



International Network
for Governmental
Science Advice

The International Network for Governmental Science Advice

Strategic Plan

(July 2022-June 2025)

Message from the President

I have been a member of the INGSA team through its establishment phase from 2014-2019, and continued to be involved as the network grew in relevance and membership during the Covid-19 pandemic. In 2021, I was honoured to take over leadership of the network as its inaugural President under a new [constitution](#) and governing structure, following from the work and leadership of former INGSA Chair, Sir Peter Gluckman. It is my distinct pleasure to serve in this role alongside three newly established [Vice-Presidents](#), Dr Claire Craig, Dr Soledad Quiroz Valenzuela and Dr Binyam Sisay Mendisu.

Since its launch, INGSA has established itself as a well-respected voice – in fact a network of voices – with the ability to access its membership for practical know-how and expertise in building, strengthening and applying science advisory and science diplomacy mechanisms and systems when and where they are needed most. With its diversity of membership and global reach, INGSA specialises in helping to create the conditions and develop the skills and knowledge base for successful evidence-to-policy processes in a variety of institutional and cultural contexts. As the collective experiences of the Covid-19 pandemic, and the climate emergency demonstrate, the need for this work is only increasing. And as the current geopolitical instability reminds us, never has it been more important to continue to foster respectful relationships and global networks of like-minded individuals and organisations across the interfaces between science and policy.

INGSA has continued to do this by offering training, generating new knowledge, and convening the growing community of science advice practitioners and their government interlocutors to collectively shape a shared definition of successful practices in a complex, contested, and evolving field.

In the pages that follow, we lay out the current operational and governing structure of INGSA and present strategic directions that will guide the network's activities for the coming 3-year term, from July 2022 to June 2025. In keeping with our commitment to collaboration and openness, this plan has been widely consulted across our network and we are grateful for the generous and insightful feedback we received.

We especially thank our foundational and collaborating partners as well as individual Chief Science Advisors, Academy Chairs, scholars and policy practitioners from across the globe who are the very essence of this network and who continue to support its cause by generously sharing their time and expertise with us.

Rémi Quirion

Chief Scientist of Québec and President of INGSA



International Network for Governmental Science Advice

Strategic Plan July 2022 – June 2025

INGSA is a forum for policy practitioners, researchers, and experts to share experience, build capacities, and develop the theory and practices necessary to structure and strengthen the interfaces between science and policy at all levels of governance.

1. Introduction to INSGA

The International Network for Governmental Science Advice (INGSA) is a non-governmental organisation established in 2014 to create a unique network of practitioners and researchers who are interested in helping to structure and strengthen the interfaces between science and policy, often called ‘science policy interfaces’ (SPI). INSGA sees these interfaces as the dynamic ecosystem of processes, actors, and organisational arrangements intended to facilitate the exchange of robust evidence for policymaking. INSGA focuses on enhancing SPI structures and activities across diverse contexts, from everyday policymaking, to dealing with public emergencies, as well as strengthening diplomatic relationships.

INGSA is a collaborative platform for sharing experience, building capacity, and researching promising practices across diverse global science advisory organisations and ecosystems. Through convening, training, generating new knowledge, and an ever-expanding catalogue of tools and guidance material, INSGA aims to enhance SPI globally to help lift the quality of policy formulation and implementation at municipal, district, national and transnational scales.

INGSA recognises that socio-cultural and linguistic diversity underpin institutions of governance and policy development. INSGA does not lobby for, or endorse, any specific model of science-informed advice to policymakers.

2. What we stand for, whom we serve, how we work

Mission

INGSA helps enable evidence-informed actionable policies on our shared societal and environmental challenges by serving as the leading global actor to help structure and strengthen science policy interfaces at all levels of governance.

Vision

Decision-makers and knowledge communities engage productively through a well-developed, context-responsive, and institutionalised SPI in order to advance evidence-informed policy at sub-national, national and transnational levels. Public policies and decisions are thus informed by robust scientific evidence, which elected officials and policy practitioners access through institutionalised channels of communication with the national and global research communities.

