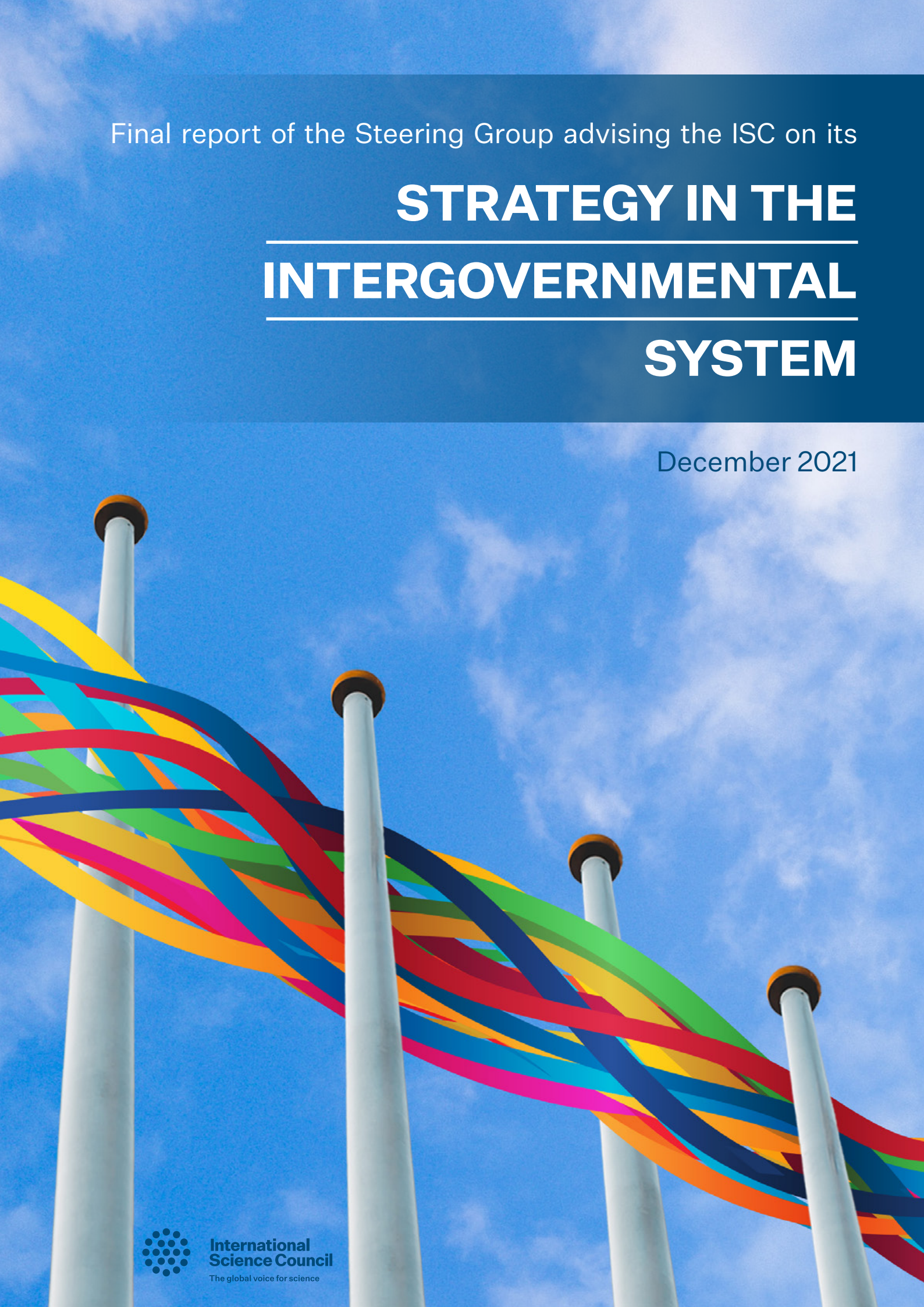
Final report of the Steering Group advising the ISC on its

STRATEGY IN THE INTERGOVERNMENTAL SYSTEM

December 2021



International Science Council
The global voice for science

December 2021

Commissioned by the International Science Council as part of the Action Plan 2019-2021

AUTHORS: Julia Marton-Lefèvre, Salvatore Aricò, Pearl Dykstra, Ruben G. Echeverria, Xiaolan Fu, Peter Gluckman, Maria Ivanova, Michel Jarraud, Roberto Lenton, Diana Mangalagiu, Marcos Regis da Silva, and Judi Wakhungu

