



*Applying scientific  
thinking in the  
service of society*

**Academy of Science of South Africa  
Draft Annual Performance Plan**

**for  
2012/2013**

**November 2011**

## Foreword

The Annual Performance Plan for the Academy of Science of South Africa (ASSAf) is informed by ASSAf's Strategic Plan (2012-2016), which reflects the Academy's strategic goals and the alignment with the Department of Science and Technology's Grand Challenges and the government's national priorities.

The strategic goals of the Academy are as follows:

1. Recognition and reward of excellence
2. Promotion of innovation and scholarly activity
3. Promotion of effective, evidence-based scientific advice
4. Promotion of interest in and awareness of science education
5. Promotion of national, regional and international linkages

These goals have guided the activities within each of ASSAf's five programmes.

The **Governance and Administration Programme** is charged with the recognition of scholarly achievement through annual membership elections, and with ensuring that the membership includes the full diversity of South Africa's distinguished scientists. This programme also provides the essential administrative and financial support to the Council and the secretariat.

The **Scholarly Publishing Programme** (SPP) is regarded as a major intervention into the National System of Innovation (NSI) in South Africa and makes a direct and major contribution to the promotion of innovation and scholarly activity. The strategic goal of the SPP is to enhance the national capacity to produce and publish research, on the one hand, and to increase the quality and visibility of South African research publications, on the other. The SPP's numerous activities are coordinated to achieve this goal.

The **Policy Advisory Programme** enables ASSAf to fulfil its policy advisory role regarding key challenges facing the nation by undertaking targeted consensus and forum studies. The studies fall within the three broad categories of health; environment; and social sciences and education. Studies are selected to suit the niche of the Academy and to utilise the expertise residing in the Academy's Members. As in the past year, there will be a continued focus on the dissemination of Academy reports through stakeholder meetings to ensure improved uptake of recommendations.

The **Liaison Programme** is divided into national and international liaison activities. The international division is designed to give effect to strategic partnerships with other national science academies and academy networks, and to establish, strengthen and enhance interactions with key stakeholders in key national government departments, policy-makers in government, and relevant national and international scientific networks and organisations. A key

focus of activities in this financial year will be the continued leadership of the Network of African Science Academies (NASAC) and strengthening and initiating academies in the Southern African Development Community (SADC) region. National activities will focus on young scientist activities through the national Young Scientists' Conference and the South African Young Academy of Science (SAYAS).

The purpose of the **Communication Programme** is to provide effective and targeted communication with ASSAf stakeholders to support the vision of the Academy to be the apex organisation of science and scholarship in South Africa and to manage and produce all printed material for the Academy, ranging from its flagship journal, the *South African Journal of Science*, to non-periodical publications for ASSAf's various workshops and studies. ASSAf stakeholders include Members, representatives of government and other science councils, universities, sponsors and the public.

This Annual Performance Plan is endorsed by the Executive Committee of the Council of the Academy of Science of South Africa.

### **Official sign-off**

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Academy of Science of South Africa under the guidance of the Executive Officer.

Was prepared in line with the current Strategic Plan of the Academy of Science of South Africa.

Accurately reflects the performance targets which the Academy of Science of South Africa will endeavour to achieve given the resources made available in the budget for 2012/2013.

Morakeng Malatji

**Signature:** \_\_\_\_\_

Financial Manager

Roseanne Diab

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President and Chair of Council

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## **PART A: Strategic Overview**

### **1. Updated situational analysis**

#### **1.1 Performance delivery environment**

The overarching goals of the Academy of Science of South Africa (ASSAf) are informed by the ASSAf Act and set out in the Strategic Plan (2012-2016) as follows:

1. Recognition and reward of excellence
2. Promotion of innovation and scholarly activity
3. Promotion of effective, evidence-based scientific advice
4. Promotion of interest in and awareness of science education
5. Promotion of national, regional and international linkages

ASSAf's policy advisory role is informed by key national challenges and is executed in both a responsive and proactive manner. ASSAf strives to address cross-cutting and complex issues that suit the particular convening strength and niche of an Academy. ASSAf also seeks to implement projects in association with other science academies in Africa and abroad, in its efforts to influence regional and global policy.

The performance delivery environment is essentially unchanged from that presented in the Strategic Plan (2011). ASSAf's presidency of the Network of African Science Academies (NASAC) enters the second year of a three-year term. It is expected that this role will present an opportunity for ASSAf, through NASAC, to have a greater continental-wide influence on policy-making and to strengthen academies across Africa.

#### **1.2 Organisational environment**

As a membership-based organisation, the key intellectual resources of the Academy reside in its membership, which currently comprises 381 Members. A total of 35 new Members was elected in 2011. Members, who volunteer their service, are supported in their policy-advisory role by the fulltime staff of the secretariat, which currently numbers 21. Two interns were appointed at the beginning of 2011.

ASSAf is governed by a Council, comprising 12 elected members and a thirteenth member appointed by the Minister as a representative of the National Advisory Council on Innovation (NACI). Two advisors to Council were appointed in 2011.

The activities of the Academy are structured into five programmes as follows: Governance and Administration; Scholarly Publishing Programme; Policy Advisory Programme; Liaison; and Communication.

ASSAf is currently accommodated in rented premises in Persequor Park. The lease is due to expire in July 2012. Arrangements will be made to continue the lease, whilst efforts are underway for ASSAf to secure its own building.

## **2. Revisions to legislative and other mandates**

The Science and Technology Laws Amendment Bill served before the Parliamentary Portfolio Committee in the first half of 2011 and is awaiting promulgation.

## **3. Overview of 2011 budget and MTEF estimates**

### **3.1 Expenditure estimates**

See attachment.

### **3.2 Relating expenditure trends to strategic outcome-oriented goals**

See attachment.

## **Part B: Programme and subprogramme plans**

### **4. Programme 1: Governance and administration**

This programme is central to the efficient functioning of the Academy, providing essential administrative and financial support to the Council and the secretariat. This programme is also responsible for all reporting requirements, including the Strategic Plan, the Annual Performance Plan, and quarterly reports.

#### **Strategic objectives**

<b>Strategic Objective 1.1</b>	<b>Promotion of good governance through Council</b>
Objective statement	To ensure good governance of the Academy through execution of Council elections, support of Council meetings and efficient and effective execution of Council resolutions. To ensure effective functioning of the Council Executive Committee. To ensure a smooth transition from the incumbent President, whose term of office will expire in October 2012, to a new President.