Values

INGSA recognises the diverse socio-cultural, linguistic, and institutional contexts that underpin governments and their work to develop and implement policy. We do not advocate for a particular format or structure of science advice. INGSA activities are led by local knowledge and practice, while bringing to bear trans-boundary experience and diverse expertise in contextually appropriate ways.

Aims

INGSA has three programmatic aims, which underpin the structure of our programming. These aims are met through a suite of core activities together with strategic directions set over triennial periods. The three programmatic aims are to:

1. Strengthen individual and institutional competencies across science policy interfaces
2. Generate and share practice-oriented knowledge
3. Convene and strengthen science advice and science diplomacy communities of practice

Audience





INGSA is an open access international network for individuals and organisations engaged in the theory and practice of science advice to governments (whether from within government or as external advisors). INGSA welcomes diversity in membership by gender, ethnicity, language, career stage, geography, discipline/sector, organisation, or type of organisation. We bring together those involved in evidence supply and demand, as well as those advancing the theory and practice. We are a unique meeting ground for both early career professionals and seasoned experts, from both the policy and knowledge communities, all of whom, we believe, learn from one another.

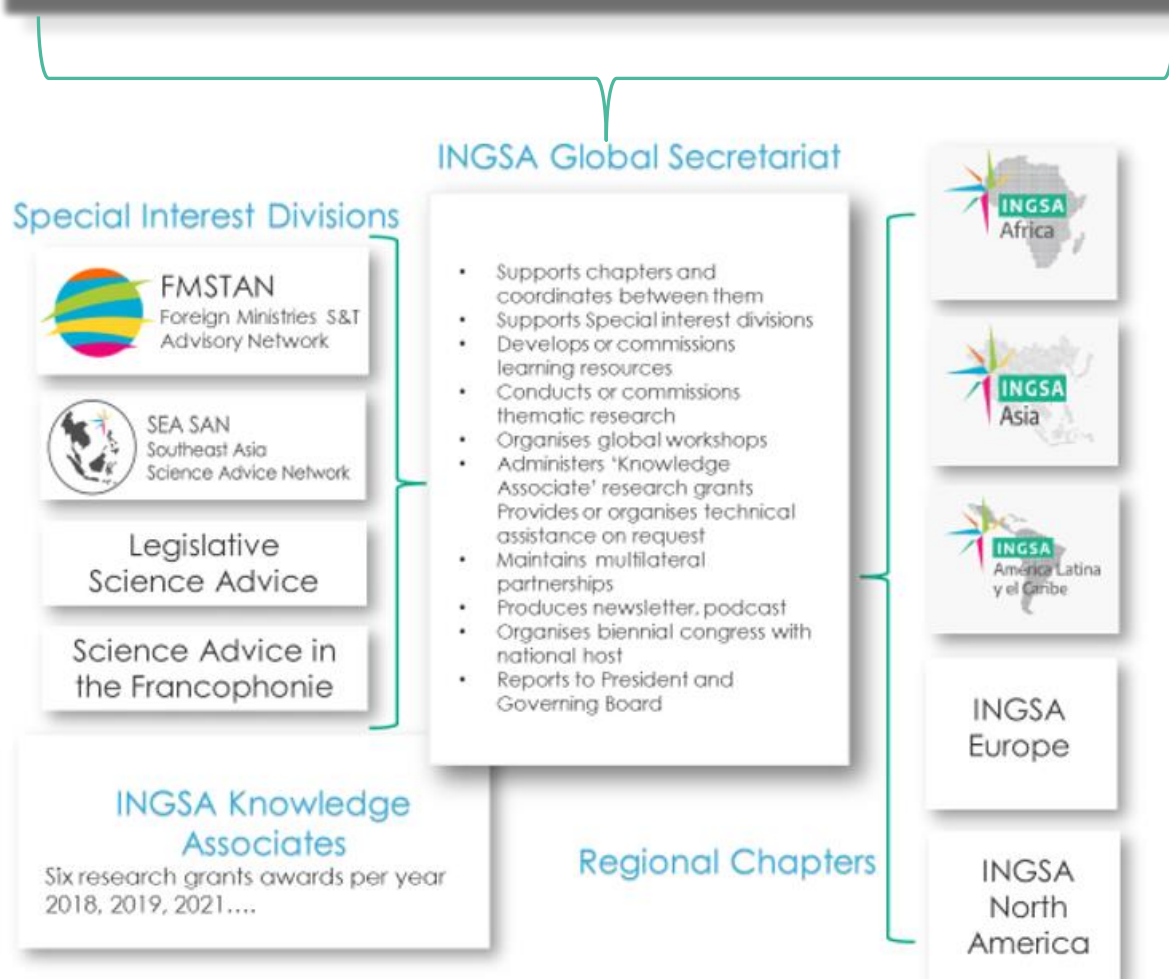
Components of the INGSA Ecosystem

Under the leadership of a [Governing Board](#), and operating through a Global Secretariat and [Regional Chapters](#) and partnerships in the Global South and North, The INGSA ecosystem is a distributed delivery model, which is governed by a new [constitution](#). The full Board comprises the elected President and three elected Vice-Presidents, together with representatives of each of INGSA's chapters and divisions, as well as key external partners. INGSA delivers on its programmatic aims and strategic objectives through projects that may be initiated centrally by the Board, regionally by a

chapter, or externally by one of our many partners. The graphic below depicts the core elements of the INGA ecosystem (see appendix for details).

INGSA's Elected Senior Leadership (Board's elected positions)

			
Prof Rémi Quirion	Dr Claire Craig	Dr Binyam Sisay Mendisu	Dr Soledad Quiroz-Valenzuela
President of INGA	Vice-President (Evidence)	VP (Capacity)	Vice-President (Policy)
