



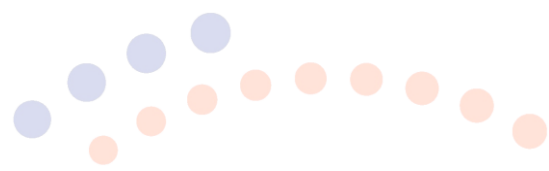
Academy of Science of South Africa (ASSAf) Draft Annual Performance Plan for 2023/2024



science & innovation

Department:
Science and Innovation
REPUBLIC OF SOUTH AFRICA





Executive Authority Statement

I am pleased to present the Academy of Science of South Africa's (ASSAf) Annual Performance Plan (APP) for the financial year 2023/24. The 2023/24 APP is fully aligned with ASSAf's 2020/21 – 2024/25 Strategic Plan (SP), that advances the Academy's strategic goals, mandate and government's priorities, and outlines the Academy's operational activities for the fourth year of the five-year SP.

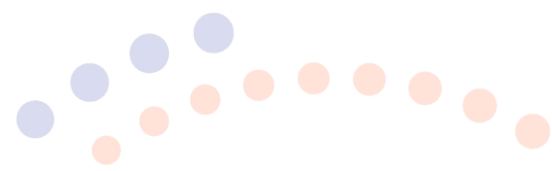
The strategic priorities of this APP continue to be guided by the National Development Plan (NDP), the national priorities outlined in government's Medium-Term Strategic Framework (MTSF, 2019-2024), and the 2019 *White Paper on Science, Technology and Innovation*, and its Decadal Plan. It also considers the Human Resource Development Strategy (HRDS), the Science, Technology, and Innovation Strategy for Africa (STISA), and the deliverables of the United Nations Sustainable Development Goals (SDGs).

ASSAf's Transformation Strategy has been finalised and outlines a succinct plan around knowledge transformation in the context of a national science academy and provides a framework to guide other transformation imperatives, including commitments to equity of ASSAf Membership that are and will remain important pursuits of our transformation plan.

The ASSAf Council endorses this 2023/24 APP and gives its commitment towards ensuring the achievement of all planned activities and key interventions for the financial year ahead that will be monitored through the quarterly and annual reporting structures.

A handwritten signature in black ink, appearing to read 'Jonathan Jansen', written in a cursive style.

Prof Jonathan Jansen
President of The Academy of Science of South Africa (ASSAf)



Accounting Officer Statement

The operational activities presented in the Academy's 2023/24 APP ensures delivery of the six outcomes presented in the 2020/21 – 2024/25 SP, viz, Outcome (1) Independent, authoritative, and influential scientific advice, (2) Science engagement, (3) Mobilising knowledge, (4) Facilitating partnerships, (5) Scholarship support, and (6) Supporting transformation. In addition, the Administration and Governance Programme provides the supportive role that ensures delivery of these outcomes while adhering to compliance related activities.

As of March 2022, ASSAf merged the Science Advisory Programme with the Liaison Programme into the Science Advisory Programme and Strategic Partnerships (SAPSP) to ensure closer alignment of these two programmes. Ongoing studies within the SAPSP will provide support for Outcome 1 and contribute to national challenges in health, biosafety and biosecurity, environment, and energy. New initiatives to grow the ASSAf footprint within the disciplines of Social Sciences and Humanities as well Science, Technology, Engineering, Mathematics and Innovation (STEMI) are planned and ought to bring the two cultures of natural sciences and social sciences closer together. Altogether, these activities ought to address several key recommendations outlined in the *White Paper for Science, Technology and Innovation (2019)* as well as the Decadal Plan.

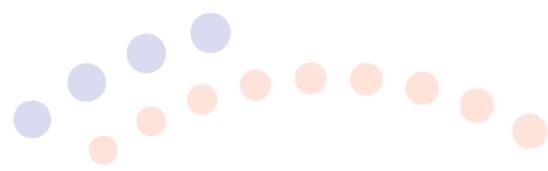
The Scholarly Publishing Programme (SPP), with its various activities, will continue to ensure mobilisation of knowledge (Outcome 3) through publications in the *South African Journal of Science (SAJS)* and the *Quest Magazine* to target audiences of academics/scientists and learners, respectively. ASSAf supports many other products and services – like the SciELO SA platform, open science, and the peer review of South African journals. The activities outlined in this APP contextualises the SPP's plans in ensuring advancement of science for public good.

The SPP and newly formalised SAPSP work collaboratively in expanding the national, regional, and global networks to ensure outreach of ASSAf activities and strengthening of strategic partnerships (Outcome 4). These partnerships, particularly in the national landscape, are necessary to ensure utility of limited resources for maximum benefit of society.

ASSAf is sensitive to the gender dimension in science and the various challenges women experience in present-day society. ASSAf is committed to addressing these issues as part of its transformation strategy in the 2023/24 financial year (Outcome 6).

Given that ASSAf is a Membership-based organisation, it is also positioned to utilise the strengths within its Membership to support scientists where required. The continued support of the South African Young Academy of Science (SAYAS), Organization for Women in Science in the Developing World (OWSD) and other initiatives like the Future Professors Programme (FPP), etc., are testament to ASSAf's commitment in providing scholarship support to scientists in the country (Outcome 5).

ASSAf acknowledges that in a multicultural society in which we have a diversity of people with different cultures and ideologies, providing opportunities for engagement (Outcome 2)



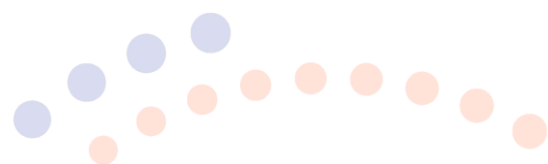
through collegial dialogue and debate are necessary to promote social cohesion. ASSAf strongly supports academic freedom and undertakes to enhance its communication efforts to promote its outreach to profile its activities.

The ASSAf Secretariat, guided by the Council, endeavors to deliver on the activities proposed in this 2023/24 APP.

A handwritten signature in black ink, appearing to read 'H Soodyall', written in a cursive style.

Prof Himla Soodyall

Executive Officer 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 Council of the Academy of Science of South Africa.
- Takes into account all the relevant policies, legislation and other mandates for which the Academy of Science of South Africa is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Academy of Science of South Africa will endeavour to achieve over the period 2023/24.





<p>Morakeng Chiloane Financial Manager</p>	
<p>Himla Soodyall Executive Officer</p>	
<p>Jonathan Jansen President and Chair of Council</p>	
<p>Bonginkosi Emmanuel Nzimande Minister of Higher Education, Science and Technology</p>	



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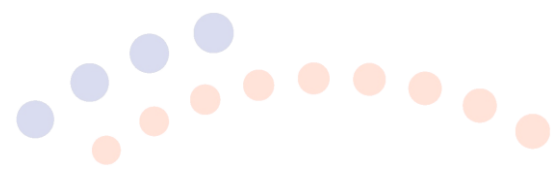


Abbreviations & Acronyms

APP	Annual Performance Plan
ASSAf	Academy of Science of South Africa
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China, South Africa
COGTA	Department of Cooperative Governance and Traditional Affairs
COHORT	Committee of Heads of Organisations for Research and Technology
CPD	Continuing Professional Development
DDM	District Development Model
DHET	Department of Higher Education and Training
DSI	Department of Science and Innovation
EO	Executive Officer
FPP	Future Professors Programme
G20	Group of 20
GenderInSITE	Gender in Science, Innovation, Technology and Engineering
IAP	InterAcademy Partnership
IDRC	International Development Research Centre
ISC	International Science Council
ISC ROA	ISC Regional Office for Africa
IT	Information technology
MIMI	Municipality Innovation and Maturity Index
MoU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
NACI	National Advisory Council on Innovation
NASAC	Network of African Science Academies
NDMAF	National Disaster Management Advisory Forum
NDP	National Development Plan



NIHSS	The National Institute for the Humanities and Social Sciences
NPDO	National Policy Data Observatory
NRF	National Research Foundation
NSI	National System of Innovation
OWSD	Organization for Women in Science in the Developing World
PAP	Pan-African Parliament
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
S20	Science 20
SA	South Africa
SAAE	South African Academy of Engineering
SACNASP	South African Council for Natural Scientific Professions
SADC	Southern African Development Community
SAGE	Scientific Advisory Group on Emergencies
SAJS	South African Journal of Science
SAP	Science Advisory Programme
SAPSP	Science Advisory Programme and Strategic Partnerships
SARChi	The South African Research Chairs Initiative
SAYAS	South African Young Academy of Science
SciELO	Scientific Electronic Library Online
SciELO SA	Scientific Electronic Library Online – South Africa
SDG	Sustainable Development Goal
SP	Strategic Partnerships Programme
SPP	Scholarly Publishing Programme
STEM	Science, technology, engineering and mathematics
STI	Science, technology and innovation
STISA	Science, Technology and Innovation Strategy for Africa
TWAS	The World Academy of Sciences
TWAS SAREP	TWAS Sub-Saharan Africa Regional Partner
UK	United Kingdom
UNESCO	United Nations Educational, Scientific and Cultural Organization
WiSET	Women in Science, Engineering and Technology



Part A: Our Mandate

In its unique position as the only national science academy that is officially recognised by the South African government through the ASSAf Act (Act 67 of 2001), as amended, ASSAf aims to provide evidence-based scientific advice on issues of public interest to government and other stakeholders and to recognise and reward scholarly achievement and excellence in the application of scientific thinking for the benefit of society.

1. Updates to the Relevant Legislative and Policy Mandates

This 2023/24 Annual Performance Plan (APP) outlines ASSAf's operational activities for the fourth year of the 2020/21 – 2024/25 Strategic Plan (SP).

There are no updated legislative and policy mandates to be reported during this period.

2. Updates on Institutional Policies and Strategies

ASSAf's Transformation Strategy has been finalised with the input and endorsement of the ASSAf Council.

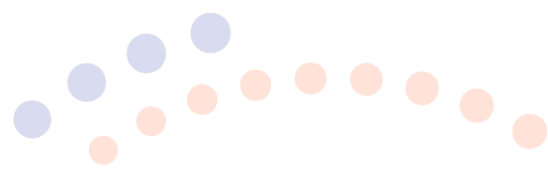
All ASSAf activities continue to take cognizance of the Protection of Personal Information (POPI) Act which came into effect since 1 July 2021.

The blended model of working from home and working at the office premises is still in place. The long-term implementation of this hybrid operational model is currently being explored and a proposal will be submitted to ASSAf's Audit and Risk Committee for consideration.

Although the majority of ASSAf's activities are still being conducted virtually, there has been a gradual shift to conducting some of the activities in person following the national lifting of COVID-19 pandemic protocols.

3. Updates to Relevant Court Rulings

There were no court rulings during this period.



Part B: Our Strategic Focus

4. Situational Analysis (Period 1 April 2022 – 30 September 2022)

4.1 Updated Situational Analysis – Overview

In the 2020/21 – 2024/25 SP, ASSAf positioned itself to advance three core national thematic priority areas:

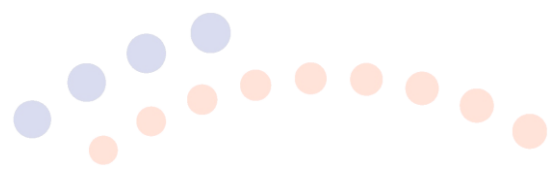
- (a) advancing the objectives of the *White Paper on Science, Technology and Innovation (2019)* and the MTSF in support of the Department of Science and Innovation (DSI) mandate
- (b) promoting the advancement of evidence-based research related to national priorities, including the deliverables of the SDGs
- (c) science engagement and science communication.

Despite having to conduct ASSAf activities virtually, and with the blended model of working from home and going to the office, when necessary, ASSAf has delivered on the majority of its targets and indicators when advancing these thematic priority areas. These have been presented in quarterly reports and the 2021/22 Annual Report.

In the five-year SP, ASSAf proposed to operationalise its activities around six strategic objectives that are outcome and output driven:



This model continues to work well with uptake and delivery within the various ASSAf Programmes, namely the Scholarly Publishing Programme (SPP), the Science Advisory Programme (SAP) and Strategic Partnerships (SP), the latter, up until 28 February 2022 referred to as the Liaison Programme. A decision was made to combine the Science Advisory Programme and (then) Liaison Programme under one Manager to ensure maximal operational activity. Dr Melusi Thwala was appointed with effect from 1 March 2022 to



dually manage the newly formed Science Advisory Programme and Strategic Partnerships (SAPSP). With emphasis on generating output and contributing to these outcomes, all Programmes have contributed to advancing the six Outcomes, albeit at different levels, depending on the nature of activities conducted in their Programmes. In addition, there is a greater commitment among staff to collaborate on joint initiatives instead of working solely within their niches.