Baseline	At least four Council meetings are held each year and Council elections are currently held every two years.
Justification	Council is the highest decision-making body of the Academy. The introduction of an Executive Committee is to streamline decision-making and ensure that the Council meetings have time to give strategic input to Academy activities.
Links	Links to all the Academy objectives through ensuring effective and transparent governance.
<b>Strategic Objective 1.2</b>	<b>Promotion of recognition and involvement of Members</b>
Objective statement	To recognise scholarly achievement through annual membership elections, to ensure that the membership includes the full diversity of SA's distinguished scientists, and to foster Member involvement in Academy activities.
Baseline	Elections for new ASSAf Members are held each year. Membership dues are collected and Member profiles updated and publicised as appropriate. An Annual General Meeting to which all Members are invited is held each year and a comprehensive data base of Members is maintained.
Justification	Members are the core asset of the Academy and give of their time and expertise voluntarily.
Links	Recognition and reward of excellence; promotion of effective, evidence-based advice.
<b>Strategic Objective 1.3</b>	<b>Promotion of sound financial management</b>
Objective statement	To follow stringent accounting practices and ensure compliance with relevant legislation, and to diversify sources of funding.
Baseline	ASSAf has a continuous record of unqualified audits.

Justification	To ensure that strong and transparent fiscal accounting practices are in place, in order to make ASSAf an organisation that national and international organisations can support.
Links	Links to all the Academy objectives through ensuring sound financial management.
<b>Strategic Objective 1.4</b>	<b>Promotion of sound human resource management</b>
Objective statement	To ensure effective administration of the secretariat in terms of all human resource matters such as payroll, leave and performance management and the development and implementation of appropriate policies.
Baseline	In-house payroll and performance management, and HR policies are in place.
Justification	To ensure that sound HR policies and procedures are in place to ensure retention of staff.
Links	Links to all the Academy objectives through ensuring sound human resource management.

#### 4.1 Strategic objective annual targets and performance indicators for 2012

Strategic objective		Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2011	Medium-term targets		
				2008	2009	2010		2012	2013	2014
1.1	Promotion of good governance through Council	4	1. Council meetings	4	4	4	4	4	4	4
		2	2. Executive Committee meetings	-	-	2	2	2	2	2
1.2	Promotion of recognition and involvement of Members	1	1. Member elections	1	1	1	1	1	1	1
		1	2. AGM	1	1	1	1	1	1	1
1.3	Promotion of sound financial management	2	1. Audit Committee meetings	1	1	3	3	2	2	2
1.4	Promotion of sound Human Resource management	2	1. Human Resource Committee meetings	2	2	1	1	1	1	1

#### 4.2 Quarterly targets for 2012

Performance indicator	Reporting period	Annual target 2012	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Council meetings	Quarterly	4	1	1	1	1
Executive Committee meetings	Biannual	2	1		1	
Member elections	Annual	1				
Audit Committee meetings	Biannual	2		1		1
Human Resource Committee meetings	Annual	1				

### 4.3 Reconciling performance targets with the budget and MTEF

See attachment.

## 5. Programme 2: Scholarly publishing programme

The Scholarly Publishing Programme (SPP) is regarded as a major intervention into the National System of Innovation (NSI) in South Africa. The strategic goal of the SPP is to enhance the national capacity to produce and publish research, on the one hand, and to increase the quality and visibility of South African research publications, on the other. The Scholarly Publishing Unit (SPU) in the Academy is headed by a Director and currently staffed by 4 staff members and two DST interns.

The activities of the SPU have been funded by a three-year contract from the Department of Science and Technology (DST) that ended in June 2011. The non-renewal of this contract and the consequent shortfall in funding has created a severe financial burden on ASSAf. Since this programme is regarded as core to the Academy's mandate, every effort has been expended to ensure that it continues and that the staff members are retained. Interim, short term funding has been granted from DST to meet the funding gap between July 2011 and April 2012. Further funding has also been committed by DST and it is also anticipated that increased baseline funding will be secured to ensure that the SPP is appropriately and fairly resourced in line with its current and potential contribution within the NSI and to enable ASSAf to fulfil the role expected of a national Academy in a modern, rapidly developing knowledge economy such as South Africa.

### Strategic objectives

Strategic Objective 2.1	Implementation of open access platform
Objective statement	To increase the number of high-quality South African scholarly journals on the open access platform, Scientific Electronic Library Online (SciELO) - South Africa to ensure increased international visibility, accessibility and indexability.
Baseline	There are currently 20 pilot journals on the platform.
Justification	To increase visibility of SA scholarly journals and to improve access for SA scholars and postgraduate students. Through optimising research access, the platform maximises visibility, usage, uptake, impact and hence research progress and it exposes research undertaken in developing countries to

	developed countries.
Links	Promotion of innovation and scholarly activity, as well as effective, evidence-based scientific advice. Supporting the transformation of South Africa's economy from a resource-based to a knowledge-based economy.
<b>Strategic Objective 2.2</b>	<b>Peer review of SA scholarly journals</b>
Objective statement	To conceptualise and implement a system for peer review of disciplinary-grouped SA scholarly journals in order to enhance the quality of scholarly journals and establish the role they play in research in South Africa.
Baseline	Two disciplinary groups have been completed, viz. Social Sciences and Agriculture and Related Sciences. The next four subject groups have been rolled out: Law; Health and Related Sciences; Religious Sciences and Humanities; Languages and Literature.
Justification	A robust review and audit system is aimed at addressing problem areas and encouraging enhanced functioning of research journals published in SA. Such functioning would include: quality of editorial and review processes; fitness of purpose; positioning in the global cycle of new and old journals listed and indexed in databases; financial sustainability and scope and size of issues. This is best done in relation to groups of titles sharing a particular broad disciplinary focus, in order to make recommendations for improved functioning of each journal.
Links	Promotion of innovation and scholarly activity, as well as effective, evidence-based scientific advice. Supporting the transformation of South Africa's economy from a resource-based to a knowledge-based economy.
<b>Strategic Objective 2.3</b>	<b>Scholarly publishing in books</b>

Objective statement	To address issues related to the production and use of scholarly books in SA and to make recommendations on their evaluation to assist the national Department of Higher Education and Training in the recognition of books and chapters in books as a component of the research output of higher education institutions.
Baseline	The report of the Consensus Study on <i>A Strategic Approach to Scholarly Publishing in South Africa</i> has been published. The proposals have been formally presented to the Directorate: University Education Policy and Development Support, as well as the Department's Research Outputs Evaluation Committee. The recommendations are under consideration, subject to further interactions between the SPU and the Department. It is likely that the proposed typology can be tested during the 2012/13 cycle of assessments of scholarly books and collected works submitted for accreditation by institutions. A "Scholarly Book Publishers Forum" has been established with agreed Terms of Reference.
Justification	To enhance the production, visibility and impact of high-quality scholarly books and collected works in SA. To bring peer review standards for scholarly books and collected works up to the level of peer-reviewed journals. It also aims to improve public policy in respect of scholarly books and collected works and enhance the impact of scholarly books in the development of a new generation of researchers.
Links	Promotion of innovation and scholarly activity, as well as effective, evidence-based scientific advice. Supporting the transformation of South Africa's economy from a resource-based to a knowledge-based economy.
<b>Strategic Objective 2.4</b>	<b>National Scholarly Editors' Forum (NSEF)</b>
Objective statement	To enhance the quality of scholarly editing in SA through sharing of best practices and the publication of manuals and guideline documents.
Baseline	A database of scholarly editors in SA and resource materials and the hosting of an annual workshop

