



Applying scientific thinking in the service of society

ANNUAL PERFORMANCE PLAN for 2013/2014



Foreword

The Annual Performance Plan for the Academy of Science of South Africa (ASSAf) is informed by ASSAf's Strategic Plan (2013-2017), 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 is also charged with ensuring good governance through the ASSAf Council and with providing 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, to utilise the expertise residing in the Academy's Members and to respond to national priorities. 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). National activities will focus on young scientist activities through the national Young Scientists' Conference and the South African Young Academy of Science (SAYAS) and establishing and enhancing relationships with key national stakeholders.

The purpose of the **Communication and Publications 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*, the science magazine, *Quest*, 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:

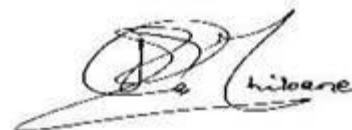
Was developed by the management of the Academy of Science of South Africa under the guidance of the Executive Officer.

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 2013/2014.

Morakeng Chiloane
Financial Manager

Signature:



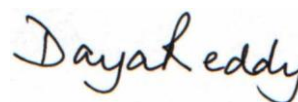
Roseanne Diab
Executive Officer

Signature:



Daya Reddy

Signature:



President and Chair of Council

Minister of Science and Technology
Mr Derek Hanekom

Signature

Date

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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 (2013-2017) 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, particularly those outlined in the National Development Plan (NDP), 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). In 2013, ASSAf's presidency of the Network of African Science Academies (NASAC) enters the final year of a three-year term. This role has presented ASSAf with an opportunity, through NASAC, to have a greater continental-wide influence on policy-making and to strengthen academies across Africa. It is anticipated that this role will continue in 2013.

ASSAf's financial constraints experienced over the past two years due to the non-renewal of contract funding from the Department of Science and Technology (DST) for the Scholarly Publishing Programme (SPP) have been alleviated by an additional allocation from DST of R6million for open access in 2013/2014.

1.2 Organisational environment

As a membership-based organisation, the key intellectual resources of the Academy reside in its membership, which currently comprises 395 Members. A total of 27 new Members was elected in 2012. Members, who volunteer their service, are supported in their policy-advisory role by the fulltime staff of the secretariat, which currently numbers 18. There have been some recent resignations and the death of a staff member. It is anticipated that two new appointments will be made in April 2013. Five interns were appointed in April 2012, and one of these interns was successful in applying for an advertised vacancy within ASSAf. Four new interns will join ASSAf in April 2013.

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). A new Council was elected in October 2012 and one Council advisor appointed.

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

ASSAf is currently accommodated in rented premises in Persequor Park. The lease was renewed for one year with effect from July 2012. Efforts are underway for ASSAf to secure its own building. An infrastructure bid was submitted through DST to National Treasury in August 2012 but was unsuccessful. A Council Planning Committee has been investigating options for ASSAf to purchase a building, and this remains a priority.

2. Revisions to legislative and other mandates

The Science and Technology Laws Amendment Act (*Act No 16 of 2011*) came into effect on 5 December 2011.

3. Overview of 2013/2014 budget and MTEF estimates

3.1 Expenditure estimates

Details	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Administration and governance	5,188	5,268	5,389
Communication	1,484	1,593	1,831
Liaison - international and national	3,452	3,314	3,617
Policy Advisory Programme	2,093	2,696	2,772
Publications	3,493	3,676	3,776
Scholarly Publishing Programme	6,000	6,000	6,600
Total	21,710	22,547	23,985

3.2 Relating expenditure trends to strategic outcome-oriented goals

The Annual Performance Plan (APP) of the Academy of Science of South Africa (ASSAf) is informed by its strategic goals as contained in its Strategic Plan (2011). These goals have guided the activities within each of ASSAf's five programmes.

The expenditure trend is that for the MTEF period of 2013/4 to 2015/6, strategic outcomes-oriented goals under Governance and Administration would require a total amount of approximately R14.327m, Communication would require R4.681m, Liaison R11.458m, Policy Advisory Programme R8.175m, Publications R10.999m, whilst the Scholarly Publishing Programme is allocated R18 600m, The figures provided above take into account the additional annual allocation of R6m, R6m and R6.6m over the MTEF period.