Inaugural Chief Scientist of Québec and Chair of the Board of Directors for Fonds de recherche du Québec (FRQ)	Provost, Queens College, Oxford University	Program Officer - UNESCO-International Institute for Capacity Building in Africa (IICBA)	Advisor, Ministry of Science, Technology, Knowledge and Innovation, Chile



Core activities

To deliver on programmatic aims and strategic objectives, INGSA operates a suite of core activities that can be adapted to meet the strategic objectives within a triennial period.

First, INGSA offers [capacity development workshops](#) largely through the Regional Chapters. These workshops operationalise our aim of strengthening individual and institutional competencies across SPI, including among government officials and members of the research community. They are generally driven by regional partners and focus on regionally-specific policy issues. At the same time, they benefit from the global expertise and input from a peer community across other regions, which is coordinated by the secretariat.

To support these workshop, INGSA has reached out to network members to develop a growing collection of '[learning cases](#)', which are fictional or historical cases that can be 'played out' through simulations and discussions designed to build awareness and skills about developing evidence, communicating uncertainties, and discussing implications and trade-offs of policy decisions. In 2022-23, INGSA will focus on converting its training material and process into online learning modules.

Second, INGSA supports the generation and dissemination of practice-oriented knowledge (original research as well as research synthesis) through the [Knowledge Associate grant program](#), which funds scholars and reimburses employers of policy practitioners so that they can focus on locally-relevant research questions. Separately, INGSA also undertakes surveys, case studies and expert reports, either led centrally by the secretariat, or by a Regional Chapter. Examples from the past year are the [Covid-19 Evidence to Policy Pathways study](#) coordinated by the secretariat, and the [Landscape of Science Advice in Africa report](#), coordinated by the Regional Chapter for Africa.

In 2022-23, we will initiate our 3rd centrally-coordinated study, this time on the topic of "Opportunities and challenges of science advice to governments in the context of linguistic and cultural diversity". As well, the most recent Knowledge Associates' studies are wrapping up and will be published within the year. [Chapters](#) also will undertake knowledge generating activities with their workplans.

