

*Applying scientific thinking
in the service of society*

ASSAf Strategic Plan 2020/21-2024/25 & Annual Performance Plan 2020/1



science & innovation

Department:
Science and Innovation
REPUBLIC OF SOUTH AFRICA





BACKGROUND

CONSTITUTIONAL MANDATE

ASSAf is the official national science Academy of South Africa established in the ASSAf Act, *No 67 of 2001*. Once funding and other resources were secured, ASSAf became fully operational in 2006.

The mandate of the Academy is to:

- Promote and inspire outstanding achievements in all fields of scientific enquiry and to grant recognition for excellence
- Proactively, or upon request, undertake studies on matters of public interest to provide evidence-based scientific advice to government and other stakeholders

ASSAf VISION

To be the apex organisation for science and scholarship in South Africa

- **internationally** respected and connected,
- membership of the country's most **active scholars** in all fields of scientific enquiry,
- collective resource for the professionally-managed generation of **evidence-based solutions** to national problems



ASSAf GOALS



Recognition and reward of excellence

Promotion of innovation and scholarly activity

Promotion of effective, evidence-based scientific advice

Promotion of public interest in and awareness of science and science education

Promotion of national, regional and international linkages

VALUES

- ❖ ASSAf is an **independent**, non-biased and credible source of scientific advice
- ❖ The diversity of its Membership, embracing the full disciplinary spectrum, enables ASSAf to focus on global issues of concern that are multi-disciplinary, multi-sectoral and transdisciplinary
- ❖ Key universal elements of Academy advice are that it is:
 - Authoritative
 - Independent
 - Objective
 - Free of vested interests
 - Trusted
 - Based on volunteer contributions (i.e. cost-effective)
 - Based on rigorous analysis of evidence and peer review
 - Transparent in process and outcome
 - Multi-disciplinary and able to address complex issues that transcend disciplinary boundaries

DEVELOPMENT OF THE STRATEGIC PLAN

The strategic plan is informed by:

- SWOT analysis for audit and analysis of ASSAf's strategic positioning and its environment
- Lessons learned from the 2016 ASSAf Institutional Review
- Lessons learned through ongoing reflection within the ASSAf Council, Secretariat and Membership of the Academy
- National priorities as reflected in the MSTF 2019-2024, the seven bold priorities that drive the National Development Plan, and the White Paper on Science and Technology (2019)

SITUATIONAL ANALYSIS: (1) SWOT ANALYSIS

SWOT ANALYSIS

Strengths

- Membership diversity
- Academic excellence
- Global partnerships
- Recognition by Government
- A strong Secretariat and Council
- Distinct and high-quality deliverables
- Independence from direct government governance and administration
- The *South African Journal of Science (SAJS)* is the flagship journal in SA
- *Quest* and other publications advance science engagement
- authoritative and rigorous analysis of evidence
- Objective and free of vested interest
- Capacity to host and develop entities that promote women in science and young scientists

SWOT ANALYSIS

Weaknesses

- Reduced potential as a result of limited funding
- Inadequate marketing strategies
- Continued niche contestation
- Presence of inactive Members, and lack of understanding amongst Members of the meaning of an activist Academy (as opposed to a purely prestigious body)
- Limited engagement with civil society and business
- Inadequate monitoring and evaluation
- Failure to ensure take-up of recommendations which emanate from studies

Opportunities

- Promote and recognise excellence in scientific and technical practices
- Promote and apply scientific thinking in service to society
- Develop and strengthen national Academies on the continent
- Subscribe to the intentions and recommendations of Government policies to include the White Paper, Decadal Plan, NDP and other directives to contribute in addressing the needs of society
- Enhance effective marketing and communication with relevant stakeholders
- Increase collaboration arising from the placement of the DHET and the DSI under one Ministry

Threats

- Lack of mechanisms to prevent overlap of activities with those of other entities within the NSI, i.e. clear role differentiation is still not present in the system
- Competition for limited funding resources
- The rapidly changing global environment could impact negatively on the strategic goals of ASSAf
- Not being adequately recognised for the role, niche and significance of the Academy

SITUATIONAL ANALYSIS: (2) MEMBERSHIP

ASSAf Membership by gender and race (Total Membership: 573)