Part B: Programme and sub-programme 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 annual audits, the Strategic Plan, the Annual Performance Plan and quarterly reports.

Strategic objectives

Strategic Objective 1.1	Promote good governance through Council
Objective statement	To ensure good governance of the Academy through execution of Council elections, support of Council meetings and committees, efficient and effective execution of Council resolutions and efficient and effective financial and human resource management activities.
Baseline	Academy governance activities are executed in accordance with the requirements as outlined in the ASSAf Act, the Science and Technology Laws Amendment Act, as well as the PFMA and Treasury requirements.
Justification	Council is the highest decision-making body of the Academy entrusted with the responsibility to ensure smooth and effective governance in the execution of the Academy's mandate.
Links	Links to all the Academy objectives through ensuring effective and transparent governance.
Strategic Objective 1.2	Promote recognition and involvement of Members
Objective statement	To recognise scholarly achievement through annual membership elections; to ensure that the membership includes the full diversity of SA's distinguished scientists; to phase in a system of discipline-based Member election committees; 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.

4.1 Strategic objective annual targets and performance indicators for 2013/2014

Strategic objective	Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2012/2013	Medium-term targets		
			2009/2010	2010/2011	2011/2012		2013/2014	2014/2015	2015/2016
1.1 Promote good governance through Council	4	Number of Council meetings	4	4	4	5	4	4	4
	2	Number of Executive Committee meetings	-	2	2	2	2	2	2
	2	Number of Audit Committee meetings	1	3	3	3	2	2	2
	2	Number of Human Resource Committee meetings	2	1	1	1	1	1	1
1.2 Promote recognition and involvement of Members	1	Number of Member elections conducted	1	1	1	1	1	1	1
	1	Number of AGMs held	1	1	1	1	1	1	1

4.2 Quarterly targets for 2013/2014

Performance indicator	Reporting period	Annual target 2012	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Number of Council meetings	Quarterly	4	1	1	1	1
Number of Executive Committee meetings	Biannual	2	1		1	
Number of Audit	Biannual	2	1		1	

Committee meetings						
Number of Human Resource committee meetings	Biannual	2	1		1	
Number of Member elections conducted	Annual	1			1	
Number of AGMs held	Annual	1			1	

4.3 Reconciling performance targets with the budget and MTEF

Details	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Administration and governance	5,188	5,268	5,389

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 four staff members and two DST interns.

The activities of the SPU were funded by a three-year contract from the DST that ended in June 2011. The non-renewal of this contract and the consequent shortfall in funding created a severe financial burden on ASSAf over the past two years. Since this programme is regarded as core to the Academy's mandate, every effort was expended to ensure that it continued and that the staff members were retained. The additional allocation of R 6 million from the DST for the Open Access platform for 2013/2014 will greatly assist ASSAf in bringing this programme to its full strength again and to making a valuable contribution to improved access to scholarly publications, an essential ingredient for human capital development in a modern, rapidly developing knowledge economy such as South Africa.

Strategic objectives

Strategic Objective 2.1	Promote access to knowledge resources
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 as well as the improvement of access to international commercial databases
Baseline	There are currently 23 pilot journals on the platform and the projected total titles on the platform are approximately 180 titles.
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. Government faces three major priorities: (1) to produce a highly qualified human resource base which is needed for national development, (2) to develop the next generation of academics to sustain and transform the system;