	(NSEF) comprising guest lectures and sharing of best practices.
Justification	All stakeholders in the SA research enterprise should support local/national research journals that actively seek to be of international quality and are indexed in an internationally recognised, bibliometrically accessible database, through following best-practice in editorial discernment and peer review, Proposed best-practice guidelines and other related practices should be widely discussed under the aegis of this Forum, formulated into a concise readable document, and then publicly adopted by editors and publishers throughout SA, especially those relating to effective peer review and wise and appropriate editorial discernment.
Links	Promotion of innovation and scholarly activity, Supporting the transformation of SA's economy from a resource-based to a knowledge-based economy.
<b>Strategic Objective 2.5</b>	<b>Online scientific writing</b>
Objective statement	To investigate and establish a web-based, online scientific writing course for graduate students and young academic staff aimed at supplementing and enriching in-house offerings.
Baseline	The online system has been developed and will offer four tiers of support: a listing of suitable resources with access details; self-teaching lectures on various aspects of scientific/scholarly writing; a direct mentoring system for help with writing tasks; and short block courses for face-to-face instruction and help.
Justification	A nationally coordinated, low cost-to-user online course system will greatly widen the scope of benefits, and permit over-stretched researchers at institutions to concentrate more on content than on skilling issues, at least as far as writing for publication is concerned. There is a need for training courses is a result of concerns about the quality of student writing.
Links	Promotion of innovation and scholarly activity. Supporting the transformation of SA's economy from a resource-based to a knowledge-based

	economy.
<b>Strategic Objective 2.6</b>	<b>Access to core commercial data bases</b>
Objective statement	To give full access to all tertiary and research institutions to core scholarly journals, which are commercially funded.
Baseline	The final draft report has been compiled and the results presented to the Minister of S&T.
Justification	The aim is to grow a competitive scientific and industrial base to support a knowledge economy, by providing equal access to data bases to all researchers in SA.
Links	Promotion of innovation and scholarly activity, as well as effective, evidence-based scientific advice. Supporting the transformation of SA's economy from a resource-based to a knowledge-based economy.
<b>Strategic Objective 2.7</b>	<b>Institutional repositories</b>
Objective statement	To advocate for the establishment and setting up of institutional repositories.
Baseline	An Institutional Repository for TWAS (Academy of Sciences for the Developing World) has been set up and is available at <a href="http://www.assaf.org.za/twas">http://www.assaf.org.za/twas</a> , where all Masters and Doctoral theses of funded scholars have been placed. Continued participation in advocacy of setting up repositories.
Justification	Institutional repositories are under development in a number of universities and science councils, but their expansion is now urgent and will be promoted by the ASSAf programme in association with other partners such as the DST and the DHET.
Links	Promotion of innovation and scholarly activity, Supporting the transformation of SA's economy from a resource-based to a knowledge-based economy.

## 5.1 Strategic objective annual targets and performance indicators for 2012

Strategic objective		Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2011	Medium-term targets		
				2008	2009	2010		2012	2013	2014
2.1	Implementation of open access platform	10	1. Add new titles to OA platform	-	6	10	10	10	10	10
2.2	Peer review of SA scholarly journals	3	1. Set up peer review panels for evaluation	0	2	4	3	2	2	2
		4	2. Publish report of peer review panels	-	-	2	4	3	2	2
2.3	Scholarly publishing in books	1	1. Host National Scholarly Publishers' Forum	-	-	-	1	1	1	1
2.4	National Scholarly Editors' Forum	1	1. Host National Scholarly Editors' Forum	1	1	1	1	1	1	1
2.5	Online scientific writing	1	1. Set up website for online scientific writing	-	-	-	1	=	-	-
		1	2. Completion of online course	-	-	-	-	1	-	-
2.6	Access to core commercial databases	1	1. Publish report on access to core commercial databases	-	-	-	1	-	-	-

## 5.2 Quarterly targets for 2012

Performance indicator	Reporting period	Annual target 2012	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Add new titles to OA platform	Annual	10				

Set up peer review panels for evaluation	Annual	3				
Publish report of peer review panels	Annual	4				
Host National Scholarly Editors' Forum	Annual	1				
Set up website for online scientific writing	Annual	1				
Completion of online course	Annual	1				
Publish report on access to core commercial databases	Annual	1				

### 5.3 Reconciling performance targets with the budget and MTEF

See attachment.

## 6.4 Scholarly Publishing Programme Activities

Key activities of the SPP are described in more detail below.

### 6.4.1 Open access platform

During the past year, significant progress was made in the implementation of the Open Access platform, known as the Scientific Electronic Library Online (SciELO)-South Africa, for high-quality South African scholarly journals. The project is inspired by a wide-reaching movement towards the implementation of online journals, pioneered by the SciELO project, based in Brazil. Twenty pilot journals are now available on the SciELO platform to establish a blue print to determine workflow, and technical, indexing and publishing requirements. The service is operating from the [www.scielo.org.za](http://www.scielo.org.za) domain. Two interns have been appointed in the Scholarly Publishing Unit in order to give momentum to the population of the platform, as well as to deal with the journals being recommended via the peer review processes. It is anticipated that two new interns will be employed again in 2012.

Criteria for inclusion on the platform are (i) recommendations of peer review panels, and/or (ii) internationally indexed journals, and/or (iii) journals with a good citation record in the Thomson Scientific ISI system.

It is expected to have at least 180 journals published eventually on the platform.

### 6.4.2 ASSAf Scholarly Book Report

The report of the Consensus Study on *A Strategic Approach to Scholarly Publishing in Books in South Africa* was finalised in 2010. The report addresses issues relating to the production, use and evaluation of scholarly books in South Africa and was commissioned by the National Department of Education to assist them with the recognition of books and chapters in books as a component of the research output of higher education institutions.