It is envisaged that ASSAf's second Institutional Review for the period 2015 to 2020 will be finalised by the end of October 2022. The synthesis report will provide an oversight on the performance of ASSAf in terms of its mandate and its strategic objectives. Views on possible gaps not addressed by the Academy in terms of the ASSAf Act within the National System of Innovation (NSI), will be highlighted and recommendations will be made regarding the future strategic direction and operational execution of the ASSAf mandate.

4.2 External Environment

4.2.1 Policy Environment

The national policy environment remains unchanged since the submission of the last SP and 2022/23 APP.

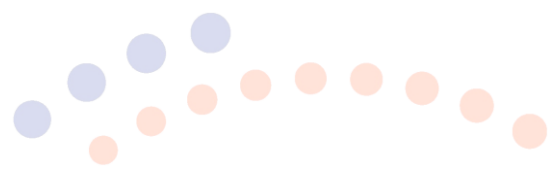
Although we have seen drafts and presentations of the Decadal Plan by the Director - General of the DSI, Dr Phil Mjwara, most recently at the Chief Executive Officers' Forum meeting on 19 September 2022, the Plan has not been officially released.

ASSAf's strategic direction is centred around and aligned to the key priorities set in the MTSF:

- **Priority 1:** Capable, Ethical and Developmental State;
- **Priority 2:** Economic Transformation and Job Creation;
- **Priority 3:** Education, Skills and Health;
- **Priority 4:** Consolidating the Social Wage through Reliable and Basic Services;
- **Priority 5:** Spatial Development, Human Settlements and Local Government;
- **Priority 6:** Social Cohesion and Safe Communities; and
- **Priority 7:** A Better Africa and World.

More specifically, ASSAf's approach would be to align its activities within the six MTSF outcomes as follows:

- 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**)
- collaborate with other entities in advancing the District-Metro Coordination Model (**MTSF Priority 6**) especially in the DSI identified districts of Ekurhuleni, Zululand and Ugu and other area identified by the DSI. ASSAf continues to co-ordinate the activities of the entities on behalf of the DSI to advance this priority. Additionally, ASSAf has initiated a project that seeks to advance the STI ecosystem impact at district and metro municipal level; to this end it has partnered with Tshwane Metro to pilot ASSAf's support of the metro *One Plan*, specifically aimed at prioritising involvement of women, youth and the disabled
 - create a better Africa and World (**MTSF Priority 7**) through service to society in accordance with the mandate of the Academy

ASSAf and the South Africa Local Government Association (SALGA) have committed to a bilateral partnership in building cohesion on the shared values and Local Government Research Agenda. Both parties have committed to refine ASSAf's policy brief on managing multiple forms of crises by local government and to assist SALGA in raising awareness of the challenges faced by municipalities. ASSAf has been approached by SALGA to assist in the dissemination and awareness raising of the findings on their assessment of the disaster risk management capability of local government and a webinar was held in this regard in November 2021. In further advancing the partnership the two institutions plan to jointly host a national workshop in the final quarter of 2022/23 titled *Disaster as a State of Normalcy*. This is specifically aimed at enhancing preparedness and response to multiple forms of disaster.

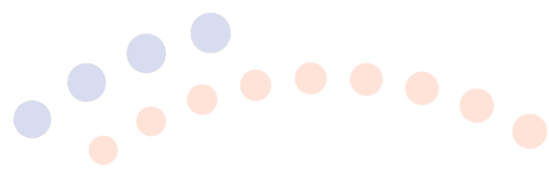
Ongoing activities outlined in this 2023/24 APP will build on the momentum of ASSAf activities that support the DSI outcomes outlined below:

- **Outcome 1** - A strong, transformed, inclusive, responsive and coherent NSI
- **Outcome 2** – Human capabilities and skills for the economy and for development
- **Outcome 3** – Increase knowledge generation and innovation outputs
- **Outcome 4** – Knowledge utilisation for economic development
- **Outcome 5** - Knowledge utilisation for inclusive development
- **Outcome 6** - Innovation in support of a capable and developmental state

4.3 Internal Environment

We continually face the rising extent of global challenges such as conflict, inequality, and global change. In the context of the latter, South Africa in 2022 experienced the disastrous extremes of drought in Gqeberha and surroundings, as well as devastating floods in Durban. As such we have a paramount task to rapidly provide solutions to such global and localised challenges in order to secure the future; this is a societal mandate to us as STI practitioners and the Academy.

From a human resources and operational perspective, the ASSAf Secretariat continues to follow the blended model of working from home and working at the office premises. The long-term implementation of this hybrid operational model is currently being explored and a



proposal will be submitted to ASSAf's Audit and Risk Committee for consideration. The majority of ASSAf's activities are still being conducted virtually, but there has been a gradual shift to conducting some of the activities in person following the national lifting of COVID-19 pandemic protocols and with effect from November 2021, ASSAf's travel policy was updated to allow travel following national recommendations for travel.

4.3.1 Organisational Environment

Council: Council Advisor, Prof Stella Nkomo was appointed as a full Council member with effect from 1 January 2022 following the resignation of Prof Norman Duncan at the end of December 2021.

Secretariat: As of October 2022, ASSAf Council and Members are supported by 30 full-time employed individuals under the leadership of Prof Himla Soodyall as the Executive Officer (EO). There have been two resignations in this financial year cycle and planning is underway to fill these vacancies. Sadly, one employee, the Education Liaison Officer, Mr Tsepo Majake passed away on 20 June 2022; an advertisement was placed during September 2022 to replace Mr Majake. Dr Melusi Thwala was appointed with effect from 1 March 2022 as the Manager: Science Advisory Programme and Strategic Partnerships while Ms Rajeshree Mahabeer has been appointed to oversee ASSAf's Humanities and STEMI activities (she commenced duty on 1 April 2022).

Premises: ASSAf moved into smaller premises within the same office park (Persequor Park), 25A De Havilland Crescent, with final occupancy on 1 July 2022.

The World Academy of Sciences Sub-Saharan Africa Regional Partner (TWAS SAREP): ASSAf will continue to host TWAS SAREP to strengthen cooperation within Africa. Dr Melusi Thwala was proposed as the TWAS SAREP regional representative.

Organization for Women in Science in the Developing World (OWSD) South Africa National Chapter (OWSD SA): The Academy has hosted OWSD SA National Chapter since 2009. With budgetary cuts, ASSAf is unable to provide the services of its staff to support the operational activities of OWSD but continues to partner with OWSD SA on activities with common objectives. The ASSAf team will work closely with OWSD to achieve common objectives.

South African Young Academy of Science (SAYAS): ASSAf continues to provide secretariat assistance and funding to support their activities. Where possible, ASSAf ensures collaboration with SAYAS and includes their members in Working Groups and Standing Committees. Since July 2021, ASSAf is also providing secretariat support to the Scientific Advisory Group on Emergencies (SAGE).

South African Academy of Engineering (SAAE): Office space and support services are provided to the SAAE at no cost. SAAE and ASSAf plan to collaborate more closely going forward.

4.3.2 Performance Environment

ASSAf remains committed to bringing together the multidisciplinary expertise of its Membership



in driving the outcome-based activities in the ongoing service of supporting government in these challenging times.

A summary of ASSAf's output by way of publications up until 30 September 2022 of this reporting period is summarised in **Table 1** below.

Table 1. Summary of publications output (16 January 2022 to 30 September 2022)

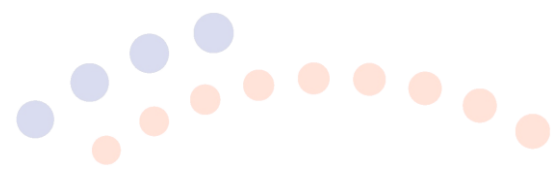
Date	Scholarly/Peer Review Reports
February 2022	Peer Review of Scholarly Journals in Economics and Business Management
Date	Proceedings and other Reports
March 2022	The Copyright Amendment Bill Virtual Workshop
June 2022	Priorities for Child and Adolescent Mental Health Research and Services in South Africa
July 2022	The District Development Model as a Platform for Innovation for Inclusivity as part of the IID series
September 2022	Mental health and the role of traditional healers
September 2022	Policy Research Study to Determine the Adoption and Integration of Science, Technology And Innovation (STI) into Government Policies and Planning Frameworks
September 2022	Science Action Plan (SAP) for Shale Gas in the Karoo Basin
Date	Statements
January 2022	SAGE Advisory on the Use of Deep-sea Seismic Surveys to Explore for Oil and Gas Deposits in South African Waters
September 2022	Statement on Comments by former President Thabo Mbeki on HIV and AIDS Delivered at UNISA on Wednesday, September 21, 2022

4.3.3 Membership

ASSAf is built around its people, and its strength lies in the diversity (race, gender, discipline, geographic distribution) and academic excellence (distinguished international scholars) of its Membership who contribute to the knowledge economy and skills development in the country and is supported by a dynamic Council and motivated Secretariat.

The Membership has grown to 658 following the 2022 elections, deaths and resignations of Members in 2021 and 2022. Women now make up 30% of Membership and black academics 34%.

ASSAf, supports the view of the Minister and the DSI regarding transformation of the Membership of the Academy. Most deliberation of the ASSAf Management and Council is concerned with how to fulfil this commitment. There are two realities that we face on the path to that objective.



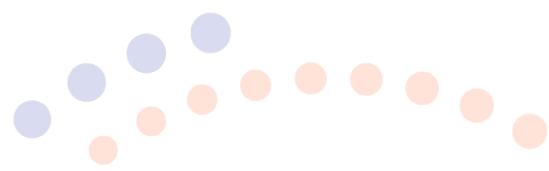
One, academies are honorific bodies that bring into their membership the most accomplished scientists and scholars in their societies. For reasons well-known, the underdevelopment of black academics for more than a century means that there is a limited pool now for achieving that commitment at pace. That is why ASSAf has invested time and resources, and made available its base of Membership expertise, to boost the work of the SAYAS and the FPP, so that the transformation objective can be reached in due course.

Two, academies around the world select new members via the broader membership of that academy. In other words, the process of selection is subject to the decisions of peers, the established members of every academy. ASSAf would lose its standing and credibility if members are chosen through external or political intervention and threaten the very idea of the academy in Africa.

4.3.4 Strategic Partnerships and Internationalisation

ASSAf actively collaborates with the DSI in advancing several national, regional and international activities to ensure that its profile has a global reach:

- **National:** ASSAf's strategic national partners include organisations in the NSI, particularly science councils and industry. The Academy is currently improving its partnerships with parliament, civil society and business, which were more recently initiated. Within the NSI, the re-energising of the partnership with the South African Environmental Observation Network (SAEON) delivered good impact on Science Engagement during National Science Week 2022 and Scifest 2022; this partnership will be further strengthened in 2023/24 specifically on partnering on SAGE activities. With private sector, ASSAf has agreed to partner with Nedbank to focus on *Climate Change and Business Risk*. The new partnership with the International Water Management Institute (IWMI) focusses on multi-sectoral participation to achieve water sustainability; to this end a side event is planned for the 5th National Global Change Conference, 30 January to 2 February 2023. In 2022/23 ASSAf also established a partnership with the South African Bureau of Standards (SABS) to advance the agenda of women in science, as well as leadership mentorship activities for women.
- **Regional (SADC and Pan African):** A significant portion of ASSAf's international partnerships work is focused on African cooperation as means of internationalisation of South African STI, and also contributing towards strengthening and positioning Africa as a notable global player in STI. This includes building and maintaining relationships with African academies of science undertaking collaborative initiatives and supporting the Network of African Science Academies (NASAC). Furthermore, in 2022/23 ASSAf and DSI established the *African Embassy Lecture Series* which is aimed at enhancing South Africa's STI cooperation within the continent; the first activity within this series is earmarked for the third quarter of 2022/23 in partnership with the Kenyan Embassy in South Africa. The hosting of TWAS SAREP further strategically positions the Academy and the country's role in STI on the continent through its activities that are focused on increasing reach to Least Developed Countries and Science and Technology Lagging Countries.
- **International:** ASSAf maintains and develops engagements with key strategic



partners such as the World Science Forum, the BRICS academies of science, the European Union (EU), United Nations Educational, Scientific and Cultural Organization (UNESCO), and the World Health Organization (WHO), among others. ASSAf also participates actively in the G20 countries grouping of academies, which is called Science 20 (S20), and the Royal Society. Multilateral platforms such as the International Academies Partnership (IAP) and bilateral partnerships facilitates ASSAf's involvement and role at a global level. To this end, jointly hosted workshops on topical issues (e.g., International Human Rights Network Workshop in partnership with the US National Academy of Science, June 2023) and Embassy Lectures are some of the established activities that ASSAf champions through international partnerships.

ASSAf has MOUs with Leopoldina (the Germany National Academy of Science), Russia, Belarus, China, India, Austria, and the Netherlands.

4.4 Operational Landscape

(a) Funding

The hybrid model of operations that ASSAf has adopted for purposes of undertaking ASSAf activities has resulted in huge cost savings and it is envisaged that this will remain the case for at least the next three years.