COORDINATED BY Anne-Sophie Stevance, Anda Popovici, and Mathieu Denis

DOI: 10.24849/2021.11

CITATION: Marton-Lefèvre Julia, Salvatore Aricò, Pearl Dykstra, Ruben G. Echeverria , Xiaolan Fu, Peter Gluckman, Maria Ivanova, Michel Jarraud, Roberto Lenton, Diana Mangalagiu, Marcos Regis da Silva, H.E. Judi Wakhungu, December 2021, *Final report of the Steering Group advising the ISC on its strategy in the intergovernmental system*, International Science Council, Paris, DOI: 10.24849/2021.11

GRAPHIC DESIGN: Mr.Clinton
COVER DESIGN: Mr.Clinton
COVER IMAGES: Photo by x on Unsplash
Photo by Daniel J. Schwarz on Unsplash

CONTENTS

INTRODUCTION

The ISC Chief Executive Officer established the Steering Group in March 2021, chaired by Julia Marton-Lefèvre. The Steering Group's mandate is to propose a strategy for the ISC to engage with the intergovernmental system in order to enhance the impact of the Council and strengthen the voice of science in global policy processes (as called for in the ISC Action Plan 2019–2021 – project 3.1 on science-policy interfaces at the global level). Eleven experienced and internationally recognized persons, including two from the ISC community, joined the Steering Group (see Annex 1 for the list of Steering Group members), and worked together harmoniously through a virtual platform between April and July 2021 (see Annex 2).

A draft report of the Steering Group was shared in July 2021 for the consideration of the ISC Governing Board at its September 2021 meeting, and of the ISC Members at their October 2021 General Assembly. The report was made available online for comments by ISC members for five weeks during the September–October period and it was presented at the ISC General Assembly on 15 October 2021. The General Assembly adopted a resolution in support of the recommendations made by the Steering Group, also requesting the Governing Board to use the recommendations of the report to draft a strategy (see Box 1). Based on the feedback received, the Steering Group finalized its report at its last meeting in November 2021.

Box 1. Resolution of the ISC General Assembly: Actioning the recommendations of the 'Draft Report on the ISC Strategy in the Intergovernmental System' (ISC/GA-2/DOC.18.1), 15 October 2021

The General Assembly recognizes the urgent need for science to have greater influence and impact on policy-making and programming at all levels of governance. We welcome the recommendations of the Council's international Steering Group on the role of the ISC in the intergovernmental system. We also welcome the United Nations Secretary-General's intention to re-establish the Secretary-General's Scientific Advisory Board[1] and strongly endorse the ISC's intention to engage actively in supporting its development and effective operation in order to fully integrate scientific evidence into international policy-making. The General Assembly requests the new Governing Board to respond to the Steering Group's recommendations through the development of an action-oriented strategy that fully mobilizes the scientific and policy expertise of ISC members, partners and broader international networks.

1 See United Nations. 2021. *Our Common Agenda: Report of the Secretary-General.* New York, United Nations. https://www.un.org/en/content/common-agenda-report/assets/pdf/Common_Agenda_Report_English.pdf (Recommendation under Commitment 8 'Upgrade the United Nations'.)

THE CONTEXT

All the challenges on the multilateral agenda are complex, urgent, have a degree of uncertainty and are inextricably linked. Responding to the global pandemic, reversing biodiversity loss, tackling deepening inequalities, addressing the climate emergency, governing technological change for the public good, and transforming to a sustainable, equitable and resilient world all require global cooperation and robust scientific information. The COVID-19 pandemic has laid bare the integrated nature of human and planetary wellbeing and the limitations of current governance arrangements to deal with such issues. The challenge for the UN and global institutions is to mobilize authoritative and integrated knowledge that takes full account of these interactions to inform decision-making at multiple levels and steer action towards desired outcomes.

The intergovernmental system spans a very diverse set of organizations with their own governance arrangements and practices of engaging with expert knowledge. The system itself generates a great deal of data and knowledge, carries out and promotes research and knowledge synthesis, and performs technical advisory functions on issues of global concern to a wide range of actors. There are a number of well-documented challenges related to the effective use of science in deliberations and decision-making, including duplication, fragmentation and lack of knowledge integration.