Recognition for output in book publications for 2009 represents 4% of the total approvals by the Department of Higher Education Panels for accreditation. The main reasons for the non-recognition of books remained the same. The foremost reason was that most books were found not to be scholarly, partly because the target audience for the book was not specialists in the field. The second most common reason was problems relating to peer review, specifically the peer review process (unclear or ambiguous or lack of it) and insufficient evidence of peer review. A large number of books were not recognised based on noncompliance with the policy e.g. textbooks, handbooks, theses or encyclopaedias.

The implementation of the recommendations of this report will have a major influence on the production of high-quality scholarly books and collected works in South Africa, as well as the visibility and impact thereof. The focus of activity in 2012/2013 will be on the implementation of the findings of this report. The Scholarly Book Publishers Forum has been established with approved terms of reference, and has already met once. The Forum has also submitted a draft proposal to ASSAf for the Department of Higher Education and Training to consider the establishment of a National Book Fund.

### 6.4.3 Peer review of disciplinary groupings of South African scholarly journals

Reports on the completed peer review process for the second set of disciplinary groups (Law, Health Sciences, Humanities, Theology and Religious Studies) are nearing completion, bringing

the total number of disciplinary groups addressed to six. These reports will only be published in 2012. The following three groups have not been rolled out during 2011: Engineering, Economic and Business Management and Information and Communication Studies, as the other Panel's reviews were far from completion and embarking on the next three groups would have deterred from completing the current four panels. Delays were experienced in reviewers declining and finding suitable alternates.

#### **5.4.4 National Scholarly Editors' Forum**

The annual NSEF has become an entrenched event in the annual calendar and attendance has risen markedly since its inception. The fifth annual National Scholarly Editors' Forum held in July 2011 was attended by approximately 90.

#### **5.4.5 Online scientific writing service**

The implementation of a web-based online scientific writing service for graduate students and young academic staff is making good progress. The ASSAf Committee on Scholarly Publishing has also been working on the phased setting up of a free online course system for self-help in scientific/scholarly writing. This is directed at young academic staff and graduate students throughout South Africa, supplementing and enriching in-house offerings. The system offers four tiers of support: a listing of suitable resources with access details; self-teaching lectures on various aspects of scientific/scholarly writing; a direct mentoring system for help with writing tasks; and short block courses for face-to-face instruction and help.

Short-term funding received from IAP and the InterAcademy Medical Panel (IAMP) has provided momentum to this project.

#### **5.4.6 Electronic knowledge resources for university research and scholarship**

Investigations into facilitating a staged approach to mega-licensed access by South African public research institutions to leading international commercial journals were completed in 2011 and a report will be presented to the Minister of S&T. The Academy consulted the organisers of similar services in Chile, Pakistan and India to inform its recommendations. ASSAf has commissioned the Centre for Research on Science and Technology (CREST) at Stellenbosch University to conduct an investigation into the electronic information needs of academic staff, postgraduate students and researchers within Universities and Research Councils in South Africa. Through this project the SPU is supporting DST with interventions to grow a competitive scientific and industrial base to support a knowledge economy, by providing equal access to all researchers in South Africa.

UNESCO sponsored a two day workshop on Open Access Journal publishing, which was attended by 16 editors from South Africa, Lesotho and Swaziland. At this workshop it was recognised that Editors face a huge challenge in moving either from print to online or from commercial to open-access publishing. In order to address these needs it was felt that it would be beneficial for editors to workshop the different issues and challenges to get a clear understanding of what open-access publishing means, how it can be accomplished and the implications and benefits thereof.

#### **5.4.7 Institutional repositories**

Institutional repositories are already under development in a number of universities and science councils. They respond to two strategic issues facing academic institutions: 1) they provide a central component in reforming scholarly communication by stimulating innovation in a disaggregated publishing structure; and 2) they serve as tangible indicators of an institution's quality, thus increasing its visibility, prestige, and public value.

Their continuous expansion remains important and will be promoted by the ASSAf programme in association with other partners such as the DST and the DHET.

## 6. Programme 3: Policy advisory programme

In order for ASSAf to fulfil its policy advisory role regarding key challenges facing the nation, a variety of consensus and forum studies are undertaken. Recently, ASSAf has expanded its policy advisory activities through the publication of policymakers' booklets on key topics and commentaries on national policies. Over and above their policy advisory function, evidence-based study activities provide an important mechanism for establishing and strengthening international links, securing external project-related funding, and in mobilising ASSAf Members to volunteer their service on committees and panels. Studies generally fall into broad categories related to health; environment; and social sciences and education. Once concluded, a large amount of effort is expended in disseminating the findings and ensuring effective uptake of the recommendations.

This programme is headed by a Manager and staffed by three Programme Officers, each of whom has a responsibility for projects falling within one of the three broad categories identified above.

### Strategic objectives

<b>Strategic Objective 3.1</b>	<b>Alignment of studies with ASSAf mission and national priorities</b>
Objective statement	To identify studies in line with the Academy's mission and the priorities of the country with a view to fulfilling the policy advisory role of the Academy.
Baseline	ASSAf has completed a total of 19 studies, consisting of 7 consensus studies, 9 forum-type studies and has produced 3 policymakers' booklets.
Justification	To ensure that the Academy accomplishes its mission and remains both relevant and responsive to the needs of the country.

Links	Promotion of effective, evidence-based advice.
<b>Strategic Objective 3.2</b>	<b>Preparation of proposals</b>
Objective statement	To prepare proposals for the ASSAf Council and for submission to possible funders.
Baseline	Proposal development precedes approval and execution of all ASSAf studies. Proposals are normally used to fundraise for studies.
Justification	Proposals identify the issues and key questions that studies intend to address, the methodology that will be used, the budget, as well as the proposed panel members. Proposals are also used to raise necessary funding.
Links	Promotion of effective, evidence-based scientific advice.
<b>Strategic Objective 3.3</b>	<b>Effective execution of studies</b>
Objective statement	To execute all projects effectively within the set timeframes and to adhere to the study brief.
Baseline	The Academy has a well-established methodology for conducting its consensus studies which ensures that the recommendations made are informed by evidence and are reached through consensus of an appointed panel. Planning meetings set out the road map and the time a study should take. Around four panel meetings are held for each study. Research is normally commissioned to address identified gaps in panel expertise. All consensus studies undergo rigorous peer review. Dissemination plans are compiled for each study report.
Justification	The methodology used represents international best practice for Academy studies and ensures that the recommendations made are objective and free of vested interests,

Links	Promotion of effective, evidence-based scientific advice.
<b>Strategic Objective 3.4</b>	<b>Dissemination of reports</b>
Objective statement	To share project reports with relevant stakeholders and policy-makers to ensure uptake of policy recommendations.
Baseline	Reports are presented to relevant stakeholders through face-to-face meetings and workshops. They are sent to stakeholders and policy-makers as per dissemination plans. Other forms of media used include television, websites, and print. Concise versions of reports are published to suit specific target audiences.
Justification	Translating Academy outputs into action depends on translating and communicating the study results in an effective manner so that the outputs are available, accessible and usable.
Links	Promotion of effective, evidence-based scientific advice.