(b) Transformation

ASSAf's approach to transformation is wide-ranging in its reach and impact and focuses on three elements: ASSAf Membership, ASSAf's organisational practices and culture, and knowledge transformation. The Transformation Policy was updated in July 2021, and a Transformation Strategy has been finalised.

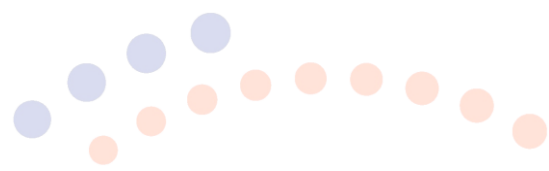
(c) Human Resources

As a Member-based organisation, the Secretariat provides support to the Members who are engaged in ASSAf activities. ASSAf has recruited talented and motivated staff. The majority hold Bachelors or postgraduate degrees. ASSAf plans to continue its operations in the future with 27 permanent members of staff and 3 fixed-term period members of staff who are assisting with limited duration projects.

Out of a current total of 27 permanent employees, 16 are black, two are Indian and 19 are women. ASSAf has no employees with disabilities.

Staff are encouraged to diversify their portfolios to align their skills to the deliverables outlined in this APP. ASSAf has an educational assistance policy and all permanent members of staff can apply to further their studies and improve their academic qualifications. Other support for training and development includes relevant shorter courses commensurate with the employees' responsibilities as well as consideration for further career development.

The introduction of the position of Governance Coordinator currently occupied by Ms Renate Venier continues to improve on ASSAf's efficiency and quality of reporting and responding to Governance issues. This appointment remains to have a significant impact and serves as a



noteworthy support to the ASSAf EO and Council.

Although ASSAf had the sad loss of a colleague, it is anticipated that the staff turnover for the 2022/23 financial year will not be significant; Management has decided to embark on a recruitment process to fill the vacant positions.

Management will continue to monitor the responsibilities of the staff within the various programmes and should it be necessary, will undertake processes of consultation with existing staff members to reallocate some of the responsibilities to other members of staff qualified to take on some of these responsibilities thus ensuring that the gaps are filled and that we remain efficient in ensuring that we fulfill our deliverables.

ASSAf successfully submitted the Employment Equity Report with the Department of Labour for the 2022 financial year as well as the workplace skills plan and annual training report with the Services SETA.

ASSAf has an employee assistance programme in place which provides employee wellbeing services, at no cost to all members of staff as well as their related family members.

Human Resources Policies continue to be audited by internal as well as external auditors and are accordingly reviewed and should it be necessary, updated on a regular basis.

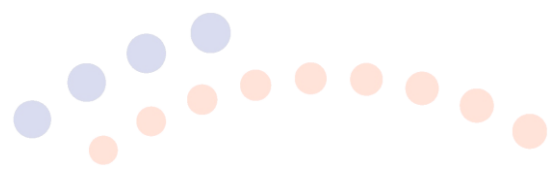
A benchmarking exercise is undertaken on an annual basis with an external service provider to ensure that ASSAf staff remuneration packages remain competitive with the industry.

(d) Infrastructure

Since March 2020, ASSAf staff have continued to follow the blended model of work-from home with the option of going to the premises if required. This required access to the internet, a functional server to facilitate scholarly publishing, and surge protectors for the electricity power cuts experienced in Gauteng.

Zoom licenses were renewed to enable staff to conduct virtual meetings whilst working from home.

The ASSAf Supply Chain Management Unit has concluded the process of appointing an IT service provider for the next five years.



Part C: Measuring Our Performance

5. Institutional Programme Performance Information

This 2023/24 APP has been prepared in alignment with the 2020/21–2024/25 five-year SP which came into effect on 1 April 2020. The new ASSAf performance plan will be driven through focused, transdisciplinary, and strategic outcome-oriented goals, namely Outcome (1) Independent, authoritative, and influential scientific advice, (2) Science engagement, (3) Knowledge mobilisation, (4) Facilitating partnerships, (5) Scholarship support and (6) Supporting transformation within the Science Advisory Programme (SAP), Strategic Partnerships Programme (SP) and Scholarly Publishing Programme (SPP). Operations and resources are organised and conducted by the Administration and Governance Programme, which involves administrative, financial, human resources, communications and IT services, while ensuring support to Council and compliance to the PFMA regulations.

5.1 Programme: Administration and Governance

All activities relating to the ASSAf Council, ASSAf legislation and regulations fall under this programme.

5.1.1 Governance

Administration and targets for 2023/24 are as follows:

- Ensure good governance through Council
- Ensure Council decisions are executed timeously and effectively

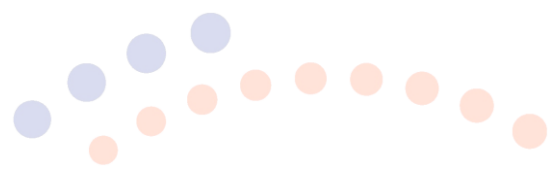
The Institutional Review covering the period 1 April 2015 to 31 March 2020 is currently underway in accordance with the review policy and the planned date of completion has been shifted to 31 October 2022 given challenges experienced with availability of interviewees and members of the Review Panel. However, good progress has been made with the first draft of the synthesis report being presented to the Review Reference Group during September 2022.

5.1.2 Finance and Risk

This sub-programme ensures that financial management systems are in place to ensure that ASSAf's resources are prudently managed. Compliance to policies and procedures is central to all activities. Responsibilities of this unit include budgeting, financial reporting, procurement of goods and services, as well as risk management.

Targets for 2023/24 are as follows:

- Continued compliance with reporting requirements
- Continued implementation of risk management strategy
- Regular updating of policies and procedures as well as the risk register
- Continued implementation of compliant supply chain management practices
- Attainment of an unqualified audit.



5.1.3 Human Resources

The Human Resources function provides ASSAf with human resources management services as follows: staff recruitment and retention, staff training and development, staff performance monitoring, employee relationship management, development and implementation of human resources systems, and development, implementation and monitoring of organisational policies and procedures, statutory compliance reporting, employee wellness education and facilitation, and compensation administration.

Targets for 2023/24 are as follows:

- Address gaps in ASSAf's policies and procedures and compile relevant documentation.
- Ensure compliance with relevant policies and procedures.
- Achieve an integrated model that is outcome driven and becomes activity driven in three broad categories, as indicated in the ASSAf SP, by embarking on a workplace assessment exercise.
- Conduct a thorough inventory of employees' skills and other characteristics such as talent, education and experience.

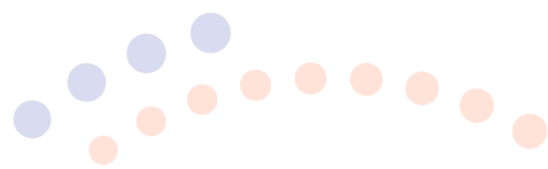
ASSAf follows consultation and communication processes to ensure employees are kept informed of any changes to ensure that any change processes remain transparent.

5.1.4 Communication

The main purpose of this sub-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 increase the visibility and standing of ASSAf. It aims to build the ASSAf brand and to communicate the achievements of ASSAf and its Members to ASSAf stakeholders. ASSAf stakeholders include Members, representatives of government and science councils, universities, sponsors and the public. This programme and areas of focus, contribute mostly towards ASSAf's outcome-based goal (2): Science engagement.

Targets for 2023/24 are as follows:

- **Newsletter:** The Science-for-Society quarterly newsletters will be published with a continued focus on engagement of ASSAf Members to contribute articles. In addition, staff will report on ASSAf activities and events in which staff have participated in raising the profile of the Academy. Distributed to some 12 000 recipients, the newsletter serves as a vehicle to communicate information and policy to ASSAf's stakeholders.
- **Media Liaison:** The sub-programme will ensure visibility of ASSAf and its activities in the media through the issuing of eight media releases. The print, online and broadcast media will be monitored to determine uptake and impact of Academy activities. The impact of the media releases will be monitored and reported on in terms of advertising value equivalency (AVE) and reach.



- **Website:** The ASSAf website will be kept current and expanded as per the needs of ASSAf.
- **Technical production of reports:** The sub-programme will be responsible for the technical production of the reports planned.
- **Branding:** The current application of the brand has been in use for fourteen years and in order to stay relevant in the digital market, the application of the brand will be revised and updated. Interacting with stakeholders through a consistent brand voice and aesthetic is a significant step towards enhancing the visibility of ASSAf as an organisation.
- **Communication Action Plan:** Such a plan will be developed to ensure maximum use of resources and impact of ASSAf activities.

5.2 Sub-Programme: Science Advisory Programme (SAP)

With the merging of the SAP and LP into the newly formed SAPSP since March 2022, we now present the activities of the SAP and SP as sub-programmes within SAPSP.

5.2.1 Purpose

ASSAf assists in the fulfilment of its science advisory role in support of policy regarding key challenges facing the nation. A variety of relevant consensus studies are undertaken. Studies generally fall into broad categories related to health, education, climate change, energy, the science-policy nexus, biosafety and biosecurity, poverty reduction, scholarly publishing, and open science. In addition to evidence-based studies on various issues, ASSAf undertakes policy commentaries, proceedings, other reports, and policymakers booklets and produces authoritative statements when appropriate. Activities in this programme contribute mostly towards ASSAf's outcome-based goal (1) Independent, authoritative, and influential scientific advice and supports all six of the DSI outcomes (see p.12) and in creating a better Africa and world (MTSF Priority 6).

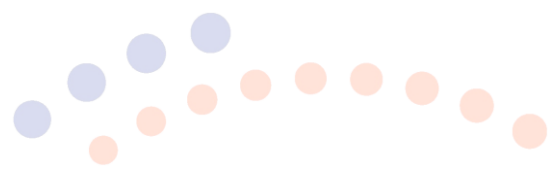
5.2.2 Health and Related Studies

Consensus studies: There are two ongoing consensus studies in this area:

Ethical, Legal and Social Issues (ELSI) related to Gene Therapy: A South African Perspective. The Panel has made good progress with a final writing session by the Panel planned for October 2022. It is envisaged that the report will be completed before the end of the 2022/23 financial year.

The Challenges of Good Governance and Management in the South African Health System. It is envisaged that the report will be completed before the end of the 2022/23 financial year.

In addition, a new consensus study on "One Health" will be initiated in the first quarter of 2023/24. The One Health concept is a collaborative, multi-sectoral, multi-level, holistic and trans-disciplinary approach whose objective is the attainment of best health outcomes. The impact of the study would be supporting trans-disciplinary research within the Academy.



Webinars: We plan to host at least four webinars during the next financial year covering topics related to the advocacy for disability, pandemic preparedness, and other health-related topics.

Workshops: Two workshops are planned for the next financial year. One in partnership with Leopoldina (Germany) on infectious diseases. The experience of the COVID-19 pandemic illustrated the need for science guidance in readiness planning and mitigating the impact of infectious diseases. In some regards South Africa is commended for its response to the COVID-19 pandemic, however, going forward many aspects can be strengthened through science and partnerships both regionally and internationally. The second workshop will focus on health, rights and ethics stemming from the growing interest in the collection, storage and reuse of biological samples for future research which raises ethical concerns and questions about approaches that safeguard the interests of participants.

5.2.3 Biosafety and Biosecurity

Consensus studies: There is one ongoing study entitled “**The State of Laboratory Biosafety and Biosecurity in the SADC Region**”. The collection of data continued and efforts include reaching out to the SADC Secretariat, WHO regional focal points, Ministries of Health and Agriculture in various SADC countries and panel members. Data has successfully been collected from South Africa, Lesotho, Namibia, Eswatini and Tanzania.

Statements: The Standing Committee on Biosafety and Biosecurity has identified a lack of regulations pertaining to Dual Use Research of Concern. A Statement will be drafted through ASSAf for presentation to policymakers.

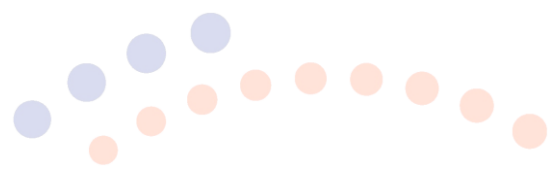
Webinars: A series of webinars (one per quarter) is planned on the theme of Biosafety and Biosecurity with a strong emphasis on drawing in international speakers.

5.2.4 Environment and Energy

Consensus studies: There is one ongoing study entitled “**A Review of Research, Development and Innovation of Peaceful Uses of Nuclear Technologies in South Africa**”. The study is currently being reviewed externally.

One new consensus study on “Global Change” is planned. Global Change requires cross-sectoral inputs to guide approaches for the future in all life facets; this includes preparedness for climate effects and planning systems whilst still addressing current needs. In this theme a consensus study is earmarked and scope refinement is underway in preparation for Council consideration and endorsement for initiating the study.

Workshops/seminars: ASSAf plans to host a seminar in partnership with SAYAS to engage on the role of the oceans in terms of the causes and manifestations of climate change. An inter-academy workshop on Just Transitions in Africa is also earmarked for the next financial year. Through this workshop, the Steering Committee of the ASSAf Forum on the Just Transition seeks to advance understanding on how African countries are responding to the concept of Just Transition.