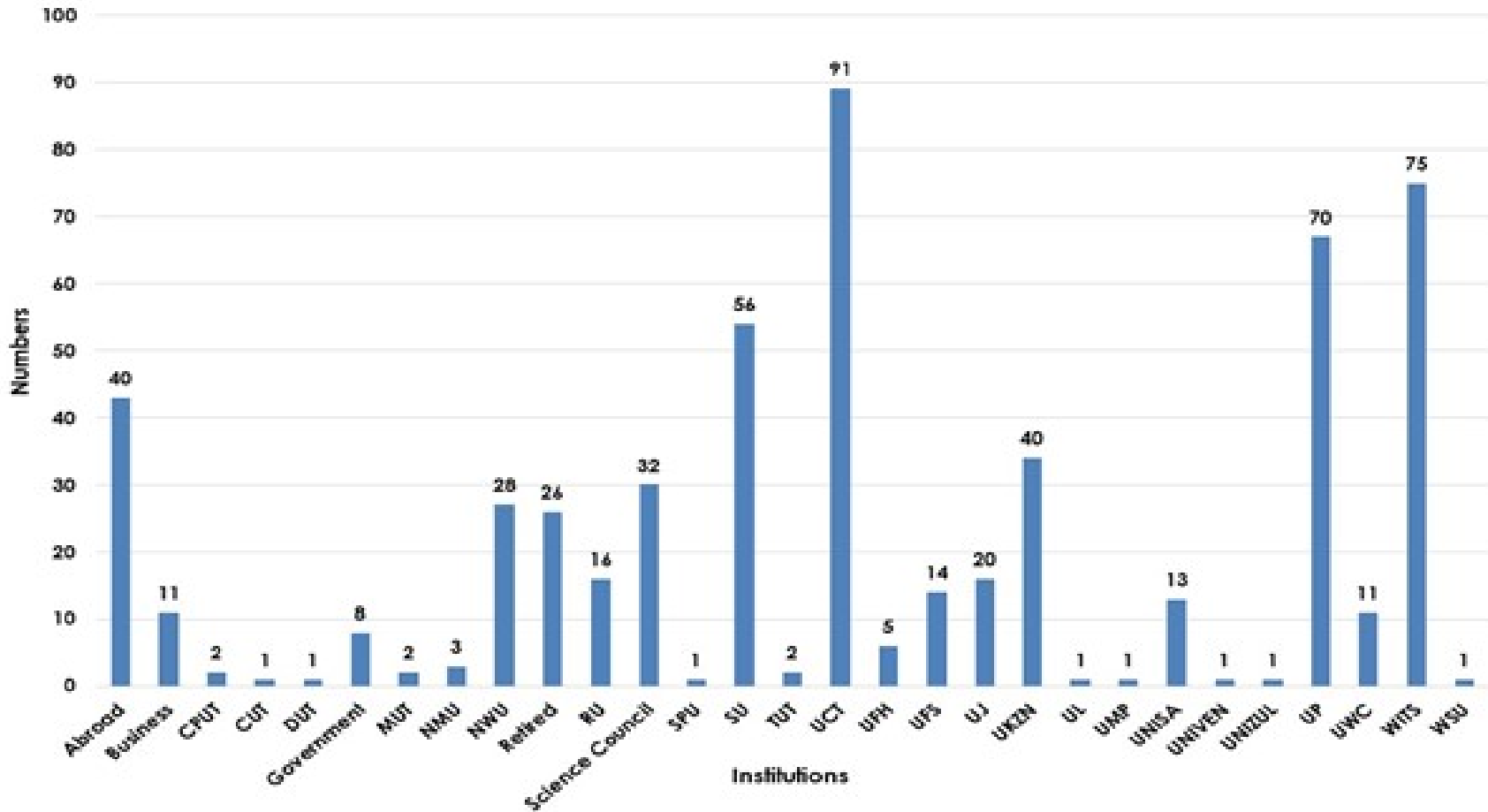
• ASSAf Members by gender

	Year [as at November]	New/Total [Male]	New/Total [Female]
1	2015 (470)	20/352 (74.8%)	11/118 (25.1%)
2	2016 (506)	29/382 (75.5%)	9/124 (24.5%)
3	2017 (541)	24/401 (74%)	17/140 (26%)
4	2018 (557)	12/410 (74%)	8/147 (26%)
5	2019 (573)	15/418 (73%) – of total membership	8/155 (27%) – of total membership
TOTAL		100	53