The pandemic has brought to the fore the importance of robust and trusted data and scientific evidence to inform decision-making, creating a window of opportunity for strengthening the contribution of science in global governance.

In this context, the ambition of the ISC to become the go-to organization for scientific expertise and advice at the global level (as expressed in the ISC's 2019–2021 Action Plan)[2] raises key questions for the organization as a whole which may be addressed in the strategy to be developed.

- What is the ISC's legitimacy and capability to deliver scientific advice?
- Does the ISC have the fundraising capacity to support these ambitions?
- Who are the potential 'clients' for scientific advice at the international level and what are their needs?

2 This ambition was laid out in project 3.1 of the ISC Action Plan 2019–2021 on science-policy interfaces at the global level, which indicates as anticipated impact: 'A strengthened mandate for science in global policy, supported by effective and coordinated science-policy interface mechanisms and based on recognition of the ISC as the global go-to for independent, integrated scientific expertise, input and advice' (ISC, 2019).

- How well is the ISC positioned in the policy and political landscape in which it wants to play a scientific advisory role?
- Is the ISC's leadership fully supportive of adding this role to its already full agenda?
- To what extent will the ISC's members have the appetite to contribute to realizing this ambition?

Noting the framing of the ambition to become 'the go-to' organization, Steering Group members advised the ISC to avoid using this term as it may alienate other knowledge providers who should become partners.

In working on its strategy, the ISC will need to be clear on what role(s) it wants to play in the intergovernmental system, whether as first-hand provider of scientific advice, point of access and convener of scientific expertise, or advocate for science. While the ISC is potentially well positioned to play all three roles, tensions may arise in fulfilling these as they require different kinds of resources, positioning and legitimacy to be done successfully.

THE ISC'S STRENGTHS AND CHALLENGES

Following internal conversations as well as conversations with a limited set of members of the ISC (see Annex 3) and potential clients in the intergovernmental system (see Annex 4), the Steering Group identified the following **strengths** of the ISC:

- The ISC has a unique global membership across 140 countries and 40 international unions organizing and representing the natural and social sciences within a single organization.
- The ISC, as a non-governmental organization, is able to act independently.
- It has a history of decades of achievement by its two predecessor organizations (the International Council for Science (ICSU) and the International Social Science Council (ISSC))[3] in mobilizing international scientific collaboration on global issues.
- The ISC has a strong convening power within the scientific community.

3 The ICSU and the ISSC merged in 2018 to form the International Science Council (ISC).

- It has developed a number of successful technical collaborations, both formal and informal, with UN bodies and other international organizations around specific projects (e.g. the World Meteorological Organization (WMO), World Health Organization, United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Office for Disaster Risk Reduction and United Nations Development Programme).
- It has experience in representing science in the multilateral system through its role as co-organizing partner of the Scientific and Technological Community Major Group.

Several **challenges** were also identified:

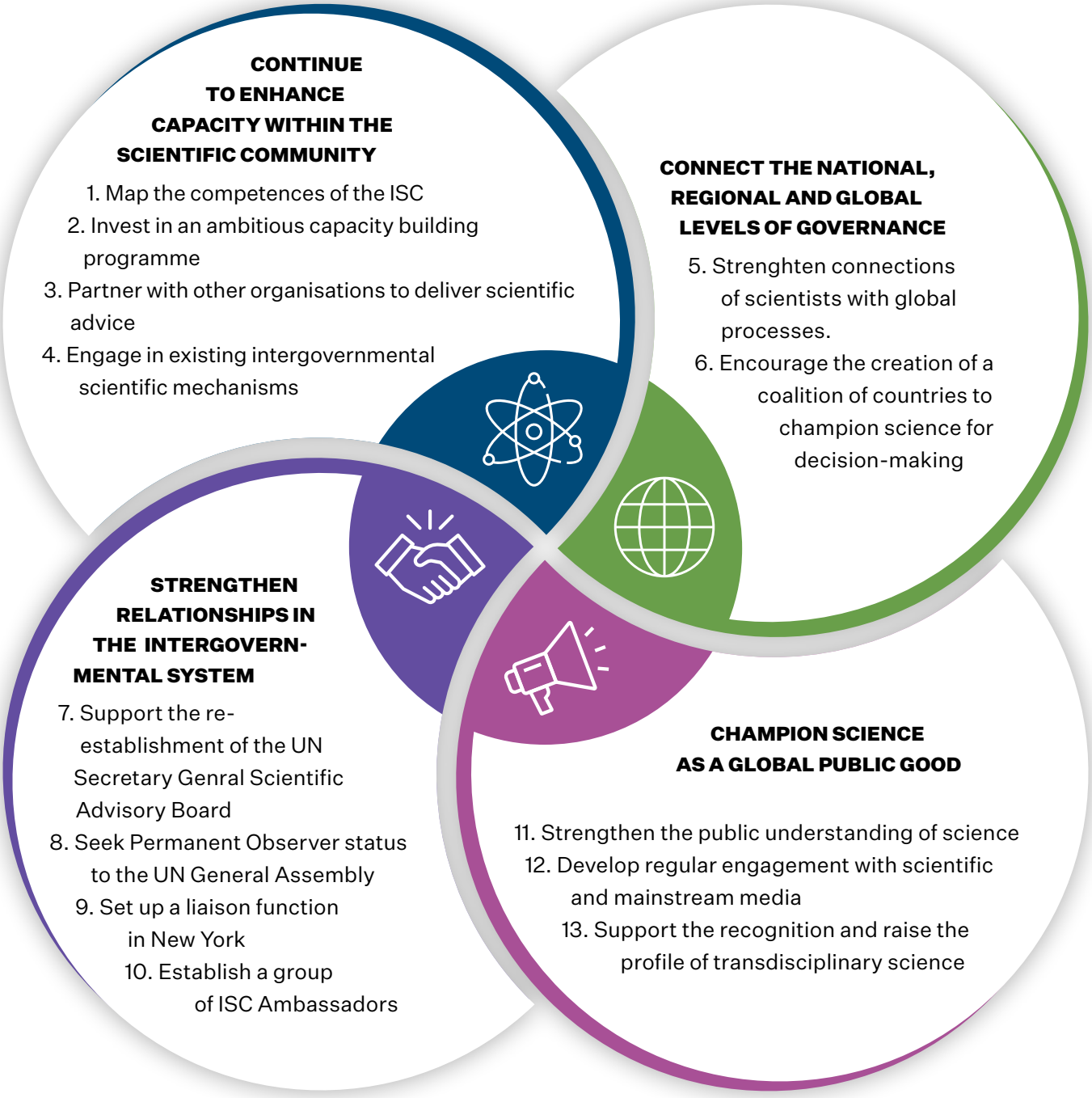
- The ISC needs to bolster its presence in all the world's regions and include more prominently voices from the Global South.
- It needs to nurture and engage the next generation of scientists.
- There are gaps in disciplines and fields of science in the ISC membership (e.g. life sciences, health and medical sciences, engineering, computing).
- Not all ISC members are well connected to policy processes nor are all members deeply engaged with the ISC.
- The ISC is not yet sufficiently known within the scientific and policy communities, and the media.
- The status of the ISC as a non-governmental organization can lead to a misperception of the ISC as primarily an advocacy organization.
- While the ISC integrates the natural and social sciences, it does not yet operate as a transdisciplinary organization; that is, it does not engage routinely with non-academic actors in the co-design and co-production of knowledge.

These challenges should be considered in the strategy development.

RECOMMENDATIONS

The Steering Group recommends that, as it develops its strategy, the ISC should prioritize its areas of intervention where it has a clear comparative advantage and create a specific offer to the intergovernmental system. The strategy should be based on scaling up the ISC's ambition over time based on initial successes and lessons learned. In particular, the ISC is well positioned to focus on emerging issues of public concern and issues where knowledge integration is lacking. If the ISC is serious about this role, it may wish to expand its existing mandate to provide scientific advice to intergovernmental organizations.

The specific recommendations of the Steering Group are categorized under four interrelated themes:



CONTINUE TO ENHANCE CAPACITY WITHIN THE SCIENTIFIC COMMUNITY

Recommendations 1 to 4 are focused on strengthening the ISC's and its members' capacities to provide science-policy advice by: mapping existing talent, enhancing capacities in communications and partnership building, establishing partnerships with like-minded organizations, and engaging more actively in existing scientific mechanisms in the intergovernmental system.