	and (3) to produce high-quality research and innovation outputs that can enhance the country's global competitiveness. All three priorities are absolutely dependent on access to papers published by other scholars, local and international, in leading journals.
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.
Strategic Objective 2.2	Undertake quality assurance of journals, books and collected works in South Africa
Objective statement	To conceptualise and implement a system for peer review of discipline-grouped SA scholarly journals and books in order to enhance the quality of them and establish the role they play in research in South Africa.
Baseline	<p>Two discipline groups have been completed, viz. Social Sciences and Agriculture and Related Sciences. The next four subject groups have been rolled out and are nearing completion: Law; Health and Related Sciences; Religious Sciences and Humanities; Languages and Literature. Four additional subject groups will be rolled out in 2013/2014.</p> <p>A consensus study report on <i>A Strategic Approach to Research Publishing in South Africa</i> was published in 2006 and a consensus study report on <i>Scholarly Books: Their Production, Use and Evaluation in South Africa Today</i> was published in 2009.</p>
Justification	To enhance the production, visibility and impact of high-quality scholarly journals, books and collected works in SA. To bring peer review standards for scholarly books, collected works and journals up to a high level. To improve public policy in respect of these mentioned materials and to enhance the impact of all scholarly research 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.

Strategic Objective 2.3	Enhance scientific writing for research publishing
Objective statement	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 issues of skill, at least as far as writing for publication is concerned. There is a need for training courses in view of concerns about the quality of student writing.
Links	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 2013/2014

Strategic objective	Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2012/2013	Medium-term targets		
			2009/2010	2010/2011	2011/2012		2013/14	2014/15	2015/16
2.1 Promote access to knowledge resources	10	Number of new titles on Open Access platform	6	10	7	6	10	10	10
2.2 Undertake quality assurance of journals, books, and collected works	2	Number of peer review panels established	2	4	0	0	2	2	2
	2	Number of discipline-grouped peer review panel reports published	-	2	0	1	3	2	2
	1	Number of National Scholarly Publishers' Forums hosted	-	-	1	1	1	1	1
	1	Number of National Scholarly Editors' Forums hosted	1	1	1	1	1	1	1
2.3 Enhance scientific writing for research publishing	2	Number of scientific writing courses presented	-	-	-	1	0	1	1

5.2 Quarterly targets for 2013/2014

Performance indicator	Reporting period	Annual target 2013/2014	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Number of new titles on	Annual	10	-	3	3	4

Open Access platform						
Number of peer review panels established	Annual	2	-	-	-	2
Number of discipline-grouped peer review panel reports published	Annual	3	-	-	2	1
Number of National Scholarly Publishers' Forums hosted	Annual	0	-	1	-	-
Number of National Scholarly Editors' Forums hosted	Annual	0	-	1	-	-
Number of scientific writing courses presented	Annual	0	-	-	-	-

5.3 Reconciling performance targets with the budget and MTEF

Details	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Scholarly Publishing Programme	6,000	6,000	6,600

5.4 Scholarly Publishing Programme Activities

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

5.4.1 Open access platform

During the past financial year, 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. Progress in uploading journals to the platform was hampered over the past two years by the lack of funding. The annual target of 10 journals for 2012/2013 will not be met, as to date over the past year, no journals have been added to the platform. However, with the injection of funding from the DST, this activity will be reactivated.

A total of 23 journals is now available on the SciELO platform and the platform is fully managed by ASSAf. The handover of all operations from Brazil to South Africa was achieved in April 2012. The service is operating from the 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. Two interns will again be appointed in 2013/2014.

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.

A major achievement in the past year was the inclusion of SciELO SA on the Web of Knowledge (WoK) platform. To be included in the WoK platform, a minimal subscription fee is applicable for each journal. Due to the certification standards of the international SciELO platform, increased activities will follow in the field of adding back issues of journals, journals, and preparation (mark up and conversion) of journals. It is imperative that momentum is maintained in order to achieve and retain certification. In addition, ASSAf is required to host this national asset of a full text journal database (SciELO SA) on servers which require broad bandwidth, dedicated access and other infrastructural requirements. Therefore, further bandwidth and IT infrastructural investment will have to be made.

Due to the level of operation of SciELO SA it is envisaged that ASSAf will have to conclude license agreements with the editors of journals on the SciELO platform, as this will ensure continued performance from both parties. Editors have a vested interest in the platform and how their journals perform, and ASSAf also has the need to share developments and concerns with the editors, hence it is envisaged that a SciELO SA Users Group will be established and that this group will meet annually.