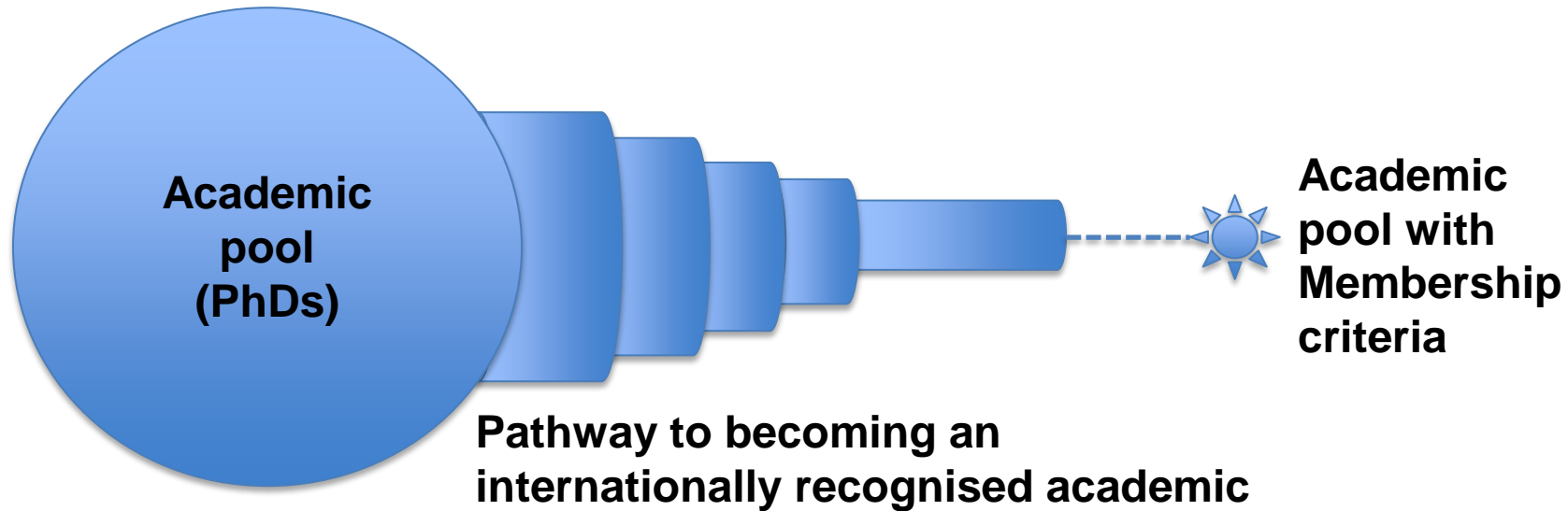
ASSAf Members by race

	Year [as at November]	New/Total Black	New/Total White
1	2015 (470)	10/132 (28%)	21/338 (72%)
2	2016 (506)	15/148 (29%)	23/358 (71%)
3	2017 (541)	18/163 (30%)	23/378 (70%)
4	2018 (557)	8/170 (30%)	12/387 (70%)
5	2019 (573)	10/179 (31%) – of total membership	13/394 (69%) – of total membership
TOTAL		61	92

ASSAf Membership by institution (current: 573)



HOW REPRESENTATIVE IS THE ASSAf MEMBERSHIP RELATIVE TO THE NATIONAL ACADEMIC LANDSCAPE?



ASSAf Membership by discipline compared with national data¹ in 2015

Discipline	National	ASSAf
Agricultural Sciences	3%	3%
Engineering Sciences	4%	9%
Health Sciences	6%	19%
Humanities	7%	13%
Natural Sciences	13%	39%
Social Sciences	17%	19%

¹ Mouton et al. (2019), The state of the South African research enterprise

ASSAf Membership compared with national data¹ for gender and race

	National		ASSAf	
	2005	2015	2006	2015
Proportion of female staff/Members	41%	46%	5%	25%
Proportion of black staff/Members	34%	44%	28%	29%
Proportion of black female Members			2%	7%

¹ Mouton et al. (2019), The state of the South African research enterprise

SITUATIONAL ANALYSIS:

