

# ACADEMY DEVELOPMENT INITIATIVE (ADI)

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## Promoting Collaboration and Partnership among Science Academies in Africa

**PROF. IRVY (IGLE) GLEDHILL**  
Academy of Science of South Africa  
(ASSAf)

Host:  
**NASAC SECRETARIAT**  
[info@nasaonline.org](mailto:info@nasaonline.org)



## Session 1: Building Effective Collaboration Frameworks

Scientific Collaboration:  
two or more scientists  
working together

to achieve

- Impact,
- shared research goals,
- knowledge sharing,
- specialized expertise,  
enhanced productivity.
- Often international,
- tackles complex problems, and
- connects diverse expertise.



## Session 1: Building Effective Collaboration Frameworks

IAP is the **global network** of science, engineering & medical academies working together to provide independent expert advice on scientific, technological & health issues.



Mohamed H. A. Hassan



Today:

There are advantages in collaborating across academies.

We will be talking about

- 1. Building Effective Collaboration Frameworks**
- 2. Positioning academies as ideal partners and conveners of collaborative initiatives**

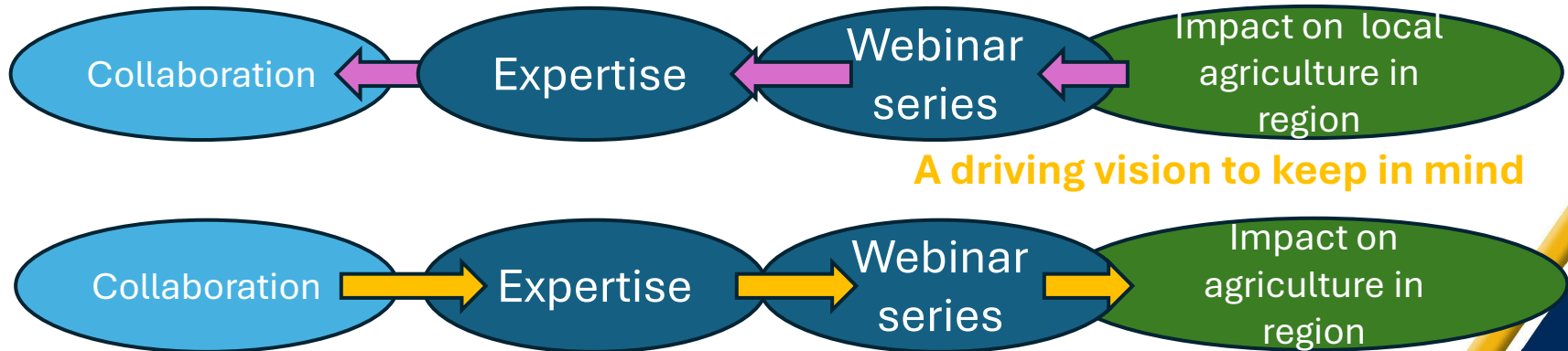
Two sessions, with Q&A/discussions after each.

## Structuring a collaboration

- Begin with the end in mind:
- see impact from the start.

Collaboration can be driven by interest: **a joint initiative**

- Hindsighting as a useful tool





## Structuring a collaboration

“Using what you’ve got”:

- NASAC member list,
- Experienced Secretariat,
- Names, fields,
- Track records of excellence,
- Do the homework.





## Resources:

- Go beyond financial;
- develop the Academy's resourcefulness;
- not just the ability to fund;
- ability to find and use infrastructure





## Session 1: Building Effective Collaboration Frameworks

### About Structure

Build a solid base for working together

Collaboration can be driven by interest: a **joint initiative**

- member induction ceremonies
- webinars of mutual interest
- sometimes collaboration to drive up motivation, prestige of an event
- the value of collaboration in an online event
- Partners bring their time and expertise



## About Structure

Medium term: think beyond fundraising for projects



1

**Concept note** for what we want to do

- Developing the concept note together
- Parties convince each other of good points
- “Maybe there is a joint project to which we can upgrade later”



## Session 1: Building Effective Collaboration Frameworks

### About Structure

Creating trust:

- Honour the timelines
- Deliver on promises
- OBOBOT
  - On brief,
  - On Budget,
  - On Time



## Session 1: Building Effective Collaboration Frameworks

### About Structure

Problem statements: Carefully consider real contributions to science, to society

The aim: what do we want to achieve?