Third, INGSA convenes and strengthens the science advice community of practice globally through its key engagement vehicles: the flagship [triennial conference](#), for which it has produced the [Viewpoints](#) compendium of essays; the INGSA [Horizon](#) series of videos which feature conversations with key global figures in the science advice community; and the recently launch [podcast series](#). Each of these vehicles, together with a [newsletter](#) and social media channels, give voice to INGSA network members and build the community.

In 2022-25, each of these core activities will be customised in relevant ways to support the operationalisation of INGSA's strategic directions, described below.

3. Strategic Directions for 2022-2025

This plan elaborates on the three interacting strategic directions, which were announced by the incoming President, Professor Rémi Quirion, at the conclusion of INGSA's 2021 biennial congress in Montreal and online. These new strategic directions come at a time of early recovery and rebuilding from the Covid-19 pandemic and considerable geopolitical uncertainty following Russia's invasion of Ukraine in early 2022. These significant challenges are playing out against the backdrop of ongoing collective challenges posed by climate change and digitalisation, which continue to grow in significance and complexity as they interact with a changing context. It goes without saying that there are many lessons in science advice and science diplomacy to be drawn from the past two years. INGSA is well positioned to seize this learning and development opportunity through our 2022-2025 strategic directions.

Each of the new directions is operationalised in relation to INGSA's underpinning programmatic aims and through both core and strategic activities. In this way, INGSA can achieve a comprehensive program of work that is grounded in our core purpose while exploring new strategic areas of focus.

SD 1: Sustain and strengthen INGSA chapters, core activities, governance, and funding

2021 marked a milestone for INGSA in successfully completing the process of establishing itself as a self-governing and charitable NGO. This process included establishing a legal constitution and election procedures. Yet much work remains to be done in completing the governance process and, in so doing, strengthening our chapters and core activities through expert guidance of the new senior leadership team and with carefully chosen, diversified sources of funding.

SD 2: Address the impact of linguistic and cultural diversity on science advice mechanisms and practices to support collaboration across boundaries.

In seeking collective action to address shared challenges across borders and boundaries, both the opportunities and challenges of cultural and linguistic diversity in science advice have become more apparent. Are structures in place to deliver the kind of science advice to meet these challenging contextual conditions? Are knowledge brokers and science diplomacy structures sufficiently equipped for transboundary conversations across cultures and languages? Can we integrate different knowledge perspectives in the brokerage process, cutting across traditional boundaries to assess, synthesize and appropriately incorporate various types of relevant knowledge, including local and indigenous knowledges? We plan to focus on these issues in a variety of ways described below.

SD 3: Strengthen vertical integration of science advice from local to global levels and vice versa

While many national governments promise to address the sustainability, inequity and climate crises through their commitments made at the multi-lateral level, the actions required are often borne by towns, cities, and sub-national governments. Even when national funding and legislation is conducive, the required knowledge for policy making and implementation may be difficult to access locally. Better vertical integration of the production and brokering of

diverse forms of evidence can support shared understandings and better aligned and supported local action, where it counts most.

Making meaningful and measurable progress on these strategic directions is ultimately the responsibility of the INGSA Board, but they are operationalised through both Secretariat-led and Regional Chapter-led activities. As devolved entities, the INGSA Regional Chapters design and deliver context-specific annual workplans that are relevant to their respective regions. In doing so they are encouraged and incentivised to take inspiration from the triennial strategic plan, showing how their regional activities contribute to delivering on INGSA's aims and take the strategic directions into account.

SD 1: Sustain and strengthen INGSA chapters, core activities, governance, & funding