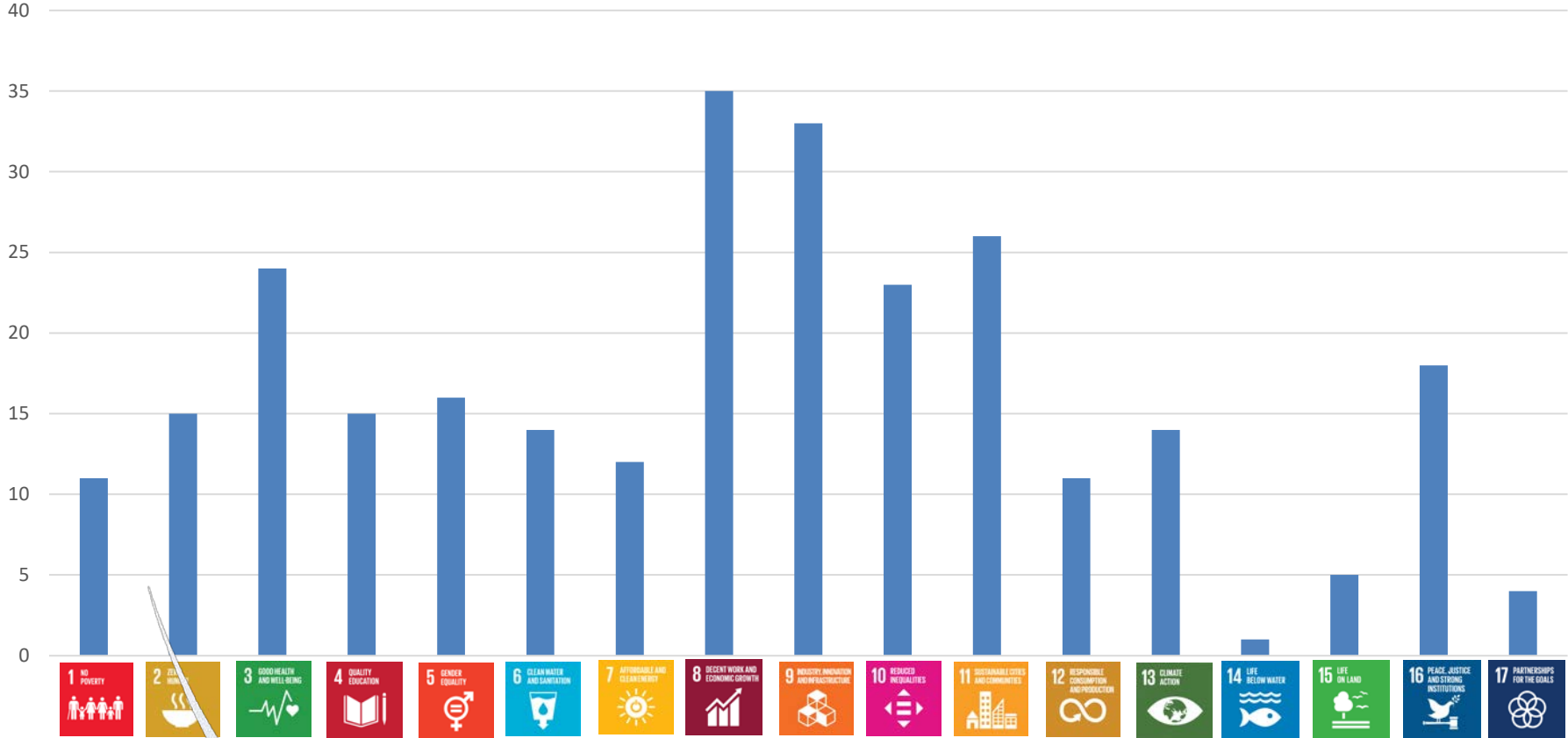
(3) OPERATIONAL ACTIVITIES

PUBLICATION OUTPUT FROM STUDIES

Publication Output	Year					Total
	2015	2016	2017	2018	2019	
Consensus studies and reports	3	1	3	7	3	17
Proceedings and other reports	2	5	5	4	10	26
Policymakers booklets		1			1	2
Statements	2	5	3	2	2	14
Books			2			2
Total	7	12	13	13	16	61

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

ASSAf activities within the SDGs



ASSAf'S FOOTPRINT IN SCIENCE ENGAGEMENT AND COMMUNICATION

Stakeholder	Activity
Legislators	Evidence-based reports, statements and policy briefs; Workshops, symposia, lectures; SAYAS; OWSD; GenderInSITE
Policymakers	
NGOs	
Science Academies	
Private sector	Evidence-based reports, statements and policy briefs; Workshops, symposia, lectures; SAYAS; OWSD; GenderInSITE; Roundtable discussions
Media	Interviews; press release; evidence-based reports; social media (Facebook, Twitter)
Youth	<i>Quest</i> ; lectures, symposia, workshops, presentations, conferences; outreach programmes
Academia	Membership nominations; co-profiling achievements and co-hosting lectures; SAYAS, National Scholarly Editors Forum (NSEF), Membership of Peer Review Panels
ASSAf Members	Conducting studies; giving science advice; hosting lectures and mentoring; participation on various committees and panels
Scientists/researchers	SAJS; SciELO SA; National Scholarly Editors Forum; National Scholarly Book Publishers Forum; workshops, symposia, lectures; evidence-based reports; Journal Peer Review panels.

REPOSITIONING ASSAf WITHIN THE NATIONAL SYSTEM OF INNOVATION (NSI)

ALIGNMENT WITH PRIORITIES OUTLINED IN THE WHITE PAPER

- Transdisciplinary approaches in conducting evidence-based research/activities
- Strengthening knowledge networks
- Facilitating open science and open data and support for the African Open Science Policy initiative
- Environmental sustainability
- Ethical, legal and social responsibility in science
- Using STI and STEM education as drivers for change

ALIGNMENT WITH MTSF PRIORITIES

- Be transformative in building and strengthening human capital development thereby contributing to the economic competitiveness of South Africa, which in turn, will create job opportunities for economic development (linked to **MTSF Priorities 1 & 2**)
- Harness evidence-based studies to promote advancements in STEM education, health-related issues, environmental issues, societal issues and ethics (linked to **MTSF Priority 2**)
- Deliver effective science engagement and communication at all stakeholder levels to promote public understanding of science and the public's understanding of the value of science thereby also building on social cohesion (**MTSF Priority 5**)
- Create a better Africa and World (**MTSF Priority 7**) through service to society

STRATEGIC PLAN: 2020/21 -2024/25

IMPACT: **INCREASED VALUE OF SCIENCE IN SOCIETY**

The role of the Academy in advancing the objectives of the White Paper for STI and the MTSF