Webinars: ASSAf has recognised the need for the Academy to amplify its voice and position on global change and to assist in ensuring that society understands global change and what is being done and what can be done to minimise the negative impacts on societies in South Africa. Through a four-part webinar series, a platform will be provided for key African role players to reflect and discuss continental cases and needs.

5.2.5 Science, Technology, Engineering and Mathematics (STEMI)

A Programme Officer has been appointed to oversee ASSAf's Humanities and STEMI activities. ASSAf has initiated the process to establish a new STEMI Standing Committee following the end of term of the previous Committee. The nomination process for Council consideration and approval have been initiated.

Webinars: A series of webinars, with one webinar per quarter will be hosted to discuss various topics related to each discipline of STEMI. The specific focus of each webinar will be decided on in consultation with the Standing Committee.

5.2.6 Social Sciences and Humanities

ASSAf has also initiated the process to establish a Social Sciences and Humanities Standing Committee, a rebranding of the original Humanities Standing Committee to include the Social Sciences. This Standing Committee will be supported by the Programme Officer also responsible for STEMI. The new Standing Committee will be established after the membership is reviewed by the ASSAf Council (in October 2022). The new Standing Committee will be engaged in setting the agenda for Social Sciences and Humanities.

Webinars: A total of four webinars (one per quarter) will be hosted to engage on topical issues relevant to the portfolio.

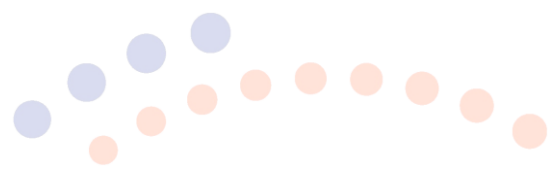
Public Lectures: The ASSAf annual Humanities Lecture will be hosted in the third or fourth quarter of the new financial year.

Meetings: In partnership with NAS, ASSAf will co-host the 14th Biennial Meeting of The International Human Rights Network of Academies and Scholarly Societies (IHRN) from 6 to 8 June 2023. We also plan to engage the San Community in Kimberley to discuss co-creation of projects as well as storage and secondary use of samples and data, respectively, sometime in the first quarter.

5.3 Sub- Programme: Strategic Partnerships (SP)

5.3.1 Purpose

ASSAf has a good track record in establishing and strengthening partnerships and engagements with key stakeholders and organisations in the country, regionally and internationally. It also promotes and recognises excellence and scholarly achievement, strengthening and enhancing international scientific linkages, and advancing engagement with key policymakers in government, including parliament and relevant national scientific



organisations. It provides further support of ASSAf Outcome (4) Facilitating partnerships. In addition, many of the activities in this programme are conducted in collaboration with the DSI thereby promoting outcomes 1-6 of the DSI and MTSF Priorities 5 & 7.

5.3.2 ASSAf Public Lectures

ASSAf hosts a series of Special Public Lectures annually to encourage participation of targeted stakeholders to promote its activities. These include the:

- Presidential Roundtable which is hosted by the ASSAf President and features topical issues to engage non-specialist audiences in science (first and third quarter),
- Science-Business Leadership in partnership with the business sector to explore opportunities to promote private-public partnerships and is also hosted by the ASSAf President (fourth quarter),
- Distinguished Visiting Scholar (DVS) partnering with a local university on a topic in a discipline identified by Council on a rotational basis in accordance with the guidelines. At least one such Distinguished Visiting Scholar will be hosted in the 2023/24 financial year,
- In Conversation with Series which is hosted in conversational style by the ASSAf EO and profiles interesting topics of research conducted by Members and other scientists, oftentimes aligned with special and thematic national days.

In addition to the Special Public Lectures, both ASSAf and SAYAS engage with the scientific community by hosting several webinars on relevant topics to stimulate wider public engagement of science.

The specific dates and topics for discussion will be finalised following consultation and hosted (interspersed) throughout the 2023/24 financial year.

5.3.3 Strategic Partnerships: National

South African Young Academy of Science (SAYAS)

ASSAf will continue in its role of hosting SAYAS and providing the secretariat and financial support to promote their activities.

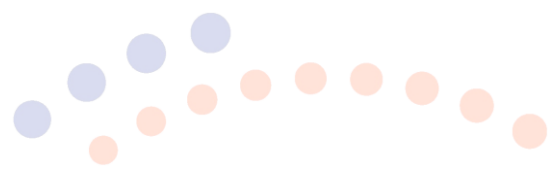
Innovation for Inclusive Development (IID) Seminar Series

Since 2018 the DSI has partnered with ASSAf to create a platform to bring to fruition the strategic objective of the DSI of using evidence-based learning to demonstrate how science and technology may be used to achieve inclusive development. To date the project has delivered eleven seminars with local and international speakers and also drawing an audience from the SADC Region.

A policy research study is nearing completion and the outcomes are earmarked for reporting in a peer reviewed format in 2023/24. One public lecture will also be hosted under this project.

District Development Model (DDM)

ASSAf assists the DSI in supporting the participating entities with secretariat support to ensure



engagement on how the various entities are progressing in advancing the DDM. The Committee meets quarterly and ASSAf is responsible for organising these meetings, minute taking, and producing reports that are submitted to the DSI. ASSAf teams have also been designated to work alongside DSI as contact persons for different district municipalities to ensure that science is included in the planning stages of projects undertaken by the technical teams at all spheres of government. These activities will continue throughout 2023/24. In 2022/23 ASSAf also initiated its planning to align with the DDM approach by partnering with the City of Tshwane (CoT) to support women, youth, and people with disabilities involvement in the STI activities that contribute to the *One Plan*. The DDM partnership with CoT is a pilot case which ASSAf aims to use to craft its offering to the DDM at a wider scale.

Committee of Heads of Research and Technology (COHORT)

ASSAf will continue to provide secretariat support to assist the COHORT Executive and the Committee in achieving their objectives. At least three meetings of the EXCO and two meetings of the full Committee are envisaged for the next financial year. The Secretariat will organise the meetings, take minutes for these meetings, and facilitate engagement among the membership. Additionally, ASSAf plans to partner with COHORT on activities within the mandate of the Academy.

National Disaster Management Advisory Forum (NDMAF)

The Academy is a member of the NDMAF that is facilitated by the National Disaster Management Centre under the Department of Cooperative Governance and Traditional Affairs (COGTA) since 2019. The role of the Academy in this forum is to facilitate the engagement between government, civil society, private sector, and nonprofit organisations during these deliberations.

ASSAf continues to host SAGE, an initiative advanced by SAYAS, who will provide rapid, independent, multidisciplinary scientific and strategic advice to relevant stakeholders on emergency issues that require time-sensitive attention. This will be achieved through publication of Statements, reports and when required, webinars throughout the 2023/24 financial year. SAGE is preparing a concept note for a cross-border study within the continent.

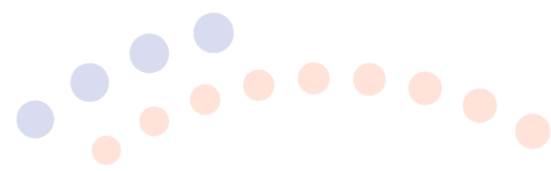
National Policy Data Observatory (NPDO)

ASSAf is part of the NPDO and engages with the Committee on issues related to the COVID-19 pandemic whenever a meeting is organised. This will continue into the new year, and ASSAf will contribute to the dialogue keeping the Committee aware of its activities.

International Year of Basic Sciences for Sustainable Development 2022 (IYBSSD 2022)

DSI engaged ASSAf's EO to represent the southern African region by serving as the node coordinator for IYBSSD 2022 activities in the region. IYBSSD 2022 was launched in South Africa on 25 August 2022 and the occasion took the form of a virtual roundtable facilitated by ASSAf's EO. The event also saw the participation of ASSAf's President and Vice-President, Prof Stephanie Burton as well as Dr Sudesh Sivarasu, Co-chair: SAYAS.

In addition to coordinating the national IYBSSD 2022 programme, ASSAf is also hosting its own IYBSSD 2022 programme during the twelve month period from July 2022 until June 2023.



5.3.4 Strategic Partnerships: African

The World Academy of Sciences (TWAS) sub-Saharan Africa Regional Partner (TWAS SAREP)

ASSAf hosts and provides support for TWAS SAREP by ensuring that Fellows and Affiliates selected from the continent also play a role in contributing to the policy development in their countries, regionally and globally. TWAS SAREP promotes science diplomacy on the African continent.

A regional Science Diplomacy Workshop for young scientists will be hosted in the first quarter of the 2023/24 financial year.

Various activities including young scientists from across the continent are planned for the 2023/24 financial year. TWAS further recognises STI excellence in the region through awards, for instance, the TWAS-SAREP Regional Young Scientists' Award and the TWAS Regional Award. Additionally, communication and outreach activities are executed.

The Network of African Science Academies (NASAC)

NASAC is a network of African Academies of Sciences and through its membership in NASAC, ASSAf is an instrumental player in advancing the Pan African agenda and in developing the African academy. ASSAf is represented in the NASAC Executive, participates in various NASAC working groups (e.g.: IAP-NASAC Decarbonisation; Women for Science; Science Education Programme) and engages ASSAf Members in the endorsement of NASAC Statements.

ASSAf will continue to contribute to the enhancement of the activities of newly formed academies by hosting joint webinars. ASSAf played a role in the formulation of the Lesotho Academy of Science and Technology (LAST). In the 2022/23 financial year, ASSAf revitalised the partnership with the LAST with the intention of enhancing bilateral cooperation but also as a catalyst for multilateral cooperation within the region. Discussions are underway to prioritise collaboration activities in 2023/24.

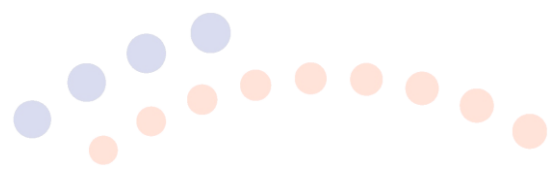
ASSAf will continue throughout the 2023/24 financial year to support co-hosted workshops and seminars, as well as conferences through NASAC.

Southern African Development Community (SADC)

SADC, the inter-governmental organisation is affiliated with 16 countries in southern Africa. Its goal is to further regional socio-economic cooperation and integration as well as political and security cooperation.

ASSAf has been working with the SADC Science Desk which was established by the DSI since 2014. Currently, there are only three countries (Namibia, Seychelles, and Comoros) where science academies need to be established. ASSAf will engage with these countries to assist where possible.

ASSAf is currently conducting a Biosafety and Biosecurity consensus study in the SADC region, and some diplomacy is required to advance this very important study, especially in times of the COVID-19 pandemic. Continued dialogue facilitates the progress on this study.



African Embassy Lecture

A new operating theme has been established to facilitate and enhance African scholarship through a series of lectures and seminars with African Embassies in South Africa; this is a strategic vehicle to connect with academies in the continent and scholars.

ASSAf is planning to host one lecture under this new series in the 2023/24 financial year.

5.3.5 Strategic Partnerships: International

InterAcademy Partnership (IAP)

IAP is the global network of science, engineering and medical academies working together to provide independent expert advice on scientific, technological and health issues. ASSAf is a member of the IAP and engages with ASSAf Members and Council to endorse IAP Statements of global importance.

ASSAf has Members who contribute to IAP Working Groups ensuring continued engagement and during the recent 2022 IAP elections, three ASSAf Council members were nominated and subsequently elected to serve for a three-year term on various advisory committees.

The Academy will ensure that young scientists from South Africa are nominated to be part of the Young Physician Leaders' Program, and in the dissemination of reports published by the IAP. These activities take place on an *ad hoc* basis throughout the year.

BRICS Academies Network

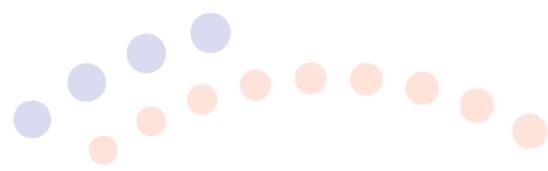
The BRICS Academies, represented by academies affiliated with the BRICs countries Brazil, Russia, India, China, and South Africa, was established as a network in 2018. The draft strategic document developed during 2020/21 awaits endorsement by all Academies in the network so that recommendations contained in the plan can be implemented. It was anticipated that this may be on the agenda for the next BRICS Academies meeting scheduled to be hosted by India in 2021 but this meeting did not take place as expected. ASSAf will host the BRICS Academies meeting in 2023.

As a member of the BRICS academies of science, ASSAf participates in various activities of this multilateral body which serves the agenda for internationalisation of South Africa's STI enterprise.

In addition, ASSAf assists the DSI in annually nominating young scientists to participate in the BRICS Young Scientists Conclave (second quarter of 2023). The Academy plans to build a network of alumni who have previously participated in the BRICS young scientists forums.