## 6.1 Strategic objective annual targets for 2012

Strategic objective		Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2011	Medium-term targets		
				2008	2009	2010		2012	2013	2014
3.1	Alignment of studies with ASSAf mission and national priorities	100%	1. Alignment to ASSAf mission	100%	100%	100%	100%	100%	100%	100%
		80%	2. Alignment to DST's 5 grand challenges	40%	80%	80%	80%	80%	80%	80%
		80%	3. Alignment to 10 national priorities	40%	40%	70%	80%	80%	80%	80%
3.2	Preparation of proposals	4	1. Number of proposals submitted to Council for approval	2	2	4	4	5	6	6
		8	2. Number of proposals submitted to funding bodies	2	6	6	8	10	12	12
3.3	Effective execution of studies	2	1. Number of reports published	3	3	6	2	1	2	2

## 6.2 Quarterly targets for 2012

Performance indicator	Reporting period	Annual target 2012	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Alignment to ASSAf mission	Annual	100%				
Alignment to DST's 5 grand challenges	Annual	80%				
Alignment to Ten National Priorities	Annual	80%				
Number of proposals submitted to Council	Quarterly	4	1	1	1	1
Number of proposals submitted to funding bodies	Quarterly	8	2	2	2	2
Number of reports published	Annual	2				

### **6.3 Reconciling performance targets with the budget and MTEF**

See attachment

### **6.4 Policy Advisory Programme Activities**

General goals for 2012/2013 are as follows:

- Consolidate the number of programme activities in line with the Academy's mission and the priorities of the country;
- Prepare proposals for ASSAf Council approval and for submission to potential funders;
- Execute all studies effectively within the set timeframes;
- Engage with relevant stakeholders and policymakers;
- Improve dissemination and uptake of study reports; and
- Improve and monitor the impact of study reports.

#### **6.4.1 Clinical Research and Related Training in South Africa**

This consensus study aimed to contribute to building a national culture in which clinical research is seen as essential, and clinical trials are widely accepted and promoted. It investigated how best to equip and encourage clinicians-in-training to embrace clinical research and evidence-based practice as indispensable elements in delivering effective health care; how to ensure that clinical research flourishes in SA under conditions that protect the rights and safety of individuals; and how to ensure that government, parastatal institutions, academia and industry interact more constructively to create a favorable and enabling environment for clinical research to be conducted. The study was successfully completed in 2010 and has been disseminated widely.

Goals for 2012/2013 are as follows:

- Continuation of the dissemination of the report;
- Monitoring the impact of the report.

#### **6.4.2 Science, Technology, Engineering and Mathematics (STEM) Education**

This committee aims to serve as the interface between academic institutions and education authorities in matters related to school curricula. It aims to, *inter alia*, review examinations and assessment at school level and investigate curriculum concerns.

Goals for 2012/2013 are as follows:

- Complete and submit a consensus study proposal to Council;
- Explore a possible pilot project for the implementation of the French Academy's La Main a la Pate programme;
- Disseminate the policymakers' booklet on Inquiry-Based Science Education (IBSE) for Girls.

#### **6.4.3 Science for Poverty Alleviation**

ASSAf originally constituted its Committee on Science for Poverty Alleviation (CSfPA) to contribute to one of the five new national missions outlined in South Africa's R&D Strategy. The Committee was augmented in 2007 to generate forum-type studies of selected topics in three broad areas to assist government policy-makers and others, in the fight to alleviate poverty in South Africa. The three broad multi-disciplinary areas are: small-scale agriculture; health of poor communities; and general environmental and other sustainability aspects of smaller (secondary) cities.

Goals for 2012/2013 are as follows:

- Continue to disseminate the policymakers' booklet on "Improving Maternal, Newborn and Child Health in Africa" as widely as possible and engage with relevant external stakeholders to increase the impact of the report;
- Disseminate the policymakers' booklet on "Improving Access to Energy in Sub-Saharan Africa;"
- Publish and disseminate the policymakers' booklet on "GMOs in Africa Agriculture: Challenges and Opportunities;"
- Reconstitute the committee with fewer members and align activities to the National Development Plan.

#### **6.4.4 State of Humanities in South Africa**

This study aims to examine the present status and role of the Humanities in South Africa and to suggest ways to strengthen and advance the contribution of the Humanities to national life and development in South Africa. The final report was published in 2011.

Goals for 2012/2013 are as follows:

- Disseminate and present the report to key stakeholders.
- Engage with the Canadian Royal Society to host a follow-up workshop in Canada on the Humanities

- Address the recommendations of the report that are pertinent to the Academy;
- Host an international conference on the Humanities in collaboration with HSRC;
- Establish a Standing Committee on the Humanities;
- Hold a public engagement workshop on the ASSAf consensus report and the Charter for Humanities.

#### **6.4.5 PhD Study: Enhancing the Production of Postgraduates in South Africa**

There is a broad consensus in the science community in South Africa that not enough high-quality PhDs are being produced in relation to the developmental needs of the country. This ambition to escalate the number of well-trained PhDs in South Africa raises fundamental questions about national capacity, critical partners, innovative programs, strategic investments and cross-sectoral co-operation, that will be addressed by this panel.

The study was started in 2008 and was completed in 2010. The report has been disseminated and presented to key stakeholders.

Goals for 2012/2013 are as follows:

- Continuation of the dissemination of the report and presentation to key stakeholders;
- Identify a potential followup study on human capital needs in the health sector;
- Monitoring the impact of the report.

#### **6.4.6 Improved Nutritional Assessment in South Africa**

The study is conceived as a follow-up to the Consensus Report on “HIV/AIDS, TB and Nutrition” (2007). One of the key findings of the 2007 Report was the (surprising) national deficit in modern nutritional assessment methods, particularly tests of micronutrient status that were grounded in the most up-to-date understandings of relevant physiology and pathological chemistry, and were reliable, affordable and practically helpful. The aim of the follow-up study is to address this finding, seeking to identify the best assessment modes to contribute to the prevention and treatment of these pandemic infectious conditions in the country. The six micronutrients identified as being most significant are vitamins A and D, folate, and the trace elements zinc, iron and selenium.

Goals for 2012/2013 are as follows:

- Publication and dissemination of the report and presentation to key stakeholders;
- Monitoring the impact of the report.

#### **6.4.7 Biosafety and Biosecurity**

The committee oversees all components of biosafety, including bioethics, bio-risks and good laboratory practice, as well as biosecurity.