Promoting the advancement of evidence-based research related to the SDGs

Science engagement and science communication

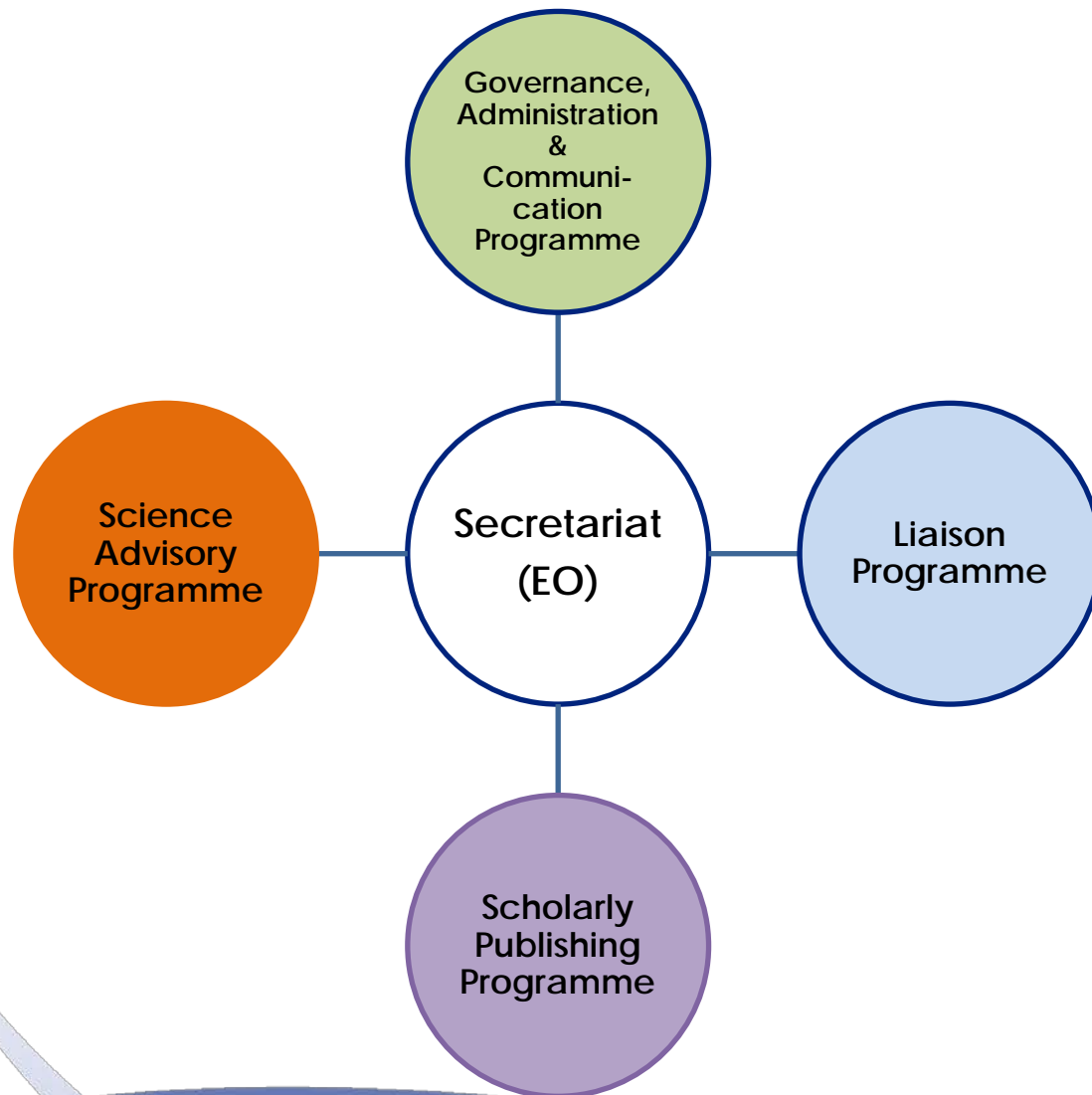


**Science
for
science**

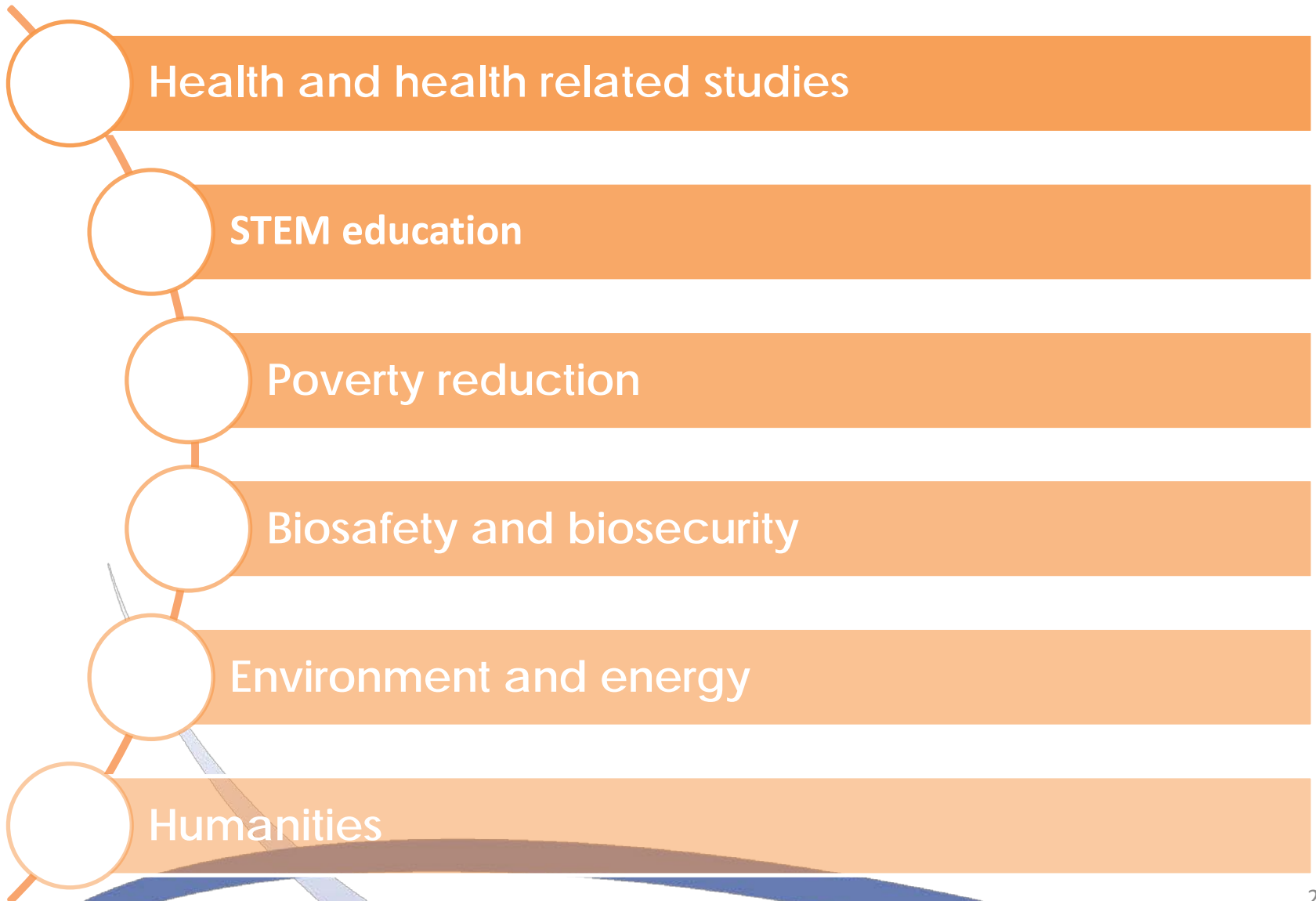
**Science
for
policy**

**Science
for
society**

PROGRAMMES OF THE ACADEMY



SCIENCE ADVISORY PROGRAMME



SCHOLARLY PUBLISHING PROGRAMME



Increase visibility, accessibility & searchability of SA accredited scholarly journals

Improve quality of SA journals & books

Promote visibility & impact of SA & African research through *SAJS*

Promote awareness of science among youth through *Quest*

African Open Science Platform (AOSP)

LIASON PROGRAMME



Increase & diversify Membership

Recognise & reward excellence in science & promote scholarly activity

Collaborate & strengthen African academies and strengthen strategic partnerships

Increase participation of young scientists

Increase participation of women & promote application of gender lens

COMMUNICATION

Implement communication strategy

Achieve greater social media presence

Monitor social media impact quarterly

Implement e-publications strategy for study reports

Provide effective & targeted communication

OUTCOMES, OBJECTIVES, IMPACT

Outcomes	Objectives	Impact
Independent, authoritative and influential scientific advice	Conduct effective evidence-based multidisciplinary science to inform policy and practice for the betterment of society	Greater agility to how we respond to societal challenges
Science engagement	Promotion of public interest and awareness of science, science education and the value of evidence-based information in growing the knowledge economy	Increased engagements with the public, members of parliament, industry, policymakers and wider audiences
Mobilising knowledge	Strengthen interaction and access to ASSAf knowledge resources	Improved ability for research users to access and exploit research
Facilitating partnerships	Strengthen national, regional and international partnerships and create new ones	New opportunities are created
Scholarship support	To promote human capital development investment focusing on women scientists, young scientists	Services are provided that support the development of women and young scientists