Strategic objectives	Activities
1. Complete and strengthen the suite of regional chapters, adding European and North American Chapters	<ul style="list-style-type: none"> - Initiate joint project with ESAF, JRC and other partners in the Europe to help catalyse development of the science advice ecosystem in the region. Establishment of an 'INGSA-Europe' presence aims to address a current gap in the ecosystem. This project will contribute to INGSA's 3rd Special Report: Science Advice in the context of linguistic and cultural diversity (See Goal 2, objective 7). - Initiate work through the FRQ to develop and launch a North American chapter of INGSA, beginning with Canadian partners and building out. - Strengthen and enhance the African Regional Chapter with the launch of a new INGSA training hub at the University of Rwanda - With existing Regional Chapters, secure ongoing funding to enable a seamless continuation and expansion of their programs
2. Support the Special Interest Divisions to grow their membership and activities	<ul style="list-style-type: none"> - Launch the inaugural activities of the Francophone Science Advice division, including participation in the INGSA Special Report exercise - Initiate discussion with Canadian partners on theme of Municipal science advice as catalyst for both a Special Interest Division and a North American chapter - Support FMSTAN's program of work in Science Diplomacy (separate plan, forthcoming) - Strengthen the Legislative Science Advice Division, in particular to support the growing interest in LSA following the pandemic
3. Expand capacity development activities to new formats	<ul style="list-style-type: none"> - Convert core INGSA training material and processes to be available in online formats, beginning with developing training modules commissioned by the International Science Council - Launch design process for new Global Post-Graduate training program with consortium of universities from Global South and North - Continue to promote additional higher-level training opportunities in science advice for scientists and science-practitioners through chapter networks, including graduate fellowship schemes, learning programs and internships - Identify and highlight recruitment channels to assist INGSA partners in creating science advice career entry pathways
4. Diversify funding	<ul style="list-style-type: none"> - Undertake both broad and targeted fundraising strategy
5. Finalize rollout of new governance structure	<ul style="list-style-type: none"> - Develop/complete the full suite of governance policies to support with new constitution (e.g. chapter governance policies; VP role profiles; communications principles, style guides etc.)
6. Coordinate INGSA's Flagship Conference	<ul style="list-style-type: none"> - Develop and convene INGSA's flagship conference (now triennial) in collaboration with chapters and partners. The next conference will take place in the Global South with the aim of facilitating engagement across the full suite of INGSA regional chapter networks, members and partners.

SD 2: Address the impact of linguistic and cultural diversity on science advice mechanisms and practices to support collaboration across boundaries.

Strategic objectives	Activities
7. Co-produce the 3 rd (2022) edition of the INGSA Special Report	<ul style="list-style-type: none"> - Work closely with European Science Advisors' Forum (ESAF) to design and launch project on 'Science Advice in the Context of Linguistic and Cultural Diversity' (see also SD 1, objective 1) - Engage Regional chapters and Francophonie Division to contribute knowledge and expertise to the report process.
8. Customize the 2023 Knowledge Associate RFP to support this strategic direction	<ul style="list-style-type: none"> - One topic in the 2023 Knowledge Associate RFP to be on linguistic and cultural diversity and science advice
9. Produce at least 5 new learning cases	<ul style="list-style-type: none"> - Work with chapters to launch a call to develop learning cases of national science advisory ecosystems, including cases with a special focus on topics relevant to linguistic and cultural diversity in science advice and diplomacy
10. Linguistically diversify INGSA's central communications vehicles	<ul style="list-style-type: none"> - Where possible and feasible, include subtitle translations for Horizon videos and generate multi-lingual content. Include more material in languages other than English (e.g. Chapter-derived & Francophone Network material)

SD 3: Strengthen vertical integration of science advice between local & global level

Strategic objectives	Activities
11. Strategically partner in global processes, helping to ensure they are linked to municipal and national considerations	<ul style="list-style-type: none"> - Participate in the Climate Risk Coalition (COP26 legacy project) to design and lead climate risk assessments customized to local and national concerns. - Support the International Science Council's multi-lateral work by helping reach through to national and sub-national governments - Co-design international guidelines for science advice in emergencies - Continue to support the 'global scan' exercises related to Covid-19 and recovery policies with partner, the International Public Policy Observatory (IPPO)
12. Support co-development of science advice ecosystem frameworks and indicators including on vertical integration	<ul style="list-style-type: none"> - Participate in EU(JRC)-led project to devise system-level indicators for diverse science for policy ecosystems (collaborating in workshops, expert review, pilot testing) - Collaborate with University College London (STeAPP) graduate project to test framework and indicators in different geographies.
13. Customize the 2023 Knowledge Associate RFP around strategic direction	<ul style="list-style-type: none"> - One topic in the 2023 Knowledge Associate RFP to be on municipal and/or subnational science advice
14. Initiate activities within North America centered on Municipal and Subnational science advice	<ul style="list-style-type: none"> - Use the strategic direction as a catalyst for chapter establishment (see SD 1, objective 1)