Goals for 2012/2013 are as follows:

- Hold consultative meetings with DOH, DEAT, DOA and DTI, and give feedback to DST;
- Obtain funding for a consensus study on biosafety;
- Identify study panel members, obtain Council approval and appoint panel members.

#### **6.4.8 Low Carbon Cities**

During 2009, a consensus study on Low Carbon Cities was approved by the ASSAf Council. The study is funded by the Danish International Development Agency (DANIDA) through the eThekweni (Durban) Municipality and is aimed at making recommendations on the transition to a low carbon city based on opportunities for reduction in energy usage, energy efficiency measures, renewable energy applications, carbon storage options etc. The report was finalised in 2011 and launched in August 2011. A workshop on “Pathways towards a Low Carbon City” was held in conjunction with the COP-17 meeting in Durban in December 2011.

Goals for 2012/2013 are as follows:

- Publish and disseminate the study report;
- Host a workshop on Technologies for a Low Carbon Society in collaboration with Leopoldina during the year of German-South African science collaboration;
- Identify potential follow up studies.

#### **6.4.9 State of Water in South Africa**

During 2009, ASSAf was approached by the Water Research Commission (WRC) to conduct a study on the State of Water in South Africa. The study is aimed at conducting a rigorous scientific assessment of the state of water and assessing the current and future challenges. The scoping phase which was in the form of a roundtable discussion has been completed and the key questions have been identified. The second phase will consist of a consensus study which will be based on key questions identified in the first phase.

Goals for 2012/2013 are as follows:

- Obtain funding for the consensus study;
- Identify panel members, obtain Council approval and appoint panel members.

#### 6.4.10 Envisioning a Strategy to Prepare for the Long-term Burden of HIV/AIDS

A workshop on the long-term burden of HIV/AIDS which was hosted in collaboration with Institute of Medicine took place in 2010. The report has been published by IOM. The study was aimed at, *inter alia*, examining the current human resource situation for the prevention, care and treatment of HIV/AIDS; illuminating the current state of long term strategic planning by ministries of health and education and universities in South Africa and elsewhere in Sub-Saharan Africa; and identifying projected capacities needed to deliver HIV/AIDS prevention and care services for the 2018-2023 timeframe. The study was funded by IOM.

Goals for 2012/2013 are as follows:

- Seek opportunities to localise the IOM report;
- Seek opportunities for a follow-up consensus study proposal.

## 7. Programme 4: Liaison

The purpose of this programme is to establish and give effect to strategic partnerships with other national science academies and academy networks, and to establish, strengthen and enhance interactions with key stakeholders in key national government departments, policy-makers in government, and relevant national and international scientific networks and organisations.

The programme is structured into national and international liaison activities and is headed by a manager and staffed by two liaison officers.

### Strategic objectives

<b>Strategic Objective 4.1</b>	<b>Initiation and development of relations with international science Academy networks</b>
Objective statement	To participate in and maintain effective relations with international science Academy networks to promote funding opportunities, and global and continental policy advisory activities,

Baseline	ASSAf is a member of the Global Network of Science Academies (IAP), the InterAcademy Council (IAC), the InterAcademy Medical Panel (IAMP), the Academy of Sciences for the Developing World (TWAS), the G8+ grouping of academies, and the Network of African Science Academies (NASAC). ASSAf also participates in the Science for Society Forum of Presidents of Academies, the Human Rights Network of Academics and Science Academies, and intends to participate in the Consortium on Science, Technology and Innovation for the South (COSTIS), hosted by TWAS, and the International Science, Technology and Innovation Centre (ISTIC) for South-South Co-operation under the auspices of UNESCO.
Justification	Linkages with other academies are important for addressing regional, continental and global issues that require collaborative efforts and insights. Effective international linkages enhance the credibility of an organisation and extend the reach of its sphere of influence.
Links	Promotion of national, regional and international linkages
<b>Strategic Objective 4.2</b>	<b>Provision of effective and efficient leadership to NASAC</b>
Objective statement	Through its presidency of NASAC, ASSAf plans to ensure good governance, the promotion of Academy initiation and strengthening across the

	continent, and the promotion of the policy-advisory role of NASAC at the African Union level.
Baseline	This is the second year of ASSAf presidency of NASAC for a three-year term.
Justification	As the leading science Academy on the African continent, it is appropriate that ASSAf plays a role in the development of NASAC, and shares its experience gained from mentoring by the US National Academies. International science academies have welcomed this development.
Links	Promotion of national, regional and international linkages
<b>Strategic Objective 4.3</b>	<b>Establish and maintain bilateral Academy agreements</b>
Objective statement	To strengthen and initiate bilateral Academy agreements and give effect to agreements through joint activities.
Baseline	ASSAf currently has bilateral agreements with the Uganda National Academy of Sciences (UNAS), the Russian Academy of Sciences (RAS), the Chinese Academy of Sciences (CAS), the Nigerian Academy of Science (NAS) and the Mauritius Academy of Science and Technology (MAST). To date, UNAS and ASSAf have partnered on science education and water activities; RAS and ASSAf have held a joint workshop to strengthen links in

	the fields of biotechnology, nanotechnology and cyberinfrastructure; MAST and ASSAf have partnered on GMOs and energy.
Justification	Bilateral agreements and engagements enable ASSAf to partner with other academies in collaborative studies that address issues of mutual interest and to submit funding proposals to the IAP, which requires that proposals address issues of regional interest. They also ensure that at times of elections, ASSAf gets support from and provides support to its partners.
Links	Promotion of national, regional and international linkages
<b>Strategic Objective 4.4</b>	<b>Embark on Academy initiation and development</b>
Objective statement	To initiate academies in countries in the SADC region where critical mass exists and to strengthen existing academies in the SADC region.
Baseline	ASSAf aims to strengthen academies in Mozambique, Zimbabwe, Zambia and Mauritius through joint project and mentoring activities and is engaged in an academy development initiative in Namibia and Botswana.
Justification	A country is embedded in a region and derives its strength from the region. The growth of one country in a region results in challenges such as migration from neighbouring countries. By strengthening and

	initiating science academies in the region, ASSAf is contributing to the strengthening of the NSI in the SADC region.
Links	Promotion of national, regional and international linkages.
<b>Strategic Objective 4.5</b>	<b>Promote young scientists' activities</b>
Objective statement	To promote and enhance young scientists' activities
Baseline	Host an annual Young Scientists' Conference, disseminate fellowship/scholarship opportunities, nominate leading young scientists for international events, present awards/prizes for young scientists, and collaborate with the South African Young Academy of Science (SAYAS).
Justification	ASSAf is mindful of its responsibility to foster the next generation of leading scholars and to involve young scientists in academy related activities as much as possible. The annual Young Scientists' Conference provides an opportunity for young scientists to network and showcase their work. The establishment of a Young Academy will provide young scientists with a platform to contribute nationally and even participate in international scientific activities.
Links	Promotion of innovation and scholarly activity, as well as recognition and reward of excellence.