Supporting transformation	Ensuring organisational and membership transformation with respect to inclusion across gender, race, disciplines, and institutions	The number of women, and black scientists have increased

OUTCOME INDICATORS - 1

Outcome 1: Independent, authoritative and influential scientific advice								
Outputs	Output Indicators	Audited/Actual performance			Estimated performance	MTEF Period		
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<ul style="list-style-type: none"> • Consensus studies • Proceedings and other reports • Policy-makers booklets 	Number of consensus studies	3	7	(2)	2	2	2	2
	Number of proceedings and other reports	5	4	(5)	3	3	3	3
	Number of policy-makers booklets	0	0	(1)	<i>Ad hoc</i>	<i>Ad hoc</i>	<i>Ad hoc</i>	<i>Ad hoc</i>

OUTCOME INDICATORS - 2

Outcome 2: Science Engagement								
Outputs	Performance Indicators	Audited/Actual performance			Estimated performance	MTEF Period		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<ul style="list-style-type: none"> • Public lectures • Workshops • Conferences • Newsletters 	Number of Lectures	3	5	(1)	8	8	8	8
	Number of Workshops/ Conferences	3	3	(1)	2	2	2	2
	Number of Newsletters	4	4	(2)	4	4	4	4
	Number of Media Releases	20	20	(2)	4	4	4	4
	Number of cultural advances and science museum contributions	new	new	new	1	1	1	1

OUTCOME INDICATORS - 3

Outcome 3: Mobilising Knowledge								
Outputs	Performance Indicators	Audited/Actual performance			Estimated performance	MTEF Period		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<ul style="list-style-type: none"> • Publication of the SAJS • Publication of <i>Quest</i> science magazine • Electronic catalogues of ASSAf's publications archived for public use • Visibility, accessibility and searchability of SA research outputs 	Number of issues of SAJS published	6	6	(2)	6	6	6	6
	Number of issues of <i>Quest</i> published	4	4	(2)	4	4	4	4
	Repository (electronic catalogue of all publications)	13	13	(9)	Ongoing addition of information on the ASSAf webpage when published			
	Number of new journal titles on SciELO SA open access platform*	7	5	(4)	4	4	4	4