Science 20 (S20)

The science academies of the G20 states, referred to as the Science 20 (S20), have met since 2017 in Germany, and have produced Statements that are shared with Heads of State in their Annual Summit. ASSAf is a member of the S20 and has ensured that South African scientists are part of the Working Groups that develop and endorse Statements. ASSAf is the only African member of the S20 and participates in the annual S20 meeting. The 2023 S20 will be hosted by India.



South African Academia in Diaspora

ASSAf plans to host a webinar that showcases South African scholars who are based outside the borders of the country. This activity highlights STI internationalisation and additionally facilitates collaborations.

5.4 Programme: Scholarly Publishing Programme (SPP)

5.4.1 Purpose

SPP activities are regarded as a strategic intervention in the NSI in South Africa. Their goal is to enhance national capacity to produce and publish research and to increase the quality and visibility of South African research publications. To achieve this goal, the SPP is responsible for the peer review of South African scholarly journals, the implementation of the open access platform for scholarly journals, driving the Open Science agenda, the hosting of a National Scholarly Editors' Forum and a National Scholarly Book Publishers' Forum. A major thrust of this programme is the production and dissemination of the Academy's flagship journal, the *South African Journal of Science (SAJS)*, and the science magazine, *Quest*.

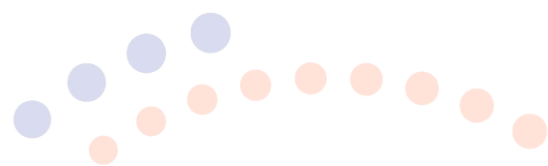
Activities in this Programme contribute largely to ASSAf's outcome-based goal (3) Knowledge mobilisation and outcome (2) Science engagement and supports DSI outcomes 3,4, 5 & 6 and MTSF Priority 3.

5.4.2 South African Journal of Science (SAJS)

The *South African Journal of Science (SAJS)*, is one of South Africa's flagship journals and plays a major role in science communication and outreach efforts, whilst increasingly serving and promoting the visibility and impact of South African and African research from Africa or on African-relevant issues for the benefit of scholars, educators, the general public and policymakers.

Six issues of *SAJS* will be published in 2023/24 – in May 2023, July 2023, September 2023, November 2023, January 2024 and March 2024 – including a special issue on 'Data sharing in health sciences research in Africa'. Data science is particularly important for improving health care delivery and research in low- and middle-income countries by improving data accuracy, strengthening evidence-based practice and making more effective use of scarce resources. Africa has a relatively high penetration of digital technology usage, significant health equity and health system challenges, and a substantial research and regulatory infrastructure. Responsible conduct of data science research in southern Africa is imperative. This special issue will be interdisciplinary, and will leverage data science expertise from the perspectives of health research ethics, health law, social sciences and policy analysis. The issue will increase the visibility and impact of data science research in South Africa and Africa and will be pivotal in promoting an ethically responsible southern African data science culture.

In support of capacity building of young scientists, two early career researchers will join the Journal's Associate Editor Mentorship Programme as mentees under the mentorship of *SAJS* Associate Editors in June/July 2023.



Workshops: Other capacity-building initiatives planned for 2023 are workshops on 'How to write for a scholarly journal' and 'How to peer review for a scholarly journal'. A monthly 'Journal writing and peer review forum' was introduced in October 2021 and will continue into 2023/24. The Forum has grown to 150 members and is open to emerging researchers in all disciplines to provide support and guidance on writing and peer reviewing journal articles.

5.4.3 *Quest Magazine*

Four issues, one in each quarter of the 2023/24 financial year, will be produced, covering foremost scientific work conducted by scientists locally and internationally in a form that is accessible to the target audience and to support curricula work at various scholarly levels. This under the editorship of the newly appointed editor, Mr Fanie van Rooyen.

The *Quest* website will be reviewed and upgraded to ensure that the content and reach are optimised. Efforts will be made to include more South African secondary and private schools as part of the *Quest* mailing list, distribution list and reach.

Quest is the only recognised magazine that promotes, encourages, popularises, exposes science, supporting curricular activities, and local research to the general public with the view of assisting and supporting the different sectors of society.

Workshops: A capacity-building initiative in the form of a workshop on 'How to write for a science magazine' is planned for 2023.

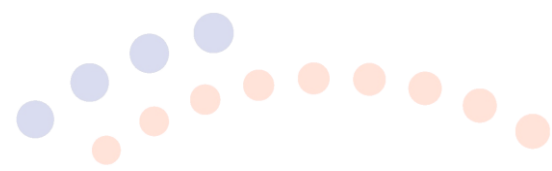
5.4.4 *Scientific Electronic Library Online – South Africa (SciELO SA)*

Two new titles will be added to the platform in 2023/24 and new issues of the current 90 titles in the collection will be e-published as they become available, following the SciELO publishing methodology. Staff will continue with updating new articles to existing journals and ensuring accessibility and indexability of journals hosted on this platform.

In April and November 2023 the SciELO SA collection will be assessed by the SciELO Network for adherence to their strict inclusion criteria and the currency of the collection. The SciELO SA management will participate in the SciELO 25 year anniversary conference to engage on the future vision of the SciELO Network and what each SciELO national collection will need to put in place to remain aligned with the future strategy of the SciELO Network.

The SciELO SA Advisory Board will be revitalized since the membership of the Committee on Scholarly Publishing in South Africa (CSPiSA) has changed, and many of the editors who had representivity on Committee have retired. Representivity will be sought from the continent and internationally. An Advisory Committee is a very important prerequisite in operating in the SciELO Network.

The financial aspects regarding ASSAf's role in ensuring sustainability of this platform is being addressed through dialogue with the DSI.



5.4.5 Khulisa Journals

It is envisaged that at least two new titles will be added to the Khulisa suite of 14 journals while ensuring ongoing maintenance, training and support of editors, and the enhancing of standards of existing journals on this platform. The existing 14 journals will continue to publish as expected. A bi-monthly communication will be emailed to the Khulisa Journals editors and journal managers to guide and steer all. Where available, minor upgrades will be done.

5.4.6 ASSAf Research Repository

The ASSAf research repository facilitates the digital preservation of ASSAf's legacy by ensuring scholarly communication and accessibility to ASSAf reports and other published activities. This requires constant support to maintain and populate this resource, which will be ongoing throughout the 2023/24 financial year.

The number of items submitted is dependent on the number of ASSAf publications/events/activities. ASSAf will be entering into an agreement with a service provider to provide system support. Programme Officers and others involved in evidence-based studies will be required to also upload data sets in support of these studies, to the repository.

5.4.7 Committee on Scholarly Publishing in South Africa (CSPiSA)

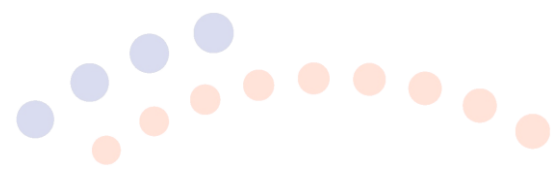
ASSAf will continue to provide secretariat support to and assist the CSPiSA in achieving its objectives. It will also ensure the efficient and effective functioning of the National Scholarly Editors' Forum (NSEF) and the National Scholarly Book Publishers' Forum (NSBPF) and that meetings take place regularly (twice per annum). Overall, that value is added to the publishing and the scientific community as a whole.

The Committee will continue exploring opportunities of engaging with the Department of Higher Education and Training (DHET) to draft and implement a Publications Quality Framework for scholarly publishing.

It is envisaged that the Committee will initiate and launch smaller projects i.e. Statement on the Revision of the Code of Conduct for Editorial Practices, and ASSAf Statement on the Urgent Challenges Faced by Editors of Academic Journals in South Africa.

5.4.8 Peer Reviews of Scholarly Journals

The quality assurance system for journals by peer reviewing ensures excellence and quality of journal publishing in South Africa, and raises the visibility of South African scholarly journals. The DHET is in the process of rolling out its new Publications Quality Framework for Journals. It is envisaged that ASSAf will play a new enhanced role in development of this Framework. The adaptation of the peer review process in assessing quality and advising the DHET on the accreditation of journals will be reviewed to add more value to the system and address new challenges and needs to ensure quality research outputs in South Africa.



ASSAf plans to establish a Working Group to review and adjust the peer review of journals in line with the DHET's new envisaged Publications Quality Framework.

The publication of the final Peer Review Report of Scholarly Journals: "*Grouped Peer Review of Scholarly Journals in the Other Disciplines Group*" will bring the evaluation of all 320 accredited South African published journals to an end.

5.4.9 Humanities Biennial Book Award

The next Humanities Book Award for emerging and established scholars (two categories) will be considered in the 2024/25 financial year. An ad hoc panel will be set up in the second quarter of 2023/24 to assist ASSAf in the process. The planning, advertising, reviewing of nominating books, etc. will continue throughout the financial year to ensure winners are announced before the end of the financial period in March 2025.

5.4.10 Legends of South African Science III

ASSAf is planning the publication of the third edition of the *Legends of South African Science* book with production scheduled to begin in the 2022/23 financial year. Legends III will follow in the footsteps of the first and second editions in profiling Members of the Academy. Furthermore, ASSAf is planning a similar product aimed at recognising, promoting and inspiring youth excellence in STI. Conceptualised as "*Future Legends of South Africa in STI*", the series will extend beyond higher education institutions for the youth to include high schools and will be representative of all district and metropolitan municipalities.

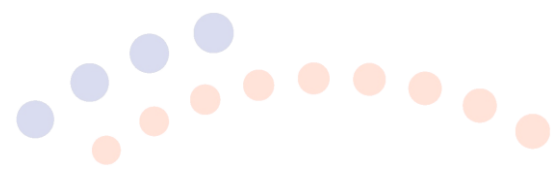
5.4.11 African Scientists Directory

ASSAf will continue to promote the African Scientists Directory (ASD) among African scientists as a valuable resource that facilitates the free flow of scientists and scientific knowledge across the borders that promotes the participation of African scientists in activities of the global scientific community. The ASD will be utilised further as a platform to channel science communication to targeted audiences. Opportunities will be sought to partner with other similar initiatives.

5.4.12 ASSAf Open Science Portal

ASSAf plans to create an ASSAf Open Science Portal with the aim to document tacit knowledge and expertise and also to promote open science in alignment with the DSI draft National Open Science Policy. The portal will include an A-Z Scholarly Publishing Dictionary and a database of South African Journals

ASSAf will participate in international Open Access Week 2023 by hosting webinars in partnership with other stakeholders under the dedicated 2023 theme. Open Access Week is a global initiative that provides an opportunity for the academic and research community to learn about the potential benefits of Open Access.



5.5 Transformation

5.5.1 Purpose

ASSAf must be aware of national, regional and international issues and be in a position to respond to these in an ethical manner to enable delivery of its mandate and goals. In addition to implementing “changes” when responding to operational issues, ASSAf strives to ensure organisational and Membership transformation with respect to inclusion across gender, race, disciplines, and institutional affiliation and to improve on representivity of institutions across the country.

ASSAf's Transformation Strategy has been finalised and sets out the meaning and applicability of transformation in the context of a national science academy and provides a framework to guide transformation in the Academy. The Strategy not only addresses the equity issues but also underlines that fundamental change in South African science and society is also about the transformation of knowledge.

The ASSAf transformation agenda (Outcome 6) is supported by all ASSAf staff and endorsed by Council. This is a key objective of the DSI outcome 1 and linked to MTSF Priorities 1 & 2.

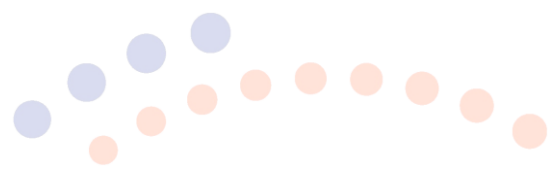
5.5.2 Gender Issues

Although ASSAf hosts the OWSD SA, lack of resources to fund a full-time secretariat to oversee the activities of OWSD SA came to an end on 31 March 2021. ASSAf continues to support the OWSD Executive Committee with the organisation of their meetings but is unable to assist with any additional responsibilities. ASSAf does however share the same vision of OWSD SA and will continue to support joint activities to advance this common agenda.

ASSAf's own work under the auspices of a grant from the International Development Research Centre (IDRC) on “*Eliminating Barriers to Women's Participation in Science: A Study of the African Research Universities Alliance*” is ongoing. Engagement on the project's progress has been undertaken with the Alliance for Research Universities in Africa (ARUA) through its Secretary General. Data collection was affected by the COVID-19 pandemic but from May 2022 recommenced after contract extension; all is on track for completion of the study in 2022/23.