<b>Strategic Objective 4.6</b>	<b>Promote women scientists' activities</b>
Objective statement	To promote and enhance women in science activities.
Baseline	A National Chapter of the Organisation for Women in Science in the Developing World (OWSD – formerly TWOWS) and an interim executive committee has been established. Appropriate activities will be conducted under the auspices of the national chapter.
Justification	The activities will provide women scientists with a networking platform and an opportunity to contribute to science development in the country.
Links	Promotion of innovation and scholarly activity.
<b>Strategic Objective 4.7</b>	<b>Promotion of regional and national lectures</b>
Objective statement	To host, on an annual basis, a distinguished international scholar who presents lectures at various regional centres; to partner with other appropriate organisations (e.g. the Royal Society and the Akademie) to offer public scholarly lectures at various regional centres; and to host an annual open symposium on a topic of critical national importance.
Baseline	ASSAf generally hosts one visiting lecturer per annum and offers joint public lectures with the Royal Society on a regular basis in Cape Town,

	and on an irregular basis in other centres.
Justification	Annual lectures provide an opportunity for SA scholars to engage with a leading international scholar. Public lectures promote the profile of the Academy and relations with other organisations.
Links	Promotion of innovation and scholarly activity.
<b>Strategic Objective 4.8</b>	<b>Recognise excellence through awards</b>
Objective statement	To award up to two gold medals per annum for outstanding achievement in scientific thinking for the benefit of society and to award two prestigious Sydney Brenner postdoctoral fellowships every two years.
Baseline	ASSAf awards two gold medals annually and two Sydney Brenner fellowships once every two years.
Justification	Gold medals are the apex awards of the Academy and the South African science system and are awarded in recognition of outstanding achievements by individuals.
Links	Promotion of innovation and scholarly activity, as well as recognition and reward of excellence.
<b>Strategic Objective 4.9</b>	<b>Engagement of other NSI organisations through COHORT and on an individual basis</b>

Objective statement	To act as the secretariat for and to promote participation in the Committee for Heads of Organisations for Science and Technology (COHORT) and to engage with other NSI organisations to identify synergies and avoid duplication of efforts.
Baseline	ASSAf signed a memorandum of agreement with COHORT in 2008 and continues to engage with other NSI organisations.
Justification	Hosting the COHORT secretariat gives ASSAf an opportunity to network with other NSI organisations and to identify issues of mutual concern and interest.
Links	Promotion of national linkages.

## 7.1 Strategic objective annual targets for 2012

Strategic objective		Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2011	Medium-term targets		
				2008	2009	2010		2012	2013	2014
4.4	Promotion of Young Scientists Activities	1	1 Young Scientists' conference	-	-	1	1	1	1	1
4.6	Promotion of regional and national lectures	1	1. Number of distinguished visiting lecturers	1	0	1	1	1	1	1
		3	2. Number of regions hosting public lectures	1	1	1	3	3	3	3
4.8	Recognition of excellence through awards	2	1. Science-for-Society gold medals	2	2	2	2	2	2	2

## 7.2 Quarterly targets for 2012

Performance indicator	Reporting period	Annual target 2011	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Young Scientists' conference	Annual	1				
Number of distinguished visiting lecturers	Annual	1				
Number of regions hosting public lectures	Annual	3				
Science-for-Society gold medals	Annual	2				

## 8. Programme 5: Communication

The purpose of this programme is to provide effective and targeted communication with ASSAf stakeholders to support the vision of the Academy to be the apex organisation of science and scholarship in South Africa and to manage and produce all printed material for the Academy, ranging from its flagship journal, the *South African Journal of Science*, to non-periodical publications for ASSAf's various workshops and studies. ASSAf stakeholders include Members, representatives of government and other science councils, universities, sponsors and the public.

The Communication Programme is staffed by a Communication Manager and a Communication Officer, as well as a Publications Coordinator.

### Strategic objectives

<b>Strategic Objective 5.1</b>	<b>Marketing of the Academy amongst its target audiences</b>
Objective statement	To market the Academy effectively and appropriately through the website, increased use of electronic media, publication and dissemination of relevant products, stakeholder meetings, release of press statements and promotion of Academy products.
Baseline	ASSAf has a revitalised brand that is entrenched in all its communication tools. ASSAf has a well-established internet presence with a professional website, an interactive website aimed at the youth (questinteractive) and dedicated websites, such as SAJS. The websites are regularly updated, press statements are regularly released and Academy activities publicised.
Justification	To ensure effective marketing of the Academy and to raise its profile amongst its target audiences.
Links	Supports ASSAf's overall strategic objectives.
<b>Strategic Objective 5.2</b>	<b>Production, publishing and dissemination</b>
Objective statement	To produce and disseminate high quality print versions of periodical publications such as the SAJS, <i>Quest</i> , quarterly Science for Society

	electronic newsletter, and Annual Report and non-periodical study reports, workshop proceedings, policy-makers' booklets and position papers.
Baseline	Publications are of a high quality; periodical publications are produced timeously; and study reports are produced in a variety of formats from concise to full versions. All publications are disseminated widely to ASSAf stakeholders.
Justification	The publication of <i>SAJS</i> is to provide a high-quality outlet for the publication of SA research. <i>Quest</i> magazine aims to promote an interest in science amongst learners. Wide dissemination of ASSAf study results facilitates effective uptake of recommendations by policy-makers.
Links	Promotion of innovation and scholarly activity; promotion of effective evidence-based scientific advice; promotion of interest in and awareness of science education.
<b>Strategic Objective 5.3</b>	<b>Promotion of public awareness of science</b>
Objective statement	To promote awareness of science amongst the public and particularly among the youth through the publication and dissemination of <i>Quest</i> science magazine, the <i>Quest</i> interactive website, release of press statements and active participation in key national science events.
Baseline	<i>Quest</i> is widely distributed to schools and at national science events. 25 000 copies per issue are published.
Justification	To promote interest in and awareness of science amongst school learners.
Links	Promotion of interest in and awareness of science education.