OUTCOME INDICATORS - 4

Outcome 4. Facilitating Partnerships								
Outputs	Performance Indicators	Audited/Actual performance			Estimated performance	MTEF Period		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<ul style="list-style-type: none"> •ASSAf activities among national, regional and international partners 	Number of strategic partnerships (eg. MoUs)	0	4	(1)	2	2	2	2

OUTCOME INDICATORS - 5

Outcome 5: Scholarship Support

Output	Performance Indicators	Audited/Actual performance			Estimated performance	MTEF Period		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<ul style="list-style-type: none"> • Collaborations with and strengthening of African science academies • Development of young scientists • Rewarding excellence of scholars 	Number of activities supported with other African Academies	3	3	(2)	2	2	2	2
	Number of young scientist activities supported	2	4	(0)	2	2	2	2
	Number of ASSAf Gold Medals awarded	1	2	(0)	1	1	1	1
	Biennial Humanities Book Award	1	0	(0)	1	-	1	-

OUTCOME INDICATORS - 6

Outcome 6: Supporting transformation								
Output	Performance Indicators	Audited/Actual performance			Estimated performance	MTEF Period		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<ul style="list-style-type: none"> To transform the Membership of the Academy To promote women and gender in science 	Proportion of black Members	18/163 (30%)	8/170 (30%)	N/A	Growth by 2% of total black Members	Growth by 2% of total black Members	Growth by 2% of total black Members	Growth by 2% of total black Members
	Proportion of women Members;	17/140 (26%)	8/147 (26%)	N/A	Growth by 2% of total number of women	Growth by 2% of total number of women	Growth by 2% of total number of women	Growth by 2% of total number of women
	Proportion of women scholars on Committees and journal peer review panels				40%	40%	40%	40%
	National academies, Young academies and GYA growth	2	4	(0)	2	2	2	2

ANNUAL TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Outcome 1: Independent, authoritative and influential scientific advice					
Indicator: Disseminated publications and journal articles					
Number of consensus studies	2		1		1
Number of proceedings and other reports	3	1	1	1	
Number of policy-makers booklets	As requested				
Number of statements	2		1		1
Outcome 2: Science engagement					
Indicator: Public interest and awareness of science and the value of evidence-based research					
Number of public lectures	8	2	2	2	2
Number of workshops and conferences	2	1		1	
Number of newsletters	4	1	1	1	1
Number of media releases	4	1	1	1	1
Outcome 3: Mobilising knowledge					
Indicator: Strengthened interaction and access to ASSAf knowledge resources					
Number of SAJS publications	6	1	2	1	2
Number of <i>Quest</i> publications	4	1	1	1	1
New journal titles on SciELO platform	2		1		1
Institutional repository and website	varied	All publications			
Outcome 4: Facilitating partnerships					
Indicator: Strengthened and newly created national, Pan-African and international partnerships					
Number of new activities	1		1		
Number of new MOUs	1				
Outcome 5: Scholarship support					
Indicator: Developed capacity and capacity amongst young scientists and women scientists					
Number of young scientist activities supported	2		1		1
Number of activities supported for women	2		1		1
Number of ASSAf Gold Medals awarded	2			1	1
Biennial Humanities Book Award	1			1	
Outcome 6: Supporting transformation					
Indicator: Organisational and Membership transformation with respect to inclusion across gender, race, disciplines and institutions.					
Percentage of black Members	2% of total p.a		1%		1%
Percentage of women	2% of total p.a.		1%		1%


RISK AND MITIGATION

Outcome	Key Risk	Risk Mitigation
1. Independent, authoritative and influential scientific	<ul style="list-style-type: none"> Inadequate funding 	<ul style="list-style-type: none"> Raise external funds
2. Science engagement	<ul style="list-style-type: none"> Inadequate funding Lack of trust 	<ul style="list-style-type: none"> Raise external funds Building trustful relationships
3. Mobilising knowledge	<ul style="list-style-type: none"> Inadequate funds Competitive NSI environment, nationally and internationally 	<ul style="list-style-type: none"> Raise external funds Working collaboratively with partners
4. Facilitating partnerships	<ul style="list-style-type: none"> Willingness of partners to engage Risky political environment 	<ul style="list-style-type: none"> Manage relationships with partners
5. Scholarship support	<ul style="list-style-type: none"> Not being able to find suitable candidates meeting selection and transformation criteria 	<ul style="list-style-type: none"> Enhance membership engagement and the ASSAf brand
6. Supporting transformation	<ul style="list-style-type: none"> Limited number and quality of nominations meeting gender and race criteria 	<ul style="list-style-type: none"> More robust engagements with the scientific community for the submission of nominations with respect to race, gender, discipline and institutional affiliation