Considering the substantial investments that are being made into the SciELO SA platform, as well as the expected impact it will have, it is crucial to launch and to market the SciELO SA platform to researchers.

It is expected that at least 180 journals will be published eventually on the platform.

5.4.2 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 2009. 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 and Training 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 National Scholarly Book Publishers' Forum (NSBPF) has been established with approved terms of reference, and has submitted a proposal to the Department of Higher Education and Training for the establishment of a National Book Fund.

The planned annual meeting of the NSBPF will take place in 2013/2014.

5.4.3 Peer review of discipline groupings of South African scholarly journals

Reports on the completed peer review process for the second set of discipline groups (Law; Health Sciences; Humanities; and Theology and Religious Studies) are nearing completion, bringing the total number of discipline groups addressed to six. These reports will be published only in 2013/2014. The following three groups were not rolled out during 2011: Engineering; Economic and Business Management; and Information and Communication Studies, due to the panel reviews of the previous four panels being incomplete. Embarking on the next three groups would have hampered completion of the reports of the current four panels. Delays were experienced due to reviewers declining and in finding suitable alternates. It is anticipated that three new discipline groups will be rolled out in 2013/2014.

5.4.4 National Scholarly Editors' Forum

The annual National Scholarly Editors' Forum (NSEF) has become an entrenched event in the annual calendar and attendance has risen markedly since its inception. The sixth annual NSEF was held in July 2012. The NSEF provides an important platform for improving the quality of editorship of South African journals and advocating open access. .

The planned annual meeting of the NSEF will be held in 2013/2014.

5.4.5 Online scientific writing service

The implementation of a web-based, free online scientific writing service for graduate students and young academic staff made good progress in 2012/2013 due to short-term funding that was received from the InterAcademy Medical Panel (IAMP). The system offers four tiers of support: (1) a listing of suitable resources with access details; (2) self-teaching lectures on various aspects of scientific/scholarly writing; (3) a direct mentoring system for help with writing tasks; and (4) short block courses for face-to-face instruction and help.

Further funding from external funders will be sought in order to undertake repeat workshops of tiers 3 and 4 during 2012/2013.

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 was 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 and DHET 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.

Working groups comprising officials from the two departments and ASSAf have been established following a workshop held in mid-2012 to develop more concrete plans and to produce consolidated plans on the scholarly publishing as a priority area. The Scholarly Publishing Work Group was chaired by Ms S Veldsman.

A significant problem standing in the way of real improvement in the scholarly performance of South Africa's researchers is lack of access to 'international literature'. To address this problem it is proposed that consideration be given to the development of a model for national site licenses for access to high cost, commercial electronic full text and other journal databases.

At the recent bilateral Ministerial meeting between DST and DHET, it was decided that:

- the relationship between ASSAf and DHET will now be formalised. A memorandum of agreement with appropriate funding is suggested as the way forward;
- A joint Advisory Committee be commissioned to explore the viability of implementation of national site licenses for access to high cost, commercial electronic full text and other journal databases by researchers.

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.

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

5.4.8 Committee on Scholarly Publications in South Africa (CSPiSA)

The activities of the Scholarly Publishing Unit (SPU) in the Academy are overseen by a standing committee of ASSAf, the CSPiSA. The CSPiSA guides and give strategic direction to the programme.

Three meetings will be held during 2013/2014.

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 the localisation of international Academy reports. The latter represent a growing trend in young academies as such reports represent considerable investment of human and financial resources, and for a relatively small marginal investment on the part of the 'recipient' Academy can be made relevant for the local context.

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, considerable effort is expended in disseminating the findings and ensuring effective uptake of the recommendations.

In addition to evidence-based studies on various topics, ASSAf is embarking increasingly on policy commentaries and assessment studies on S&T policy. For example, assessment studies on the State of Science, Technology and Innovation in South Africa and the State of Green Technologies in South Africa are underway.

This position of Policy Advisory Manager has been vacant since November 2011 and the three Programme Officers, each of whom has a responsibility for projects falling within one of the three broad categories identified above, report directly to the Executive Officer. This situation is not likely to change in this financial year.