ASSAf will initiate a Women and Equity Sub-Programme which will serve as ASSAf's primary vehicle on matters concerning women in science and to advance gender transformation in STI. Historically this has been achieved through hosted entities (e.g. OWSD SA, GenderInSite) rather than an in-house initiative. The Women and Equity Sub-Programme will not only target professionals but will also extend to high school level (Grade 9-12) to encourage girls to choose sciences and provide mentorship support. An advisory committee on Gender Equality and Equity will be established to support this Sub-Programme in driving the ASSAf vision in response to gender issues in South Africa, rather than working in isolation.

This is planned for the first and second quarter in the new financial year with planning underway for an Embassy Lecture in partnership with the Irish Embassy in South Africa as part



of celebrating Women's Month in August 2023.

5.5.3 Diversifying ASSAf and SAYAS Membership

By bringing together representatives from the ASSAf Membership, SAYAS membership, TWAS Affiliates, OWSD members and ASSAf Management staff, ASSAf will continue to host webinars in different regions of the country to profile ASSAf within the scientific community, the business sector and among civil society. In addition, Members will be encouraged to nominate female scientists, black scientists, scientists from previously disadvantaged universities and scientists who represent disciplines not well represented within the Academy, who meet the criteria for nomination for Membership to the Academy. In addition to being inducted into the Academy, ASSAf would like to motivate and encourage its Members to change the paradigm to involving them more in Academy work with support from the Secretariat rather than having the Secretariat doing the work on their behalf.

5.5.4 Promoting the Development of Young and Emerging Researchers

This item continues to remain a high priority on the agenda of the Academy since young scientists of today are destined to becoming the next generation of scientific leaders, many of whom may become Members of the Academy. As the future brain trust of the country, who will have to take on the baton in ensuring the delivery of STI into society, it is imperative to motivate these young scholars and to nurture their future in academic activities.

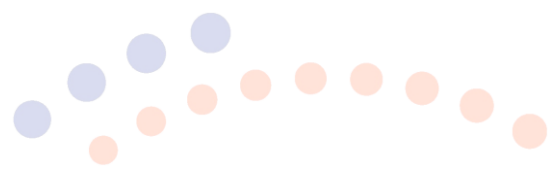
ASSAf does this through support and hosting of SAYAS, assisting the DSI in identifying young researchers to participate in global events like the Lindau Nobel Laureate meeting in Germany, the BRICS academies meeting for young researchers in the countries where the meetings are being hosted, involving them in committees within ASSAf, supporting the FPP and disseminating important announcements related to funding opportunities and other events that advances their growth.

A more aligned planning and co-creation approach between ASSAf and SAYAS has been adopted in order to strengthen impact. In 2023/24 this will focus on recognising youth excellence in STI (e.g. SAYAS Annual Young Scientists Conference) and science engagement activities during Youth Month, Women Month, and National Science Week. Additionally, through SAYAS, the participation of youth in ASSAf activities (webinars, nominations) will be strengthened.

ASSAf staff across all its activities are involved in supporting young scientists throughout the year and will continue in this quest to build on activities currently in place. These activities also overlap with Outcome 5 (Scholarship support).

5.5.5 Impact of Science

ASSAf intends that its activities should be impactful and contribute to bringing about change for the betterment of society. Given that we still live in a world where our society continues to being subjected to the inequalities in various contexts, ASSAf plans to evaluate the situation through engagement with the scientific community via webinars on topics linked to:



- SDGs – how close are we in achieving the goals?
- Open science and data access – who benefits and at what cost?
- Climate change and the effects on society
- The STI policy landscape – how realistic are the policies when evaluated together?

Some of these topics are being covered within other ASSAf programmes, but it is relevant for the organisation to consider them under the theme of “impact of science”. This has been addressed in the Transformation Strategy.

5.6 Scholarship Support

5.6.1 Purpose

The Membership of the Academy consists mainly of academics who represent the apex scholars in the country. In addition, ASSAf supports the development of young scholars and hosts SAYAS. The Academy plays a role in supporting the advancement of skills development through STI in the country, thereby contributing to the human capital agenda of the NDP. In addition, the Academy has the potential to convene relevant stakeholders and support and promote advocacy on behalf of academics and scientists in the country (Outcome 5). This initiative promotes outcomes 1 and 3 of the DSI and MTSF Priority 3.

5.6.2 Protection of Personal Information (POPI) Act: Code of Conduct for Research

ASSAf is in the process of drafting a Code of Conduct for Research to support the scientific community in South Africa when addressing the protection of personal information for research. Once this is accepted by the Information Regulator (South Africa), ASSAf will have the responsibility of responding to complaints. To achieve this, ASSAf will be required to establish a committee to assess complaints in relation to the Code of Conduct for research, and report on the sector's compliance with the Code to the Information Regulator on an annual basis. It will be a requirement for ASSAf to review the Code within three years of its coming into force, and further reviews to be conducted every four years. Work on this will take place throughout the next financial year.

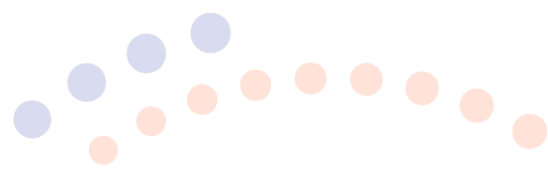
5.6.3 Supporting Continuing Professional Development (CPD)

Participants who attend webinars hosted by the Academy have the ongoing advantage of being issued with CPD certificates recognising their attendance with details of the talks attended and points earned to use in support of their continuing development portfolios.

5.7 Science Engagement and Communication

5.7.1 Purpose

Once consensus studies and other ASSAf activities are concluded, considerable effort is expended in disseminating the findings and ensuring effective uptake of the recommendations. ASSAf regularly hosts workshops/symposia on a variety of topics. ASSAf ensures the delivery of 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. This is an important feature of Outcome 2 in the ASSAf five-year SP and addresses all the DSI outcomes and MTSF Priorities.

5.7.2 Science Engagement

In line with the DSI's Science Engagement Strategy, ASSAf will engage to develop a critical public that actively engages and participates in the national discourse of science and technology to the benefit of society.

Considering that ASSAf is now conducting its activities mostly virtually, it is possible to host many more events, subsequently enhancing its outreach since it is now possible for anyone from any part of the country and the globe to join webinars, provided they have access to data and the facilities to connect to the internet.

In addition to the plans to host webinars by the different ASSAf Programmes, we will continue to use these tools of connectivity to extend the ASSAf footprint using the multidisciplinary nature of ASSAf Membership to contribute to thematic activities associated with Africa Day, Human Rights Month, Youth Month, Women's Month, Heritage Month, National Science Week and Open Science Week to profile the Academy.

Under the umbrella of the 'In Conversation with' webinar series, the ASSAf EO hosted several prominent and influential speakers who stimulated lively discussions on themes related to special and thematic national days. For example, Prof Salim Abdool Karim spoke on science, human rights and activism (in celebration of Human Right's Day in March) and more recently, Prof Alan Morris who talked about how scientists have studied race, linked to the celebration of Heritage Month (September).

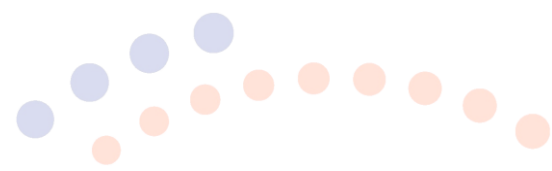
Through the *Quest* magazine portfolio, the Academy will continue to ensure its footprint during National Science Week, Science Festivals such as SciFest Africa, career festivals and school lectures in its endeavour to popularise science, engineering, technology and innovation as attractive, relevant and accessible in order to enhance science literacy and awaken interest in relevant careers.

In the 2023/24 financial year, ASSAf will host quarterly webinars with the focus to showcase the work of local science researchers in a further aim to promote science.

In the 2020/21 – 2024/25 SP, ASSAf identified its stakeholders. However, it is timely for ASSAf to revisit how effective its outreach is in engagement with these stakeholders. This will be examined in the new financial year- year four of the current SP.

5.7.3 Communication

Communication is the last but most important stage in the pipeline of delivery of activities conducted by the Academy. It is important to package the messages in ways that engage



the audience and recipients of our products. The new look quarterly ASSAf e-Newsletter, launched in September 2021, packages information thematically and includes invited articles from the ASSAf EO, President, ASSAf Members, and other contributions to enhance the reader's experience rather than just providing a narrative. The impact of this will be assessed in the next financial year.

All ASSAf publications are hosted on the ASSAf website (www.assaf.org) and other products like Media Releases and Statements are disseminated widely by the ASSAf Communications Officer.

ASSAf also has an obligatory reporting requirement to report to various divisions within the DSI, the Minister of Higher Education, Science and Technology of South Africa, and the Parliamentary Portfolio Committee on Higher Education, Science and Technology. It is important that these engagements are used well by ASSAf to ensure that policymakers are made aware of the activities undertaken by the Academy and that ASSAf is a partner who is committed to supporting national imperatives.

6. Outcomes, outputs, output indicators and targets

The ASSAf Secretariat staff have a wide range of competencies and are encouraged to direct their passion and skills towards elevating activities through the outcome-based approach adopted by ASSAf and through a more impactful engagement with the Membership.

Details of the activities linked with the outcomes, outputs and associated output indicators and targets are provided in Table 2. In addition, the alignment of ASSAf activities with the DSI outcomes and MTSF priorities are also indicated in Table 3.

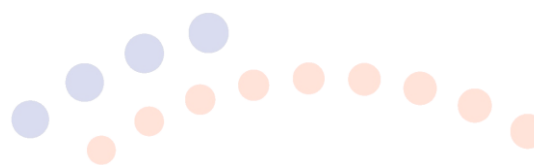
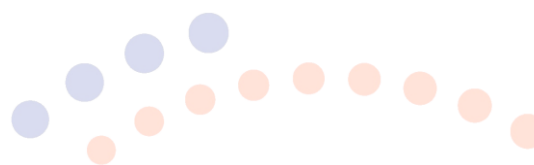
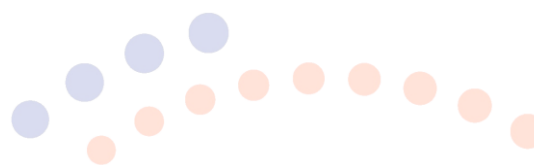


Table 2: Outcomes, Outputs, Performance Indicators and Targets

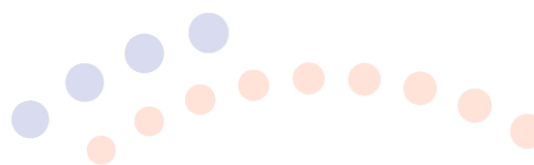
Outcome 1: Independent, authoritative and influential scientific advice (SAP)								
Outputs	Output indicators	Audited performance			Estimated performance	MTEF Targets		
		2020/21	2021/22	2022/23*		2023/24	2024/25	2025/26
Consensus studies	1. Number of consensus studies	2	6	(0)	2	2	2	2
Publication of proceeding reports, policymakers-booklets or statements	2. Number of proceedings reports, policy-makers booklets and statements	12	11	(7)	8	8	8	8
Outcome 2: Science engagement (all Programmes)								
Outputs	Performance indicators	Audited performance			Estimated performance	MTEF Targets		
		2020/21	2021/22	2022/23*		2023/24	2024/25	2025/26
Special Public lectures	3. Number of special public lectures	14	22	(14)	5	5	5	5



Webinars & Workshops/ Conferences	4. Number of webinars, workshops/ conferences hosted	31	32	(17)	12	12	12	12
Newsletters	5. Number of newsletters	4	4	(3)	4	4	4	4
Media releases	6. Number of media releases	23	21	(17)	20	20	20	20
Outcome 3: Mobilising knowledge (SPP)								
Outputs	Performance indicators	Audited performance			Estimated performance	MTEF Targets		
		2020/21	2021/22	2022/23*		2023/24	2024/25	2025/26
Publication of the SAJS	7. Number of issues of SAJS published	7	6	(6)	6	6	6	6
Publication of Quest science magazine	8. Number of issues of Quest published	4	5	(3)	4	4	4	4
Electronic catalogues of ASSAf's publications archived for public use	9. Institutional Repository	19	15	(9)	8	8	8	8
Visibility, Accessibility and searchability of SA research outputs	10. Number of new journal titles on SciELO SA open access platform*	4	3	(9)	2	2	2	2

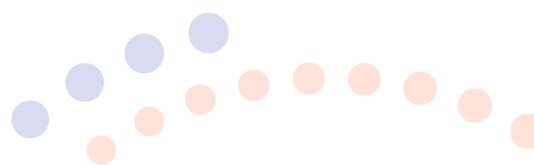


Outcome 4. Facilitating partnerships (LP)								
Outputs	Performance indicators	Audited performance			Estimated performance	MTEF Targets		
		2020/21	2021/22	2022/23*		2023/24	2024/25	2025/26
ASSAf activities among national, regional and international partners	11. Number of strategic partnerships	7	12	(5)	4	4	4	4
Outcome 5: Scholarship support (all Programmes)								
Output	Performance indicators	Audited performance			Estimated performance	MTEF Targets		
		2020/21	2021/22 *	2022/23*		2023/24	2024/25	2025/26
Collaborations with and strengthening of African Science academies	12. Number of activities supported with other African academies	6	4	(2)	4	4	4	4
Development of young scientists	13. Number of young scientist activities supported	10	6	(4)	4	4	4	4
Rewarding excellence of scholars	14. Number of ASSAf Gold Medals awarded	2	2	(2)	1	1	1	1
	15. Number of Biennial Humanities Book Award presented	1	0	(0)	0	1	1	1



Outcome 6: Supporting transformation (all Programmes)								
Output	Performance indicators	Audited performance			Estimated performance	MTEF Targets		
		2020/21	2021/22*	2022/23*		2023/24	2024/25	2025/26
To transform the Membership of the Academy	16. Proportion of black Members (new/total black, [total membership]; (% of total)	16/199 [599] (33%)	0 (33%)	(1%) (34%)	Growth by 2% of total black Members p.a.	Growth by 2% of total black Members p.a.	Growth by 2% of total black Members p.a.	Growth by 2% of total black Members p.a.
To promote women and gender in science	17. Proportion of female Members (new/total female, [total membership]. (% of total)	14/168 [599] (28%)	1% (29%)	(1%) (30%)	Growth by 2% of total number of women p.a.	Growth by 2% of total number of women p.a.	Growth by 2% of total number of women p.a.	Growth by 2% of total number of women p.a.