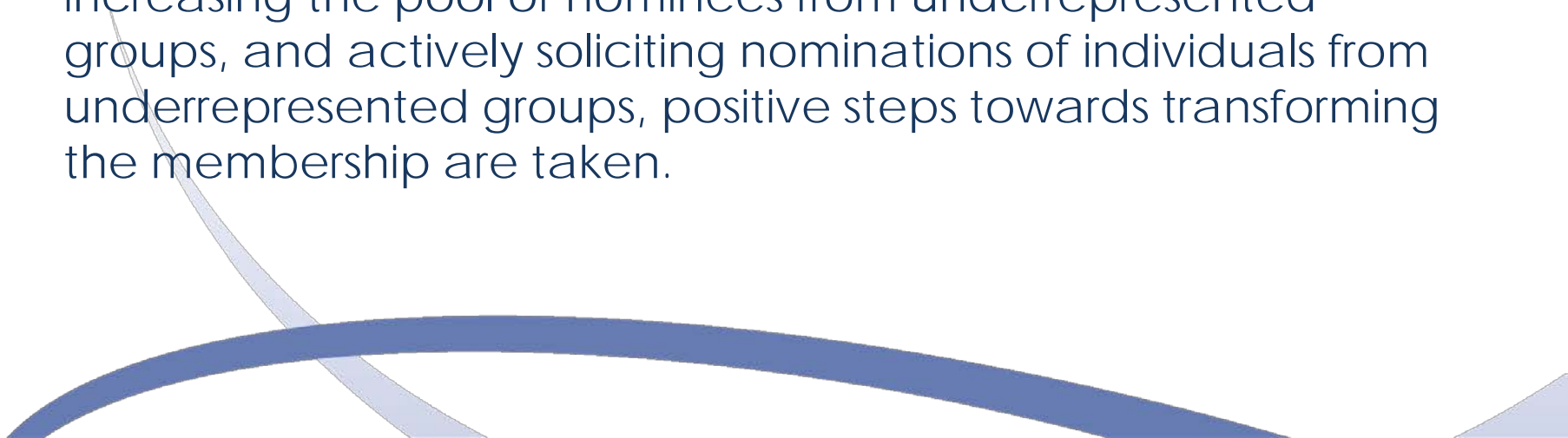
TRANSFORMATION PLAN

- Membership
 - South African Young Academy of Science (SAYAS)
 - Staff
 - Operational activities
- 

TRANSFORMATION STRATEGY AND PRINCIPLES

- ASSAf subscribes to the principles of excellence irrespective of origin, language, race or gender.
 - ASSAf recognises the value of diversity in all its activities.
 - ASSAf is mindful of the historical injustices of apartheid that excluded people from full participation on the basis of race and deprived them of access to quality education, particularly science and mathematics. In this respect, ASSAf has as, one of its strategic objectives, the promotion of public interest in and awareness of science and science education.
 - ASSAf recognises that the strength of the science system in South Africa depends upon the full participation of all its people, regardless of race or gender.
 - ASSAf commits to the principles and values enshrined in the Constitution of the Republic of South Africa, notably:
 - (i) Human dignity, the achievement of equality and the advancement of human rights and freedoms; and
 - (ii) Non-racialism and non-sexism
 - ASSAf recognises the need to promote social cohesion through engagement, understanding, tolerance and respect for diversity in all its forms, and is conscious of its role in contributing to the national development effort and social transformation
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TRANSFORMATION: GOALS AND OBJECTIVES

- Excellence and service to society, irrespective of race or gender, are the hallmarks of Academy membership.
 - If ASSAf is to be an Academy where all feel welcome, steps must be taken to change the profile of the Academy membership.
 - Membership of the Academy is by election and hence equity targets are difficult to control.
 - However, through raising awareness amongst Members, increasing the pool of nominees from underrepresented groups, and actively soliciting nominations of individuals from underrepresented groups, positive steps towards transforming the membership are taken.
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ACADEMY OF SCIENCE OF SOUTH AFRICA

PROJECTED BUDGET SUMMARY FOR 2020/21 - 2022/23 MTEF PERIOD

DETAILS	2020/21	2021/22	2022/23
	Approved Projected Budget	Unapproved Projected Budget	Unapproved Projected Budget
	R	R	
INCOME			
<i>Revenue from non-exchange transactions - Government funding</i>	38 593 432	36 529 000	38 269 584
Income/DSI - Baseline	28 596 000	36 529 000	38 269 584
Income/DSI - Contract funding/Liaison	7 100 000	-	-
Income/DSI - Contract funding/Liaison	2 897 432	-	-
<i>Revenue from non-exchange transactions - International funding</i>	977 820	834 243	732 830
Income/International Development Research Centre/Liaison	977 820	834 243	732 830
Revenue from exchange transactions	1 644 000	1 648 000	1 650 000
Interest receivable	1 200 000	1 200 000	1 200 000
Membership fees receivable	104 000	108 000	110 000
Cohort Secretariat Services fees receivable	40 000	40 000	40 000
Income from publications - Quest/Advertising	300 000	300 000	300 000
Total projected revenue	41 215 252	39 011 243	40 652 414
EXPENDITURE			
Total projected expenditure	41 215 252	39 011 243	40 652 414
Governance & Administration Programme	12 694 299	12 968 094	13 527 858
Science Engagement and Strategic Partnerships (Liaison Programme)	13 499 583	8 149 817	8 463 889
Science Advisory Programme	5 789 373	8 149 647	8 463 684
Scholarly Publishing and Public Resources (Scholarly Publishing Programme)	9 231 997	9 743 685	10 196 982
	0	0	0

THANK YOU



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