## Session 1: Building Effective Collaboration Frameworks

### About Structure



Even for a simple informal collaboration, it is useful to think in formal terms.

#### Impact

- Positive and negative long-term effects,
- Intended or unintended !!!

#### Outcomes

- Short and medium term effects

#### Outputs

- Often Documents, policy booklets, publications

#### Activities

- Actions taken, work performed

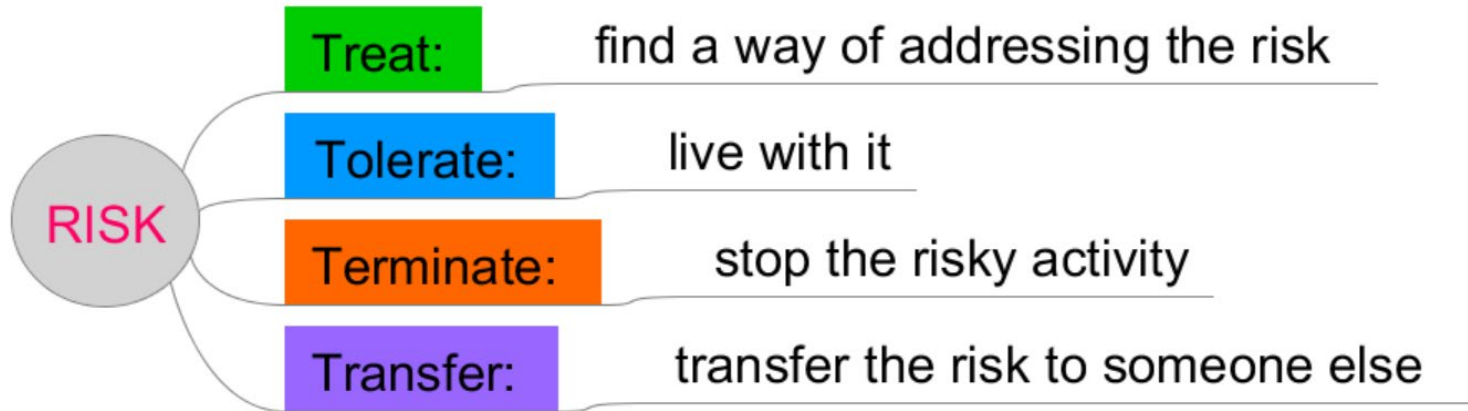
#### Inputs

- Human, financial, material resources

### About Structure

#### Risk mitigation

Don't avoid considering risks! That's a risk!





## Session 1: Building Effective Collaboration Frameworks

### About Structure

Building trust

Start small

Find common interest, common goals

Establish joint teams:



work out **Terms of Reference**

Choose an **experienced chair**



## Session 1: Building Effective Collaboration Frameworks

### About Structure

#### Foresight

What could go wrong?

How do we avoid it?

**DON'T  
QUIT**

### When it goes wrong

When disagreements occur...

- A calm chairperson steps up to the challenge
- Go back to common goals
- What was the last point of agreement?
- What is the shining star that is driving us?





## Session 1: Building Effective Collaboration Frameworks

### About Structure



Formal agreements: MOUs

- Intentions
- Principles
- Finance
- Termination

Help from NASAC



Back to the MOU to prevent misunderstandings



## Session 1: Building Effective Collaboration Frameworks

### **About People**

Finding common ground

Building trusted contacts

Theory of Change as a catalyst and methodology

What Training is available? Check with NASAC

### About People

The Real World:

- Innovators
  - Initiators
  - Finishers
  - Names
  - Passengers
- 
- do the homework to find team members





## Session 1: Building Effective Collaboration Frameworks

### Basic project management

- Invest in beginnings
  - Working with the wrong partner?
- Highlight: everyone should know the expected lifespan of project
- Plan for the start and for the end!
- Weave projects into strategic programmes if we can
- Strategy for long term – but it grows according what we can do