Strategic objectives

Strategic Objective 3.1	Provide evidence-based policy advice to government
Objective statement	To identify and execute 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 20 studies, consisting of seven consensus studies, nine forum-type studies and has produced four 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.

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.
Strategic Objective 3.2	Ensure effective dissemination and uptake of reports
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 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 2013/2014

Strategic objective	Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2012/2013	Medium-term targets		
			2009/2010	2010/2011	2011/2012		2013/2014	2014/2015	2015/2016
3.1 Provide evidence-based policy advice to government	4	Number of study proposals submitted to Council for approval	2	4	4	4	4	4	4
	8	Number of study proposals submitted to funding bodies	6	6	9	8	8	8	8
	1	Number of consensus study reports published	2	1	2	1	1	1	1
	2	Number of workshop reports published	2	1	2	2	1	2	2
	1	Number of policymakers' booklets published	1	1	1	2	1	1	1
	1	Number of statements published	0	0	0	1	1	1	1

6.2 Quarterly targets for 2013/2014

Performance indicator	Reporting period	Annual target 2013/2014	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Number of proposals submitted to Council	Annual	4		2		2
Number of proposals submitted to funding bodies	Annual	8	2	2	2	2
Number of consensus study reports published	Annual	1	1			
Number of workshop reports published	Annual	2		1		1
Number of policymakers' booklets published	Annual	1			1	
Number of statements published	Annual	1			1	

6.3 Reconciling performance targets with the budget and MTEF

Details	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Policy Advisory Programme	2,093	2,696	2,772

6.4 Policy Advisory Programme Activities

General goals for 2013/2014 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 time-frames;
- 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 Health Studies

The Health Standing Committee was constituted in 2011 and is providing strategic direction to ASSAf's health-related studies.

Goals of the Committee for 2013/2014 are as follows:

- Publication and dissemination of the consensus study report on Improved Nutritional Assessment in South Africa (see below)
- Continuation of the dissemination and monitoring of the impact of the consensus study report on Revitalising Clinical Research;
- Completion of a consensus study proposal on Reproductive Health in South African Schools;
- Seek Council approval and funding for the study on Reproductive Health;
- Hold a workshop on the National Health Insurance.
- Completion of a consensus study proposal on Training of Health Professionals.

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 2013/2014 are as follows:

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

6.4.2 Education Studies

The Standing Committee on Science, Technology, Engineering and Mathematics (STEM) Education provides guidance to ASSAf on matters related to STEM education. Inquiry-based science education (IBSE) is a strong focus of the committee. In 2012, the ASSAf policymakers' booklet on "Promoting IBSE for Girls" was launched in both Zambia and Zimbabwe and local workshops on the topic of IBSE held. Funding for these events was obtained by ASSAf from the IAP.

Goals for 2013/2014 are as follows:

- Seek funding for the consensus study proposal on Revitalising Agricultural Education and Training;
- Promotion of Inquiry-Based Science Education;
- Implementation of a pilot project on the French Academy's La Main a la Pate programme in Gauteng primary schools.

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 2013/2014 are as follows:

- Disseminate the policymakers' booklet "Regulation of Agricultural Biotechnology in Africa".
- Launch the booklet in Kenya and host a local workshop.
- Reconstitute the Committee and refine its focus in line with recent government policy frameworks.

6.4.4 Humanities Studies

The Standing Committee on Humanities was formed in response to the recommendations contained in the consensus study report on The State of Humanities in South Africa, which was published in 2011. The study aimed 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 committee provides strategic guidance to ASSAf on matters pertaining to the Humanities.

Goals for 2013/2014 are as follows:

- Engage with key stakeholders, such as the Charter group, with a view to promoting the cause of the Humanities. .

- Host an international conference on the Humanities.

6.4.5 Biosafety and Biosecurity

The Standing Committee on Biosafety and Biosecurity oversees all components of biosafety, including bioethics, bio-risks and good laboratory practice, as well as biosecurity.

