

# ACADEMY SYNERGY BUILDING SESSIONS (ASBS)



## RESOURCE MOBILISATION BY SCIENCE ACADEMIES

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# Agenda

- ❖ Resource Mobilisaiton
- ❖ Resource Management & Institutional Sustainability



# Position First – Fundraise Later

Academies globally (not only in Africa) are underfunded because they are poorly positioned, not because they lack value.

Resource mobilisation is not about money. It is about institutional value.

Academies are not selling their value effectively – they lack narratives, clarity of role, and institutional coherence.

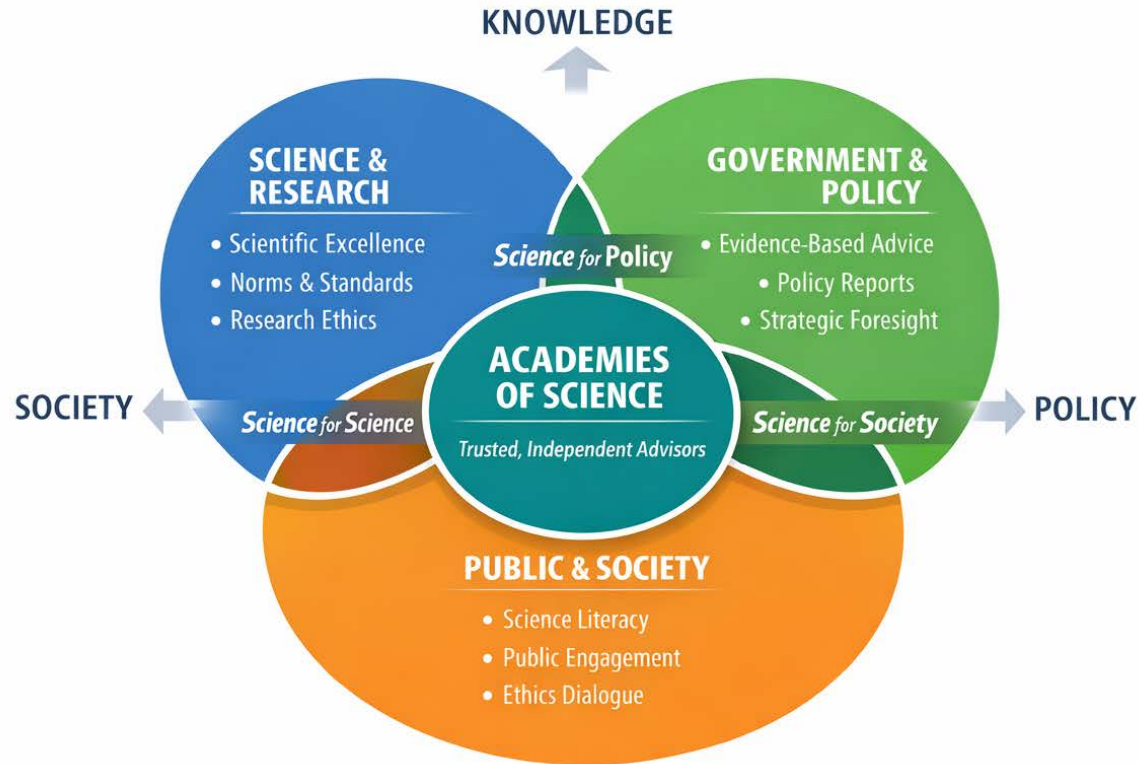
Funding follows clarity of purpose

**Question:** If funding follows clarity of purpose, what is the academy's purpose today?

# What Is an Academy of Science?

- Academies are:
    - Independent scientific authorities
    - Conveners of expertise
    - Trusted advisors to society and government
  - Academies are NOT:
    - NGOs
    - Research performers
    - Consulting organisations
  - **Core Asset:** Credibility.
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# The Academy Ecosystem



**CREDIBILITY • INSIGHT • IMPACT**

**Insight:** Academies operate across all legitimacy domains simultaneously.



# Why Funders Support Academies




## Funders invest in:

- Evidence-informed policy
- Trusted convening platforms
- Regional coordination
- Science diplomacy
- Institutional credibility



## NOT in:

- Prestige
- Fellowships



# African Case Examples – Policy Advisory Roles

- ASSAf (South Africa)
    - Official national science advisory body
    - Provides government evidence-based consensus studies
    - Produces policy briefs and expert reports across health, STEM, biosafety and energy
  - UNAS (Uganda)
    - Uses structured consensus processes for national policy advice
    - Recognised case study in African science-advisory ecosystems
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# Global Lessons - Comparative Models