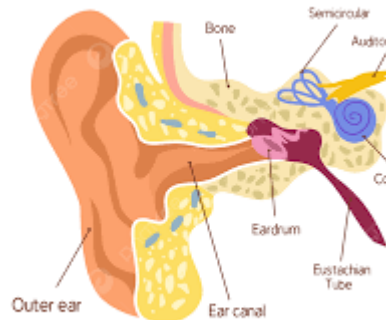
**Time** to write up and implement

When things go wrong  
Misunderstandings, delays,  
mistakes,

- Active Listening
- Respect for others
- Think of new courses of action
- “We are in this together”
- Return to the shining star



**OOPS!**  
Something went wrong!





## Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives

### About Enablers

Seeking partners and building a network:

Take the time to build

Government contacts; influence

- Reading and Knowing the policy, from global to local
- Network enablers: the real value of the academy to government
- Citing the policy and aligning with it

# The language of science diplomacy: examples

The image displays seven vertical panels, each representing a different level of science diplomacy. Each panel contains various logos, maps, and documents. The panels are arranged from left to right, with a corresponding label at the bottom of each. The labels are: global, regional, African, South African, Departmental, specific, and real people. The panels are connected by a thin line at the top and bottom, and each has a colored circular element at the bottom right corner.

- global:** Features a world map, the text "Global Competitiveness", and the "SDGs" (Sustainable Development Goals) logo.
- regional:** Features the BRICS logo, the OECD logo, the G20 logo with "SOUTH AFRICA 2025" and "Family Sustainability", and the S20 logo with "SOUTH AFRICA 2025 SCIENCE" and "Climate Change and Well-being".
- African:** Features a map of Africa, the "50th Year of Pan Africanism" logo, the "AGENDA 2063" logo, and a document titled "From Science to Impact" with "Strategic Plan 2023 - 2027".
- South African:** Features the "2030 NDP" (National Development Plan) logo.
- Departmental:** Features the "science & innovation" logo, the "Department of Science and Innovation REPUBLIC OF SOUTH AFRICA" text, the "SCIENCE TECHNOLOGY AND INNOVATION DECADEAL PLAN 2022-2032" logo, and the "SOUTH AFRICA FORESIGHT EXERCISE FOR SCIENCE, TECHNOLOGY AND INNOVATION 2030" logo.
- specific:** Features a document titled "Science Engagement Strategy" with "Best Science Development and Support Framework" and the "National Research Big Data Strategy for South Africa" logo.
- real people:** Features a collage of images showing a woman in a lab, a person using a smartphone, a person in a field, and a city skyline.



## **Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives**

### **Partners**

- International partners, private sectors, outside academia
- The Academy has to be an ideal partner,
- a think tank you can call on
- Grasp unfamiliar mindsets; years to adjust; important transition



## Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives

### About Partnerships

Academies have a responsibility to the community  
Science for Society – with Society

Have we consulted on who the target audience, or community, is?

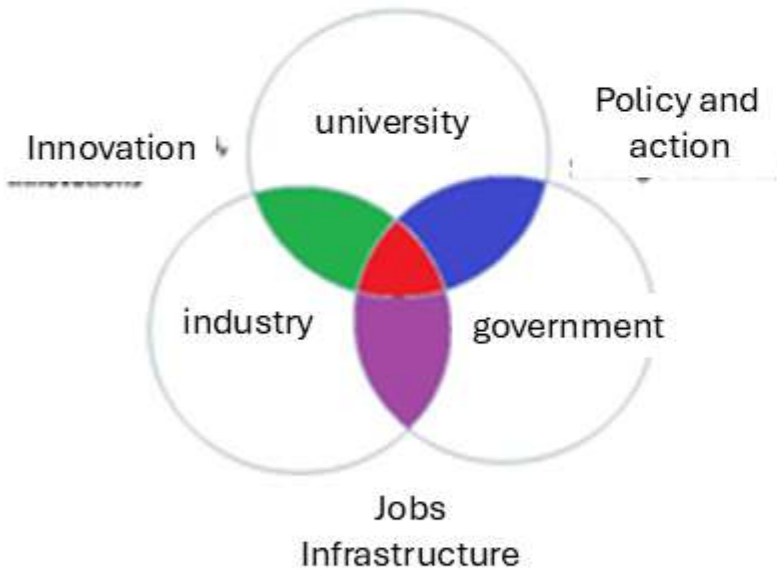
The fate of well-intentioned initiatives without community participation: Abandoned projects