Goals for 2013/2014 are to implement the consensus study on The State of Biosafety and Biosecurity in South Africa.

6.4.6 Environment Studies

Activities centre on topics related to climate change and water. To date, a Standing Committee has not been established due to financial constraints within ASSAf, but it is a goal for the future.

Climate Change

A consensus study report on “Towards a Low Carbon City: Focus on Durban” was published in 2011. Since then various dissemination activities have been undertaken. These have included a formal launch in August 2011 and a workshop on “Pathways towards a Low Carbon City”, which was held in conjunction with the COP-17 meeting in Durban in December 2011. A follow-up workshop on Technologies for a Low Carbon Society was held in October 2012 in collaboration with the German national science academy, Leopoldina, during the year of German-South African science collaboration;

Goals for 2013/2014 are as follows:

- Publish and disseminate the workshop proceedings report on Technologies for a Low Carbon Society;
- Undertake a study on the State of Green Technologies in South Africa.

Water

ASSAf has been very active in the field of water, conducting studies in collaboration with other African science academies on the state of water. In 2012, ASSAf published a policymakers’ booklet on “Science, Water and Sanitation: Supporting Equitable and Sustainable Development in southern Africa” in collaboration with NASAC and academies of science in southern Africa. The booklet was launched in Mauritius and presented at a side event at the African Ministers’ Council on Water (AMCOW) meeting in Cairo in May 2012.

Goals for 2013/2014 are as follows:

- Launch the policymakers’ booklet in conjunction with the Zimbabwe Academy of Science in Zimbabwe and host a workshop in Zimbabwe

6.4.7 Energy Studies

A proceedings report of the workshop on nuclear energy safety that was held in October 2011 was published in 2012. The report, together with a statement on nuclear energy safety, was launched at a nuclear energy conference in 2012.

Goals for 2013/2014 are to seek dissemination opportunities for the proceedings report on nuclear energy safety.

7. Programme 4: Liaison Programme

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 also responsible for capacity development activities that include young scientists and women in science.

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

Strategic objectives

Strategic Objective 4.1	Initiate and develop relations with international science Academy networks and other national science Academies
Objective statement	To participate in and maintain effective relations with international science Academy networks to facilitate funding opportunities, and global and continental policy advisory activities,
Baseline	<p>ASSAf is a member of the Global Network of Science Academies (IAP), the InterAcademy Council (IAC), the InterAcademy Medical Panel (IAMP), the G-Science (formerly G8+5) grouping of academies, and the Network of African Science Academies (NASAC). ASSAf also participates in the activities of The World Academy of Sciences (TWAS), formerly the Academy of Sciences for the Developing World, the “Science for Society Forum” of Presidents of Academies and the Human Rights Network of Academics and Science Academies.</p> <p>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 cyber-infrastructure; MAST and ASSAf have partnered on GMOs and energy.</p>
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
Strategic Objective 4.2	Promote young scientists' activities
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 provides 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.
Strategic Objective 4.3	Recognise, reward and promote excellence in science
Objective statement	To award up to two gold medals per annum for outstanding achievement in scientific thinking for the benefit of society; to award a prestigious Sydney Brenner postdoctoral fellowship every year; to host an annual distinguished visiting scholar; and to increase the number of regions in which scholarly lectures are held. .
Baseline	ASSAf awards two gold medals annually; awards a Sydney Brenner fellowship each year; hosts an annual distinguished scholar from abroad; hosts scholarly lectures in one region.
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. 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, as well as recognition and reward of excellence.