- **Successful academies:**
  - Royal Society → policy influence
  - US National Academies → commissioned studies
  - Leopoldina → government advisory authority
  - Common factor:
  - Clear national role at the science–policy interface.
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# Why Academies Struggle

- Diffuse mandates
- Project-based identities
- Weak positioning
- Lack of fundraising strategy
- Over-dependence on short-term grants
- Strategic Insight: Academies must define a national value proposition, not a list of activities





# The Real Value of Academies

- Independent
- Trusted
- Credible
- Implication: Credibility is the currency. Sustainability is a function of positioning



## Value Creation vs Fundraising Capacity (Enhanced Model)





# NASAC: Collective Advantage - Collective Influence

- NASAC Continental Joint Statements
    - Climate change & energy efficiency (G8)
    - Open science
    - Brain drain
    - STI for Africa's development
  - NASAC Global Partnerships
    - Biotechnology for Agriculture
    - Smart Villages
    - Declaration of Transport (Report 2024)
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Q&A

## Questions and Discussion





# Resource Management & Institutional Sustainability



# Sustainability: The Real Question

- Sustainability is NOT achieved by securing a big grant. Sustainability IS **predictable credibility. It comes from effective governance, positioning, and strategic clarity.**
  - More grants don't create sustainability. In fact, without systems, more grants create fragility.
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# Governance Determines Survival



Governance is at the core. Transparent membership processes, independent boards, clear mandates – these are the foundations of long-term funding



Secretariat Role: Fellows give intellectual legitimacy, but secretariats give institutional continuity, partnership, programme delivery, fundraising, and financial compliance. Without a strong secretariat, an academy cannot build partnerships or manage funds.



Leadership dependence, fragmented programming, weak financial systems – these risks are structural and must be addressed before seeking major funding.



Mission drift: unclear value proposition, loss of credibility

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# Building Sustainable Academies

## Funding

- Government compact funding
- Strategic programme focus
- Professional management systems
- Partnership ecosystems

## Integrity as Institutional Capital

### The academy's strongest currency:

- Independence
- Transparency
- Evidence-based positions  
Public trust

Once credibility erodes, funding follows.

# Governance checklist for Sustainable Academies

## Governance Structures

- Clear separation of governance and management functions.
- Transparent appointment & performance review processes for senior leadership
- Functional, independent governing council/board with defined roles

## Financial Governance

- Annual external financial audits
- Document financial controls, approval limits and procurement policies
- Clear overhead policy for all grants

## Risk & Compliance

- Annual institutional risk assessment
- Donor compliance framework & reporting calendar
- Conflict of interest policy

