report for 2010/2011 will include an assessment of the Audit, Risk and IT Committee's assessment of governance.	Comprehensive assessment is only possible in July.
	Annual Financial Statement (unqualified)	Unqualified Audit Report	Unqualified Report	

7. TRANSFORMATION AND DEVELOPMENT PLAN

Expand Employee Wellness Programme	Upgraded Employee Wellness Programme	Establishment of Wellness Programme Forum	The Wellness Forum Programme was not established.	There was a delay in the approval process for the preferred supplier that would manage the Wellness Programme Forum. As a result, the MRC was not in a position to offer substantially more facilities than it usually does.
Transformation within the MRC	Staff proportion by race	African 52% Coloured 15% Indian 15% White 18%	African 50%; coloured 18%; Indian 17%; white 15%	
	Staff by gender	M:F; 32:68	M:F; 31:69	
Black Scientists within the intramural research units	Proportion of black Scientists	64% (62% in 2009)	65%	
	Proportion of African Scientists	35% (30% in 2009)	35%	
	Proportion of senior black scientists	56% (50% in 2009)	55%	
	Proportion of senior African scientists	27% (23% in 2009)	26%	
	Number (out of 41) African Unit Directors	3 (2 in 2009)	3	
	Number (%) out of 19 intramural Unit Directors that are African	3 (18%) (2 in 2009)	2 (13%)	The variance arose due to internal processes not conducive to employment of an additional African intramural Unit Director
Black Managers within the MRC support structure	Percentage of black Managers within the MRC support structure	75% (72% in 2009)	76%	
	Percentage of African Managers within the support structure	25% (25% in 2009)	20%	
	Percentage of African Division Managers within the support structure	30% (35% in 2009)	31%	The target was exceeded by 1% as a result of a reduction in support staff numbers but no additional Division Manager positions were filled during the reporting period.
Female Scientists	Percentage of female Scientists within intramural research units	68% (66% in 2009)	69%	

7. TRANSFORMATION AND DEVELOPMENT PLAN

	Percentage of female Senior Scientists within intramural research units	60% (55% in 2009)	65%	
Disabled Researchers and Managers within intramural research units	Proportion of disabled Researchers and Managers	2% (1% in 2009)	1%	This performance remained constant from the previous years. There were no new appointees in the Research and Managerial positions that are disabled.
Skills development	Percentage of baseline salary spent on skills development	4% (4% in 2009)	5%	The organisation identified a need for additional training and a decision was made to increase the percentage spent on skills development
Accelerated development within intramural research units and support structures	Amount spent on development of future research and support leaders	R600 000 (R500 000 in 2009)	R205 550	The Accelerated Development Programme was initially aimed at Scientists. Given the fact that many had already been through the programme, access was extended to cater for support staff. Due to a lack of communication and awareness, support staff did not utilise the Accelerated Development Programme.
Organisational development	Staff with a PhD	10% (15% in 2009)	9%	
	Scientists with a PhD within intramural research units	30% (44% in 2009)	31%	The 31% represents 62 researchers with PhDs from a pool of 198 researchers within the MRC intramural units. The increase is due to additional PhDs obtained during the current period.
	MRC staff with an MBChB	5% (5% in 2009)	3%	The 3% performance represents 32 staff with MBChBs from a staff complement of 966. MBChBs constitutes research staff predominantly employed within the clinical trial setting. An increased number of projects were envisaged to be undertaken, especially in the HIV Prevention Research Unit and SAAVI, which unfortunately did not materialise due to a lack of funding for clinical trials.
	Intramural Scientists with an MBChB	15% (15% in 2009)	14%	
Peer-reviewed publications with black African Scientists as primary author within intramural research units	Number (%) of total publications with black African Scientists as primary author	14% (13% in 2009)	4,68%	The MRC has not found it easy (because of strong competition) to recruit black African scientists at a number substantial enough to create a decent pipeline. The MRC is yet to finalise a plan to systematically increase the number of publications by black African Scientists. The other contexts are that the number of publications remained constant in the MRC as a whole, and in a few instances, the MRC lost some of their black Scientists.

8. RESEARCH TRANSLATION				
Technical reports	Number of technical reports	50	30	Fifty technical reports were submitted by Scientists, but upon verification, it was established that out of the 50 submitted, 20 did not qualify as technical reports. This means that Scientists need to be educated on what constitutes a technical report.
Policy briefs	Number of policy briefs	4	4	
9. STAKEHOLDER MANAGEMENT				
Senior management strategic meetings between the MRC and NDOH	Number of strategic meetings	4	18	There was an underestimation in terms of meetings that were anticipated. Senior Management interacts with the National Department of Health from time to time. It is difficult to project the number of meetings, but a minimum of four were expected. During the reporting period, there was increased interaction as a result of Unit Directors collaborating more with the NDOH.
Presentations by the MRC to Portfolio Committees within Parliament	Number of presentations	2	2	
Senior management strategic meetings between the MRC and Provincial Government departments	Number of scientific meetings	10	13	There was an underestimation in terms of meetings that were anticipated. Senior Management interacts with the provinces from time to time. It is difficult to project the number of meetings but at least 10 were expected.
Senior management strategic meetings between the MRC and Science Councils	Number of scientific meetings to secure collaborations between the MRC and Science Councils	5	5	
Senior management strategic meetings between the MRC and the Department of Science and Technology	Number of strategic meetings held	5	5	