7.1 Strategic objective annual targets for 2013/2014

Strategic objective		Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2012/2013	Medium-term targets		
				2009/2010	2010/2011	2011/2012		2013/2014	2014/2015	2015/2016
4.1	Initiate and develop relations with international science Academy networks and other national science Academies	1	Number of meetings of African science academies attended	1	1	1	1	1	1	1
		1	Number of G-science meetings attended	1	1	1	1	1	1	1
4.2	Promote young scientists' activities	1	Number of young scientist conferences hosted	-	1	1	1	1	1	1
		2	Number of young scientists participating in IAMP, IAP (WEF) meetings	2	3	4	4	2	2	2
4.3	Recognise, reward and promote excellence in science	2	Number of Science-for-Society gold medals awarded	2	2	2	2	2	2	2
		1	Number of Distinguished Visiting Scholars hosted	1	1	1	1	1	1	1
		3	Number of regional public lectures	1	1	2	2	6	6	6

7.2 Quarterly targets for 2013/2014

Performance indicator	Reporting period	Annual target 2013/14	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Number of meetings of African science academies	Annual	1	-	-	1	-
Number of G-Science	Annual	1	1	-	-	-

meetings attended						
Number of young scientist conferences hosted	Annual	1	-	-	1	-
Number of young scientists participating in IAMP, IAP (WEF) meetings	Annual	2	-	1	1	-
Number of Science-for-Society gold medals awarded	Annual	2	-	-	2	-
Number of Distinguished Visiting Scholars hosted	Annual	1	-	-	1	-
Number of regions hosting public lectures	Annual	1	-	-	1	-

7.3 Reconciling performance targets with the budget and MTEF

Details	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Liaison - international and national	3,452	3,314	3,617

8. Programme 5: Communication and Publications Programme

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. These range from ASSAf's flagship journal, the *South African Journal of Science*, to non-periodical publications for ASSAf's various workshops and studies. The science magazine, *Quest: Science for South Africa*, is published by ASSAf and is aimed at engendering understanding of and an interest in science amongst school children. 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

Strategic Objective 5.1	Market the Academy amongst its target audiences
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 (www.questinteractive.co.za) and dedicated websites, such as Online Scientific Writing. 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.
Strategic Objective 5.2	Produce, publish and disseminate ASSAf publications
Objective statement	To produce and disseminate high quality print versions of periodical publications such as the <i>SAJS</i> , <i>Quest</i> , quarterly Science for Society electronic newsletter, and Annual Report and non-periodical study reports, workshop proceedings, policy-makers' booklets, policy commentaries 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.
Strategic Objective 5.3	Promote public awareness of science
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 free of charge 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.

8.1 Strategic objective annual targets for 2013/2014

Strategic objective		Strategic plan target	Performance indicator	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
				2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
5.1	Market the Academy	20	Number of media releases	12	14	21	20	20	20	20
5.2	Produce, publish and disseminate ASSAf publications	4	Number of issues of <i>Quest</i> published	4	4	4	4	4	4	4
		6	Number of issues of <i>SAJS</i> published	6	6	6	6	6	6	6
		4	Number of issues of electronic <i>Science for Society</i> newsletter	4	4	4	4	4	4	4
		1	Publication of Annual Report	1	1	1	1	1	1	1
		5	Number of study reports published (consensus studies, workshop proceedings, policy-makers' booklets, statements)	5	3	5	6	5	5	5
5.3	Promotion of public awareness of science	7	Number of exhibitions at science events	7	7	14	8	3	7	7

8.2 Quarterly targets for 2013/2014

Performance indicator	Reporting period	Annual target 2013/14	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Number of media releases	Annual	20	4	6	6	4
Number of issues of <i>Quest</i> published	Quarterly	4	1	1	1	1
Number of issues of <i>SAJS</i> published	Annual	6				
Number of issues of electronic Science for Society newsletter published	Quarterly	4	1	1	1	1
Publication of Annual Report	Annual	1		1		
Number of study reports published	Annual	5	1	1	2	1
Number of exhibitions at science events	Annual	3	1	1	1	-

8.3 Reconciling performance targets with the budget and MTEF

Details	2013/14	2014/15	2015/16
	R'000	R'000	R'000
Communication	1,484	1,593	1,831
Publications	3,493	3,676	3,776

8.4 Communication and Publications Programme Activities

In 2013/2014, the Academy will formulate a strategy with regard to printing and dissemination of study reports which are currently disseminated free to all ASSAf stakeholders.

Similarly, printing and dissemination costs of the *SAJS* and *Quest* science magazine will be audited and optimised to save costs.

ANNEXURE A

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