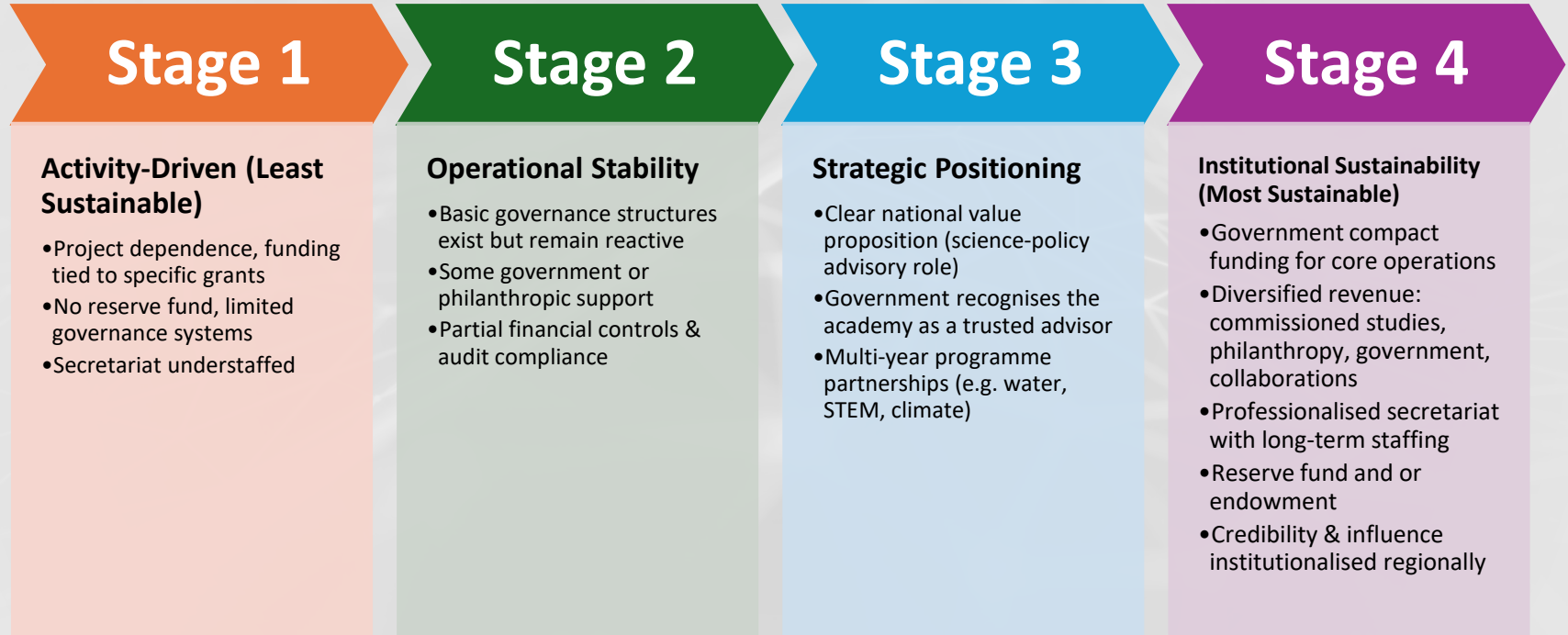
## Operational Capacity

- Adequately staffed secretariat with continuity plans
- Documented SOPs for research studies, convening & advisory work
- Digital record management system

## Integrity & Transparency

- Code of conduct for fellows, staff & leadership
- Public reporting on activities, finances & advisory outputs
- Whistleblower protection mechanism

# Sustainability Maturity Model





# Examples - Compact Funding Agreements

- **South Africa – ASSAf Government Mandate & Funding**

- ASSAf is formally established under the Academy of Science of South Africa Act (Act 67 of 2001) and receives core government support as part of its statutory mandate. This is a functional compact arrangement that ensures continuity and allows long-term advisory work.
- Why it matters: This stable financing enabled AASAF to maintain standing committees (health STEM education, poverty reduction, biosafety, etc) that continuously advise the government.

- **NASAC – African Union Engagement**

- NASAC has repeatedly been commissioned by the AU to provide advisory work such as statements for Heads of State on science, technology & innovation, including the AU 2007 statement on “Building Science, Technology & Innovation Capacities in Africa.”
- While not a “compact” in the formal bilateral sense, AU-NASAC engagement provides recurrent, predictable institutional work and recognition that strengthens continental voice and financial continuity.

- **National Research Funding Compacts (via AU commitments)**

- AU Head of State recommitted to investing 1% of GDP in R&D ( the Lago Declaration & subsequent AU commitments). When countries follow through, it becomes a de facto compact supporting institutions.

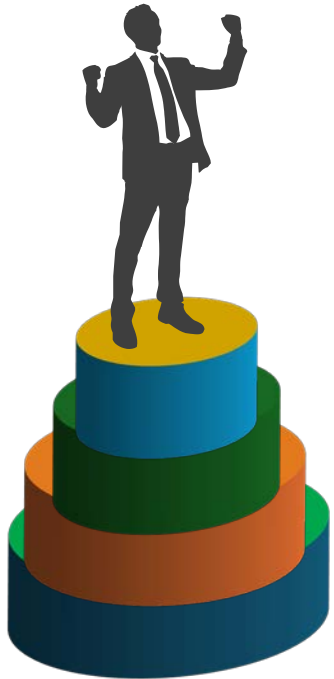


# The Future Academy

- Science – Policy Platform
- Foresight Hub
- Trusted National Advisor
- Convening Institution, not merely an Honour Society



# What Your Academy Should Do Now



## Clarify Your National Value Proposition

- Reaffirm your academy's core mandate (science for policy, for society, for science)
- Produce a 1-page "Academy Value Statement" for government & funders



## Strengthen Governance Foundations

- Conduct a rapid governance self-assessment using the checklist mentioned
- Implement urgent governance fixes (COI policy, financial controls)



## Engage Government for Compact Conversations

- Baseline funding
- Recognition of the academy as an official advisory body



## Build Institutional systems

- Create or update SOPs for policy studies, finance, procurement & convening
- Strengthen the secretariat's capacity



## Diversify Revenue Streams

- Identify 10 potential new funders
- Prepare a 3-page fundraising pitch based on your national value 7 government reforms
- Plan two joint activities with NASAC to enhance visibility



# Takeaways

- Funding follows relevance.
  - Governance creates sustainability.
  - Credibility is the academy's currency.
  - Collaboration strengthens influence.
  - Academies are an infrastructure for evidence-based societies.
  
  - **Closing Thought:** Universities produce knowledge. Academies ensure knowledge serves nations.
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# Thank you!

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