Note: *The 2022/23 information includes actual performance for Quarters 1, 2 and 3 (ending 31 December 2022).

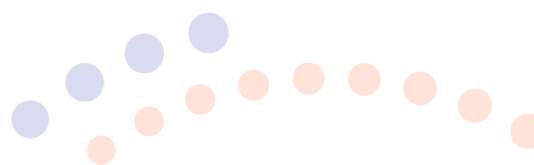


7. Output Indicators: Annual and Quarterly Targets

The quarterly and annual targets for the seventeen indicators are summarised in Table 3.

Table 3: Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Outcome 1: Independent, authoritative and influential scientific advice					
Indicator: Disseminated publications of consensus studies, reports and statements					
1. Number of consensus studies	2				2
2. Number of proceedings reports, policy-makers booklets and statements	8	2	2	2	2
Outcome 2: Science engagement					
Indicator: Public interest and awareness of science and the value of evidence-based research					
3. Number of special public lectures	5	1	1	2	1
4. Number of webinars, workshops/conferences	12	3	3	3	3
5. Number of newsletters	4	1	1	1	1
6. Number of media releases	20	5	5	5	5
Outcome 3: Mobilising knowledge					
Indicator: Strengthened interaction and access to ASSAf knowledge resources					
7. Number of SAJS publications	6	1	2	1	2
8. Number of Quest publications	4	1	1	1	1
9. Institutional repository and website	8	2	2	2	2
10. Number of new journal titles on SciELO platform	2				2



Outcome 4: Facilitating partnerships					
Indicator: Strengthened and newly created national, Pan-African and international partnerships					
11. Number of strategic partnerships	4	1	1	1	1
Outcome 5: Scholarship support					
Indicator: Developed capacity and capacity amongst young scientists and women scientists and acknowledging scholarship					
12. Number of activities supported with other African Academies	4	1	1	1	1
13. Number of young scientist activities supported	4	1	1	1	1
14. Number of ASSAf Gold Medals awarded	1			1	
15. Number of Biennial Humanities Book Award presented	0				0
Outcome 6: Supporting transformation					
Indicator: Organisational and Membership transformation with respect to inclusion across gender, race, disciplines and institutions					
16. Proportion of black Members	Growth by 2% of total pa			2%	
17. Proportion of women	Growth by 2% of total pa			2%	

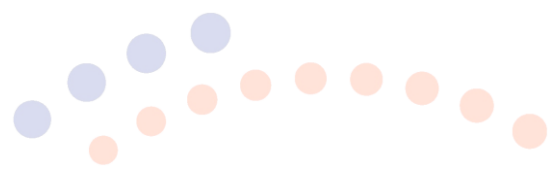


8. Explanation of Planned Performance over the Medium-term Period

The envisaged activities and performance within each Programme in relation to the ASSAf strategic outcomes as per the SP are summarised below (Table 4). The details of the activities linked to these outcomes, output and impact were presented in sections 5.2 to 5.7 in this APP.

Table 4: The ASSAf Performance Plan over the Medium-term Period

Programme: Science Advisory Programme		
Outcome	Envisaged Output	Impact
Independent, authoritative, and influential scientific advice	Produce effective evidence-based multidisciplinary science studies to inform policy and practice for the betterment of society	Greater agility with respect to response to societal challenges. Support for DSI outcomes 1-6. Support for MTSF Priority 1.
Programme: Scholarly Publishing Programme		
Mobilising knowledge	Strengthen interaction and access to ASSAf knowledge resources	Improved ability for research users to access and exploit research. Support for DSI outcome 3,4,5, & 6. Promoting on MTSF Priority 3.
Programme: Strategic Partnerships		
Facilitating partnerships	Strengthen national, regional and international partnerships and create new ones	New opportunities are created. Promotion outcomes 1-6 of the DSI and MSTF Priorities 2,3 & 7.
All Programmes		
Science engagement	Promotion of public interest and awareness of science, science education and the value of science in growing the knowledge economy	Increased engagements with the public, members of parliament, industry, policymakers and wider audiences. Promote outcomes 1-6 of the DSI and Priorities 1-7 of the MTSF.
Scholarship support	To promote human capital development investment focusing on women scientists and young scientists	Services are provided that support the development of women and young scientists. Supports DSI outcomes 1 & 3 and MTSF Priority 3.
Supporting transformation	Ensuring organisational and membership transformation with respect to inclusion across gender, race, disciplines, and institutions	The numbers of women, and black scientists have increased. Promoting DSI outcome 1, 2, & 6 and MTSF Priority 7.



9. Programme Resource Considerations

ASSAf gratefully acknowledges the financial support it receives from the DSI for its operational activities. The projected baseline allocation from the DSI, in relation to the total projected budget over the 2022 MTEF is presented in Table 5 below. The resource allocation considerations as presented on Table 5 below is underpinned by the National Treasury's emphasis of zero budgeting. The transfers received through the DSI constitutes the main source of ASSAf funding.

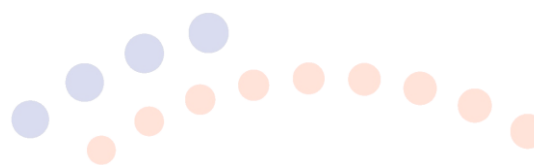
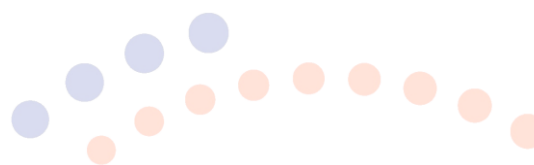


Table 5: Summary of ASSAf's Financial Resources

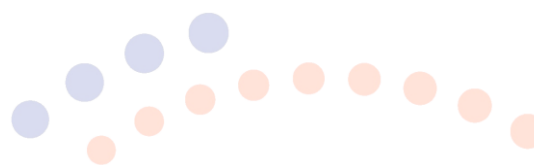
ACADEMY OF SCIENCE OF SOUTH AFRICA				
SUMMARY OF PROJECTED RESOURCE ALLOCATION - 2022/23 TO 2025/26				
	2022/23	2023/24	2024/25	2025/26
	Approved Projected resource allocation	Projected resource allocation	Projected resource allocation	Projected resource allocation
	R	R	R	R
Revenue from non-exchange transactions - Government funding	35 839 000	35 970 000	37 496 000	36 873 000
DSI - Baseline	33 839 000	33 970 000	35 496 000	36 873 000
DSI - International Cooperation and Intra-Academy in Africa	2 000 000	2 000 000	2 000 000	-
Revenue from non-exchange transactions - International funding	732 830	-	-	-
International Development Research Centre (IDRC)	732 830	-	-	-
Revenue from exchange transactions	1 651 000	1 604 000	1 608 000	1 735 000
Interest Received	1 200 000	1 200 000	1 200 000	1 300 000
Membership Fees	111 000	114 000	118 000	85 000
Cohort Secretarial Services	40 000	40 000	40 000	-
Income From Publications - Quest/Advertising	300 000	250 000	250 000	350 000
Total projected revenue	38 222 830	37 574 000	39 104 000	38 608 000
Total projected expenditure	38 222 830	37 574 000	39 104 000	38 608 000
Governance & Administration Programme	12 807 502	12 937 396	13 030 551	12 108 000
Liaison Programme	9 164 180	8 434 920	9 034 919	9 400 000
Science Advisory Programme	4 762 645	4 764 430	5 364 430	5 400 000
Scholarly Publishing Programme	11 488 503	11 437 255	11 674 100	11 700 000
	0	0	-	-



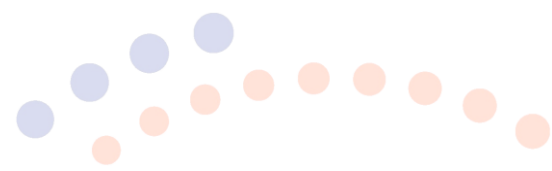
10. Updated Key Risks

Table 6: Key Risks and Mitigation

Key Risk	Risk Mitigation
Human Capital	<ol style="list-style-type: none"> 1. Implementation of alternative remuneration package incentives in response to no salary increase in compliance with NT guidelines. 2. Promotion of suitable employees where possible. 3. Recognition of roles and responsibilities where required. 4. Implementation of employee wellbeing program and regular communication on any wellbeing matters. 5. Promotion of physical, emotional, social, and financial wellbeing. 6. Continuation of hybrid operational model which seems to be working effectively for ASSAf.
Funding	<ol style="list-style-type: none"> 1. Enforce adherence to budgets. 2. Continue with a hybrid operational model the effect of which has resulted in huge cost savings across the board. 3. The upward adjustment in ASSAf's baseline has relieved the historical financial pressure on budgeting and planning. 4. Enforcement of financial and supply chain management systems that fosters adherence to the established policies and procedures as well as applicable compliance framework. 5. Deletion of the clause on compliance with the PFMA from the ASSAf Act has provided some relief in some respects.
Information and technology management	<ol style="list-style-type: none"> 1. Ensure that ASSAf periodically receives reports on: <ol style="list-style-type: none"> a) The performance of daily back-ups and its success b) Whether back-ups are tested on a periodic basis to confirm its ability to successfully restore 2. Regular upgrading of the security on websites 3. Regular upgrading of software on existing programmes i.e., Sage Evolution, Sage People and Windows 4. Regular changing of security software on servers and laptops to deter malicious and other unwanted activities 5. Regular installation of Sophos to monitor software upgrade status of laptops.
Credibility	<ol style="list-style-type: none"> 1. Manage relationships with partners 2. Always ensure adherence to established protocols regarding the approval of reports



Membership transformation	<ol style="list-style-type: none"> 1. Implementation of the Transformation Strategy 2. Awareness raising efforts to and through Members to nominate and vote and to potential members to seek nominations
Regulatory compliance	<ol style="list-style-type: none"> 1. Ensure compliance with applicable legislation and regulations 2. Ensure and enforce compliance to policies and procedures.
Collaboration	<ol style="list-style-type: none"> 1. Increase and promote sharing of ideas and scholarly debate on various topical issues 2. Hosting of events (e.g., webinars) in South Africa for scientists in the diaspora to showcase what they do and how they can in turn assist in their country of origin 3. Ensure ASSAf involvement within the continent through NASAC, Science Diplomacy training, academy development, etc, 4. Undertake Embassy Lecture series, Distinguished Visiting Scholars and ASSAf Foreign Associates.