Appendices

Description of the Operational Components in the INGSA Ecosystem

Regional Chapters

INGSA has chapters in Africa, Asia, and Latin America & the Caribbean, with plans for Europe and North America in development. Regional Chapters each have their own steering committees and annual workplans. They are designed to build networks of common interest to enhance science advice capacity while respecting regional and domestic specificities. The role of the Regional Chapters is to:

- Lead context-appropriate capacity- and knowledge-building activities at the regional level;
- Help to build a regional science advice eco-system as a support mechanism to regional policy practitioners (supported by training and research grants);
- Provide regional input to INGSA for its global activities;
- Provide regional input into INGSA's annual work plan and strategy.

Special Interest Divisions

Adding depth to our activities, INGSA has established Special Interest Divisions that take different forms depending on need and context.

FMSTAN: The Foreign Ministries' Science Advisory Network is a 28-member group of researchers and experts supporting Foreign Ministries on issues of Science and Technology and evidence-informed decisions on transboundary issues. FMSTAN is a largely self-governing network, which receives in-kind secretariat support and content expertise from INGSA. A separate paper detailing the work of FMSTAN is forthcoming.

SEA-SAN: INGSA-Asia launched the South-East Asian Science Advisors' Network in 2021 (SEA-SAN). INGSA supports administration and accesses content expertise as requested by this self-governing network.

Francophone Network: a new grouping for science advice in Francophonie countries was announced late 2021 and will be developed within this triennial period. As a Special Interest Division, INGSA's Francophone Network aims to provide peer support for practitioners at the science policy interface in francophone countries.

Other Special Interest Divisions are more thematic (Legislative Science Advice; Municipal Science Advice) and may change over time according to identified needs and interests of network members. The INGSA secretariat helps to coordinate Divisions and ensure that their work can be integrated and add value to the program of activities at global and regional scales.

INGSA Knowledge Associates program

As the flagship knowledge-generating activity of the network, [INGSA funds at least six new associates](#) from across all regions (drawn from academe and policy practice) in each biennial period. These individuals are afforded time and resources to undertake special research projects on current issues

in science advice structures and practices that are deemed relevant to their home governments and of international interest. INGSA has published the research reports of three cohorts of associates since 2015. We also support their dissemination to policy practitioners in accessible formats.

Key Partnerships

Under a new [constitution](#) and [governing board](#) established in 2021, INGSA now operates as self-governing affiliate of the International Science Council (ISC), with core global partners to deliver strategic programs. These include:

- [The Wellcome Trust](#) (founding funder)
- [Canada's International Development Research Centre \(IDRC\)](#) (founding funder)
- [The Royal Society of London](#) (founding funder)
- [Global Young Academy \(GYA\)](#)
- [The European Commission's Joint Research Centre \(JRC\)](#)
- [The International Public Policy Observatory \(IPPO\)](#)
- [Fonds de Recherche du Québec](#)

Through our chapters and the secretariat, INGSA also partners operationally with national governments, national academies, and civil society organisations to provide training or leadership workshops and to undertake studies and reports. international partners on specific workshops such as aid agencies, national academies, government agencies, and universities.

INGSA carefully evaluates new partnerships and considers the current work program of the organisations, opportunities for collaboration, shared goals, shared knowledge and practices, access to networks, funding, and strategic support. We endeavor to create synergies with partners that are mutually beneficial, strategically aligned, and that ultimately support the uptake of evidence-informed policymaking internationally.

Implementation and Monitoring

A detailed implementation plan is in development and will be made available on the INGSA website. The implementation plan will include assumptions and risks as well as indicators for success.