shutterstock.com - 1849625480



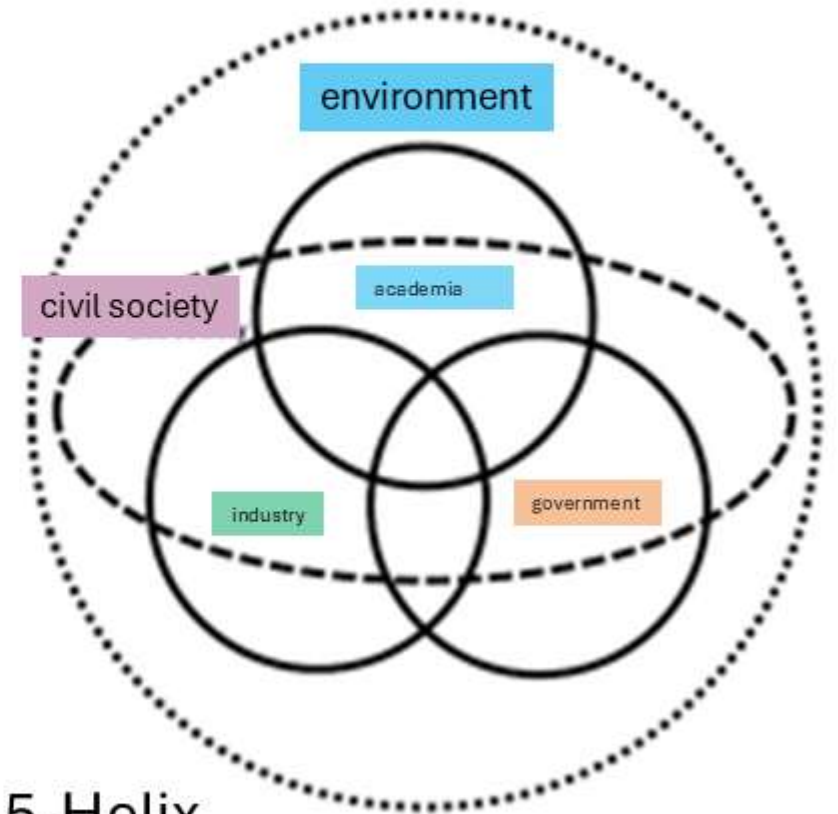
## Partners and beneficiaries working together



Triple Helix



Quadruple Helix



5-Helix

Etzkowitz, Henry; Leydesdorff, Loet (1995). *EASST Review*. 14: 14–19  
[https://en.wikipedia.org/wiki/Triple\\_helix\\_model\\_of\\_innovation](https://en.wikipedia.org/wiki/Triple_helix_model_of_innovation) images

Peris-Ortiz, Marta; Ferreira, João; Farinha, Luís; Fernandes, Nuno (2016-05-27). *Multiple helix ecosystems for sustainable competitiveness*. Cham: Springer. pp. 1–14 . image  
<https://grip.eu/why-is-quadruple-helix-engagement-so-important/>



## Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives

### What do Academies offer?

- ✓ Multiple fields: transdisciplinary
- ✓ Non-partisan, independent opinion
- ✓ Evidence-based
- ✓ Always refer to the evidence
- ✓ Expose the logic and reason
- ✓ Discuss sensitive issues!
- ✓ Neutral platform
- ✓ Convene the best of the best minds in the country or continent
  
- ✓ Uniqueness – **unique value proposition**





## **Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives**

### Getting the message through to action

- Best: personal contacts
  - who is their contact in the Academy?
  - Who has gravitas, standing, and will build trusted advice?
- Policy booklets
- A copy of the presentation with lots of pictures
- Best practice for local conditions



## Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives

Prestige, building a track record,

- access to the continents's best scientists
- Citing NASAC, The InterAcademy Partnership IAP,
- The International Science Council ISC, and their achievements;

Bilaterals, respecting existing links NASAC  
– add value, relational capital, moral support





## Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives

### Taking care

**With the private sector, with biased partners of any kind**

Example: a contract with a cigarette company

- pressure to bias
- may be hard to steer clear of a biased outcome!