Part D: Technical Indicator Description (TID)

Indicator title 1	Number of consensus studies.
Definition	A consensus study is an evidence-based and peer-reviewed report on a topic of national or global interest. It may be initiated by the ASSAf Council, a Standing Committee, an ASSAf Member, a senior ASSAf staff member or an external partner or funder. The study usually takes 12-24 months to complete and is approved for release by the ASSAf Council.
Source of data	Publications are hosted on the ASSAf internal repository
Method of calculation / assessment	<p>Consensus studies are completed and then reviewed by at least one local specialist, one regional and one international specialist. Comments in the review reports are addressed by the Consensus Study Committee that is approved by Council. The Chair then submits a final revised version of the study to the Council for endorsement. Once approved, the study is launched and then hosted on the Internal Repository.</p> <p>The final indicators are then simple count of all publications.</p>
Assumptions	All publications are approved by Council and that accurate record-keeping is in place and supported by a functional repository.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual target
Indicator responsibility	Programme Officers, Executive Officer



Indicator title 2	Number of proceedings reports, policymakers booklets and statements.
Definition	<p>A proceedings report is a published record of an ASSAf event such as a conference, workshop or symposium. Views expressed are those of the individuals and not necessarily those of the Academy nor a consensus view of the Academy based on an in-depth evidence-based study.</p> <p>Policymakers Booklets are a summary of Consensus Study Reports and are a concise summary of scientific information aimed at making scientific information accessible to policymakers.</p> <p>A statement is a clear expression on a key issue of common interest (nationally or globally) issued publicly. A statement may be generated internally or jointly with other academies or science academy networks. Statements issued in the name of the Academy are subject to the approval of the ASSAf Council.</p>
Source of data	Publications are hosted on the ASSAf internal repository
Method of calculation / assessment	Statements and Policymakers Booklets must be approved by Council prior to publication. The final indicators are then a simple count.
Assumptions	All publications are approved by Council and that accurate record-keeping is in place and supported by a functional repository.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual target
Indicator responsibility	Programme Officers, Executive Officer



Indicator title 3	Number of special public lectures.
Definition	<p>Special public lectures include the Presidential Roundtables, the ASSAf Science-Business Leadership Forums, Embassy Lectures, the Distinguished Visiting Scholar lectures, the Royal Society of South Africa lectures hosted at UCT, the Innovation for Inclusive Development lectures and the In Conversation with series. These are held annually to engage the general public and relevant stakeholders in science that benefits society.</p> <p>Virtual forms of engagement have been introduced since March 2020 because of the COVID-19 pandemic.</p>
Source of data	ASSAf internal records management system
Method of calculation / assessment	Counting the science engagement activities of different types
Assumptions	Relevance of topics to attract participation and availability of virtual tools to host meetings. Accurate record-keeping and a functional internal repository system when archiving of information.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual targets
Indicator responsibility	ASSAf Secretariat staff, Executive Officer

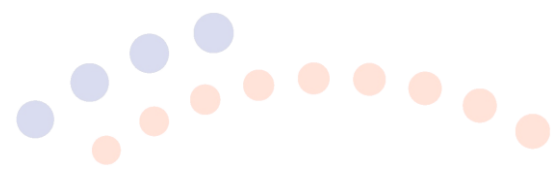


Indicator title 4	Number of webinars, workshops or conferences.
Definition	Workshops and conferences are short or long meetings at which a group of people engage in intensive discussion on a particular subject or project. Workshops and conferences can cover seminars, symposiums, side events, pre-events and sessions, for example, organised under the Science Forum SA umbrella. Virtual forms of engagement have been introduced since March 2020 because of the COVID-19 pandemic.
Source of data	ASSAf internal records management system
Method of calculation / assessment	Counting the science engagement activities of different types
Assumptions	Relevance of topics to attract participation and availability of virtual tools to host meetings. Accurate record-keeping and a functional internal repository system when archiving of information.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual targets
Indicator responsibility	ASSAf Secretariat staff, Executive Officer



Indicator title 5	Number of ASSAf newsletters.
Definition	Electronic news bulletin issued quarterly to the Members of ASSAf and other relevant stakeholders nationally and globally. An electronic means to engage with the public and scientific community.
Source of data	Communications division within ASSAf
Method of calculation / assessment	Newsletter is published quarterly (4 per annum) and media releases are released when information needs to be communicated.
Assumptions	Staff provide Communication team with necessary content for the newsletter and with relevant information to be released.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual targets
Indicator responsibility	Communications team, Secretariat staff and Executive Officer

Indicator title 6	Number of ASSAf media releases.
Definition	A media release is an official statement delivered to members of the media and other stakeholders for the purpose of providing information, an official statement, or making an announcement.
Source of data	Communications division within ASSAf
Method of calculation / assessment	Media releases are released when information needs to be communicated.
Assumptions	Staff provide Communication team with necessary content for the newsletter and with relevant information to be released.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual targets
Indicator responsibility	Communications team, Secretariat staff and Executive Officer

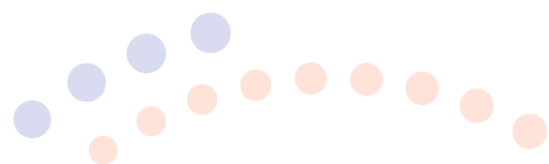


Indicator title 7	Number of issues of SAJS published.
Definition	The SAJS is an open access, multidisciplinary journal published bimonthly by the Academy. Its objective is to promote the visibility and impact of South African and African research by publishing high-quality original research from Africa or on African-relevant issues that will be of interest to readers in any discipline and for the benefit of scholars, educators, the general public and policymakers
Source of data	SAJS website; it is published electronically.
Method of calculation / assessment	SAJS is published every two months and results in 6 publications annually. On occasion, SAJS publishes special issues.
Assumptions	All publications meet the necessary deadlines and supported by all processes within the supply chain management system to be functional.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual targets
Indicator responsibility	ASSAf Secretariat staff involved with scholarly publishing, the Editors of SAJS and the Executive Officer



Indicator title 8	Number of Quest issues published.
Definition	The <i>Quest Magazine</i> is a quarterly, popular science magazine aimed specifically at the youth and the general public who have an interest in the sciences. It aims to present the country's (South Africa's) foremost scientific work in an accessible form and can be used to support curricula work at various levels and institutions.
Source of data	Research repository, <i>Quest</i> website
Method of calculation / assessment	<i>Quest</i> is published electronically every quarter, which results in four publications annually.
Assumptions	All publications meet the necessary deadlines and supported by all processes within the supply chain management system to be functional.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with annual targets
Indicator responsibility	ASSAf Secretariat staff involved with scholarly publishing, the Editors of <i>Quest</i> , and the Executive Officer

Indicator title 9	Institutional Repository
Definition	The institutional repository is an archive for collecting, preserving, and disseminating and providing open access to the digital copies of the intellectual output and other digital institutional assets of ASSAf to provide global visibility.
Source of data	ASSAf institutional repository
Method of calculation / assessment	Simple count
Assumptions	Accurate record-keeping and a functional system.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with targets
Indicator responsibility	Scholarly Publishing Manager, Executive Officer



Indicator title 10	Number of new journal titles on the Scientific Electronic Library Online South Africa (SciELO SA) Open Access platform
Definition	ASSAf hosts the SciELO SA Open Access platform which facilitates journal accessibility and searchability of high quality South African research outputs.
Source of data	Articles published in Journals hosted on the SciELO SA Open Access platform can be accessed electronically from the SciELO SA Open Access website.
Method of calculation / assessment	At least two journals are added annually to the SciELO SA Open Access platform.
Assumptions	Accurate record-keeping and a functional system.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with targets
Indicator responsibility	SciELO SA Open Access platform Operations Manager, Scholarly Publishing Manager, Executive Officer

Indicator title 11	Number of strategic partnerships.
Definition	Engagement in a range of new activities and projects with organisations and academies in South Africa, on the continent and internationally, through partnership working on a common goal.
Source of data	ASSAf management records system. Record keeping of Memoranda of Understanding (MOUs).
Method of calculation / assessment	Simple count
Assumptions	Activities, with funding, is available to conduct collaborative activities.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with targets
Indicator responsibility	Manager: Science Advisory Programme and Strategic Partnerships, Executive Officer



Indicator title 12	Number of activities supported with other African academies.
Definition	Build and maintain relationships with and strengthen African academies of science by undertaking collaborative initiatives and supporting the Network of African Science Academies (NASAC).
Source of data	ASSAf management records system.
Method of calculation / assessment	Simple count
Assumptions	Activities, with funding, is available to conduct collaborative activities.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and annually
Desired performance	In line with targets
Indicator responsibility	Manager: Science Advisory Programme and Strategic Partnerships, Executive Officer

Indicator title 13	Number of young scientist activities supported.
Definition	Activities with the goal to develop capability and capacity amongst young/early career researchers. Young scientist activities include studies, conferences, workshops, seminars, publications, science advice and participation in standing committees.
Source of data	ASSAf internal records management system.
Method of calculation / assessment	Simple count
Assumptions	Availability of funding.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly and Annually
Desired performance	In line with target
Indicator responsibility	Young Scientist Liaison, Executive Officer



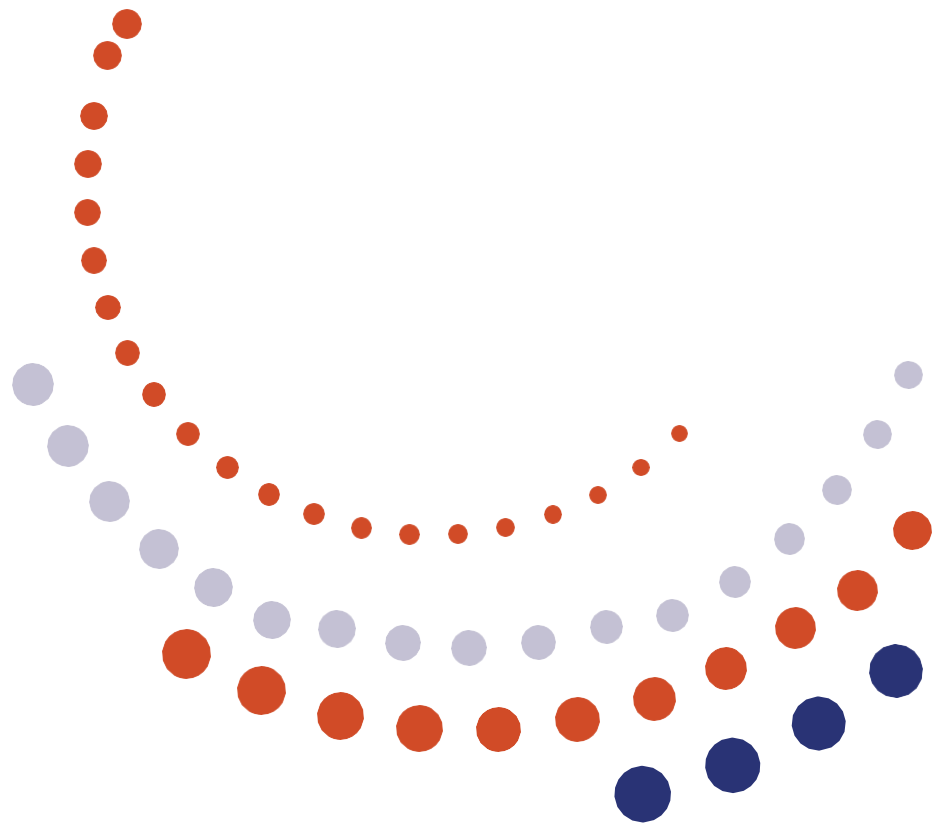
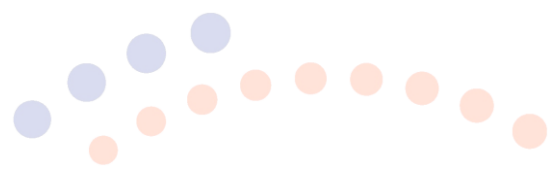
Indicator title 14	Number of ASSAf Gold Medals awarded.
Definition	The ASSAf Science-for-Society Gold Medal Award is an annual award and its purpose is to recognise outstanding scientists who have applied scientific thinking in the service of society. All areas of science and scholarly work are considered.
Source of data	ASSAf internal records management system
Method of calculation / assessment	Up to two Gold Medal awards are made annually.
Assumptions	Nominations are submitted for candidates who meet the required criteria for awards.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired performance	In line with target
Indicator responsibility	Governance Coordinator, Executive Officer

Indicator title 15	Number of Biennial Humanities Book Award presented.
Definition	The ASSAf Humanities Book Award is presented to a writer/s of a scholarly, well-written work of non-fiction, published up to three years prior to its nomination. The book should be noteworthy in its contribution to developing new understanding and insight of a topic in the Humanities, Social Sciences or the Performing Arts. Awards are made in two categories; one for a senior scholar and one for an early career scholar biennially.
Source of data	ASSAf internal records management system
Method of calculation / assessment	Humanities Book Award is presented biennially.
Assumptions	Nominations are submitted for candidates who meet the required criteria for awards.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired performance	In line with target
Indicator responsibility	Programme Officer, Executive Officer



Indicator title 16	Proportion of black Members.
Definition	The purposeful targeting of black scientists to be nominated and finally selected as members of ASSAf. This is part of the transformation agenda to address issues of diversity and inclusivity.
Source of data	ASSAf Membership databases
Method of calculation / assessment	Assessment of membership statistics following the completion of the annual membership election process
Assumptions	All targeted efforts in electing black scientists to the Academy will have the desired impact.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired performance	In line with target
Indicator responsibility	Governance Coordinator, Executive Officer

Indicator title 17	Proportion of female Members.
Definition	The purposeful targeting of women scientists to be nominated and finally selected as members of ASSAf. This is part of the transformation agenda to address issues of diversity and inclusivity.
Source of data	ASSAf Membership databases
Method of calculation / assessment	Assessment of membership statistics following the completion of the annual membership election process
Assumptions	All targeted efforts in electing women scientists to the Academy will have the desired impact.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired performance	In line with target
Indicator responsibility	Governance Coordinator, Executive Officer



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