## 8.1 Strategic objective annual targets for 2012

Strategic objective	Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2011	Medium-term targets			
			2008	2009	2010		2012	2013	2014	
5.1	Marketing of the Academy	12	1. Media releases	12	14	21	26	20	25	30
5.2	Production, publishing and dissemination	4	1. Publication of <i>Quest</i>	4	4	4	6	4	4	4
		6	2. Publication of SAJS	6	6	6	4	6	6	6
		4	3. Publication of electronic Science for Society	4	4	4	6	4	4	4
		1	4. Publication of Annual Report	4	1	1	1	1	1	1
			5. Publication of non-periodicals (consensus studies, forum studies, policy-makers' booklets, leaflets, position papers)	3	3	6	14	6	6	6
5.3	Promotion of public awareness of science	8	2. Exhibition at science events + workshops, seminars, conferences	7	7	8	14	8	8	8

## 8.2 Quarterly targets for 2012

Performance indicator	Reporting period	Annual target 2012	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Media releases	Annual	20	5	5	6	4
Publication of Quest	Quarterly	4	1	1	1	1
Publication of SAJS	Two monthly	6		3		3
Publication of electronic Science for Society	Quarterly	4	1	1	1	1
Publication of Annual Report	Annual	1			1	
Publication of evidence-based reports	Annual	6	1	2	2	1
Exhibition at science events	Quarterly	8	2	2	3	1

## **Annexure D**

### **Vision**

The Academy of Science of South Africa (ASSAf) aspires to be the apex organisation for science and scholarship in South Africa, recognised and connected both nationally and internationally. Through its membership which represents the collective voice of the most active scholars in all fields of scholarly enquiry, ASSAf aims to generate evidence-based solutions to national problems.

### **Mission**

The mission of the Academy is to:

- Recognise scholarly achievement and excellence in the application of scientific thinking for the benefit of society;
- Mobilise Members to ensure that they are available to contribute their expertise in the service of society;
- Conduct systematic and evidence-based studies on issues of national importance, producing authoritative reports that have significant impact on policy-making;
- Promote the development of an indigenous system of South African research publications, increasing their quality, visibility, accessibility and impact;
- Publish science focused periodicals that will showcase the best of southern African research to a wide national and international audience;
- Develop productive partnerships with national, regional and international organisations with a view to building our capacity in science and its application within the National System of Innovation (NSI);
- Create diversified sources of funding for sustainable functioning and growth of a national academy;
- Communicate effectively with relevant stakeholders through various media and fora.

### **Values**

ASSAf's strength resides in the quality and diversity of its membership; internationally renowned scholars elected by their peers, who give of their time voluntarily in the service of society. The membership could be regarded as the 'brains trust' of the nation. ASSAf is able to use its membership as a collective resource for evidence-based solutions to national problems. Through the well-recognised convening power of academies, ASSAf is able to mobilise the best scientific minds from across the nation, as well as internationally, to provide authoritative advice to government and other stakeholders based on scientifically rigorous analysis of evidence and consensus of diverse experts. As such, ASSAf is an independent, non-biased and credible source of policy advice. The diversity of its membership, embracing the full disciplinary spectrum, enables ASSAf to focus on issues of a multi-disciplinary, multi-sectoral nature and to

bring the strengths of a fully inclusive approach to bear on the issues of national and international concern.

The further value of the Academy is its promotion of excellence through election to Academy membership and awards, and the fostering of scholarly activity through the provision of fora for scholarly activities and debate.

Policy advisory activities are a common feature of academies around the world, all using an evidence-based approach based on the convening of experts with diverse perspectives to discuss and illuminate issues.

In a crowded policy advisory space such as exists in South Africa, it is important to distinguish the niche of the Academy from other organisations within the NSI. Key universal elements of Academy advice are that it is:

- Authoritative
- Independent
- Objective
- Free of vested interests
- Trusted
- Based on volunteerism
- Based on rigorous analysis of evidence and peer review
- Transparent
- Locally based

and in the case of ASSAf because of the definition of Academy membership

- Multi-disciplinary and able to address complex issues that transcend disciplinary boundaries.

## **Strategic outcome-oriented goals**

The ASSAf Act provides the framework for identifying the Academy's overarching goals, within which the strategic priorities and focus for the next 5-year period are outlined. Overarching goals of ASSAf are as follows:

1. Recognition and reward of excellence
2. Promotion of innovation and scholarly activity
3. Promotion of effective, evidence-based scientific advice
4. Promotion of interest in and awareness of science education
5. Promotion of national, regional and international linkages

These are closely aligned with those of government and the Department of Science and Technology (DST) as shown in the summary table overleaf.

The broad goals of government, applicable within the context of ASSAf activities, are as follows:

- Strengthening skills and resource base
- Regional development, African advancement and international cooperation
- Improvement of the health profile of society
- Improvement of rural development and food security
- Improvement of environmental assets and natural resources

Strategic Outcome-oriented Goals	Indicators	Government goal statements
1. Recognition and reward of excellence	<ul style="list-style-type: none"> <li>• Annual elections to Academy Membership</li> <li>• Award of 2 Science-for-Society gold medals p.a.</li> <li>• Award of 2 Sydney Brenner fellowships p.a.</li> <li>• Award of Young Scientist Prize</li> <li>• Recommendations on NRF rating system</li> <li>• Establishment of Young Science Academy</li> </ul>	Strengthening of the skills and resource base of SA
2. Promotion of innovation and scholarly activity	<ul style="list-style-type: none"> <li>• Hosting of annual ASSAf visiting lecturer</li> <li>• Hosting of regional scholarly lectures</li> <li>• Publication of <i>SA Journal of Science</i></li> <li>• Conducting project related activities</li> <li>• Implementation of Scholarly Publishing Programme</li> <li>• Promotion of young scientists' activities</li> <li>• Promotion of women in science activities</li> </ul>	Strengthening of the skills and resource base of SA
3. Promotion of effective, evidence-based scientific advice	<ul style="list-style-type: none"> <li>• Implementation of Scholarly Publishing Programme</li> <li>• Introduction of new evidence-based studies in broad areas of health, environment and social sciences &amp; education</li> <li>• Dissemination of study reports for improved uptake and impact of evidence-based studies</li> </ul>	Improvement of health profile of society Improvement of environmental assets and natural resources; Improvement of rural development and food security
4. Promotion of interest in and awareness of science education	<ul style="list-style-type: none"> <li>• Publication of <i>Quest: Science for South Africa</i> magazine</li> <li>• Participation in national science events</li> <li>• Implementation of STEM Education Committee activities</li> </ul>	Strengthening of the skills and resource base of SA
5. Promotion of national, regional and international linkages	<ul style="list-style-type: none"> <li>• Strengthening and initiating bilateral Academy agreements</li> <li>• Strengthening and initiating science academies in the SADC region</li> <li>• Play a leadership role in the Network of African Science Academies (NASAC)</li> <li>• Negotiate to become the adhering body for ICSU</li> </ul>	Regional development, African advancement and international cooperation