**Academies are not a rubber stamp!**

- take the long view, even if it's painful, even if it's a lot of money



## **Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives**

### **About Impact: making changes that last**

#### **Negative:**

- Throwing results over the wall, but well-intentioned
- “Read my report”
- 150 pages will never be read.... But it’s a backup to 2 pages



## Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives

### About Impact: making changes that last

#### Positive:

See the government and sponsor point of view

What are the real benefits to sponsors?

This is just the beginning

**What are the real, lasting benefits to the target community?**

Effort to be put in!!

**Don't let go: keep influencing**

Staff and policies change....

The policy **landscape**: climate and coal jobs – the Just Transition



## **Session 2: Positioning academies as ideal partners and conveners of collaborative initiatives**

### **About Impact: making changes that last**

“Physics in my village”: the villagers are now physics graduates, coming back to their villages



## Final references

Text here

# Learning from Practising Transdisciplinary Research for Sustainable Development in African Cities

LIRA reports 2023

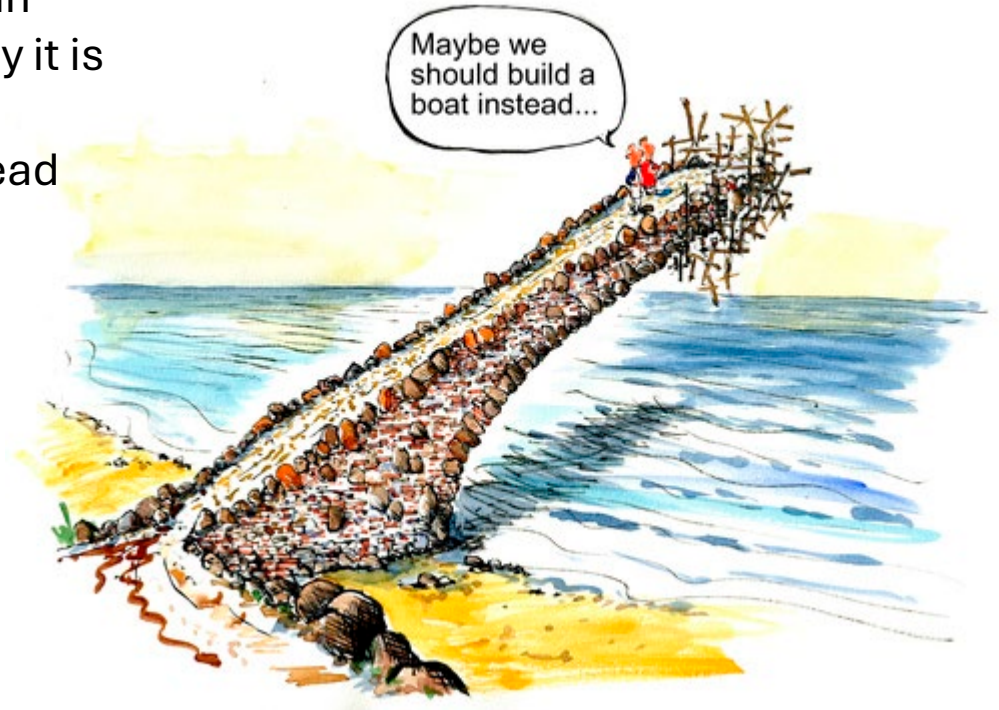
The Leading Integrated Research for Agenda 2030 in Af

<https://council.science/our-work/lira2030/>



A **theory of change (ToC)** is an explicit theory of how and why it is thought that a social policy or program activities lead to outcomes and impacts

<https://www.theoryofchange.org/what-is-theory-of-change/>





# Thank you!

**For more information, please  
Contact the NASAC Secretariat:**

P.O. Box 201-00502 Karen, Nairobi, Kenya

Located at:

**Zamani Business Park**

Tree Lane, Karen  
Office No. B.1.1.

**EMAIL:**

**[info@nasaonline.org](mailto:info@nasaonline.org)**

**WEBSITE:**

**[www.nasaonline.org](http://www.nasaonline.org)**