RECOMMENDATION 1: Map the competences and expertise of the ISC membership, secretariat and affiliated bodies

The ability to access high-quality expertise from across its wide membership and its affiliated bodies is essential for the ISC to succeed in achieving its goal. The ISC draws its legitimacy as a global scientific organization from its members, and its influence from its ability to convene expertise and deliver scientific inputs in policy and public debates. The ISC secretariat should undertake, and regularly update, a comprehensive mapping of competence and expertise of the ISC membership and its affiliated bodies in terms of its capacity to provide scientific advice and engagement in policy processes. This mapping should identify existing and active relationships with policy processes at national, regional and global levels in order to build on existing strengths and select the most appropriate members to take part in delivering science advice. Such a mapping should also enable the ISC to respond quickly to requests for identification of experts. All the intergovernmental bodies interviewed for this report and those that the ISC routinely works with, have indicated their interest in working with the ISC to broaden the range of experts with whom they engage.

RECOMMENDATION 2: Invest in an ambitious capacity building programme on communication and brokerage for ISC members

A stronger international science-policy interface will rely to a large extent on robust national science, technology and innovation systems and effective science advisory capacities at national level. As a large number of ISC members are well connected at the national level, this will be a good place to begin strengthening members' capacities in science-policy communications. In partnership with organizations such as the International Network for Government Science Advice, the ISC should contribute to enhancing the capacity of its membership to work effectively at the science-policy interface, especially in countries where such

capacity is lacking. It should encourage peer exchange and peer learning on science communication and sharing of lessons learned from successful science-policy-practice mechanisms. A multi-year capacity building programme for ISC members would be a wise investment for the ISC to consolidate its position as a legitimate, effective and inclusive scientific broker.

RECOMMENDATION 3: Partner with other organizations to perform the function of a trusted source of scientific advice

There are many organizations that provide knowledge for decision-making, both within and outside the intergovernmental system, and the ISC needs to take into consideration these existing efforts. In this crowded landscape, ISC should continue to collaborate with other global science organizations with which it already has close links, in particular the InterAcademy Partnership, The World Academy of Sciences, and the World Federation of Engineering Organizations, and, if appropriate, with universities. The ISC should also continue strengthening, and where mutually beneficial, expanding its collaboration with intergovernmental bodies that have a mandate to deliver knowledge for decision-making (e.g. WMO). In order to be recognized as the entry point for scientific inputs and advice, the ISC should position itself as an organization with recognized authority and experience in working at the science-policy interface and provide the offer of brokerage in partnership with others.

RECOMMENDATION 4: Engage in existing intergovernmental scientific mechanisms

Science is already used extensively in many parts of the intergovernmental system. The system generates a great deal of data, knowledge and technical advice, often in partnership with the scientific community. The well-established global assessment bodies are one such mechanism, for example the Intergovernmental Panel on Climate Change and Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). These assessment bodies are mandated to assess and synthesize available scientific knowledge in a manner that is policy relevant but not policy prescriptive, through a set of carefully negotiated assessment procedures. The ISC and its members should engage proactively in these mechanisms in a supportive and complementary manner. In particular, the ISC should continue to connect scientists from its membership to these mechanisms (through the nomination of experts) and could potentially perform other roles such as carrying out external reviews (as it has done for IPBES), provide foresight capacity and help

communicate and translate the global reports to a variety of audiences including national level decision-makers.

The ISC, as an umbrella organization, will need to draw on the scientific capabilities of its members to deliver the function of scientific advice to the intergovernmental system. The membership needs to acknowledge the benefits of working together, leading to a wider recognition of the ISC as a legitimate, authoritative and effective partner for the scientific and policy communities.

CONNECT THE NATIONAL, REGIONAL AND GLOBAL LEVELS OF GOVERNANCE

The following recommendations focus on the fact that, as all intergovernmental organizations depend on their member states, connections need to be strengthened between scientists involved in national policy processes and international ones. Coalitions of countries raising their united voices for science would also help to bridge the science-policy interface at the national and global levels.

RECOMMENDATION 5: **Strengthen connections of scientists operating in their national context with global processes**

If requested, the ISC should be ready to convene and facilitate collaboration among scientists involved in national delegations to intergovernmental processes, for example international conventions such as the UN Framework Convention on Climate Change and Convention on Biological Diversity and intergovernmental fora such as the G7 and G20, and provide an independent avenue for scientific inputs. To this end, the ISC should keep its community informed of opportunities to contribute to intergovernmental processes and develop proactive mechanisms to engage them. The ISC's global membership can ensure the engagement of scientists and institutions from the Global South in the provision of scientific advice.

RECOMMENDATION 6: **Encourage the creation of a coalition of countries to champion science for decision-making**

The intergovernmental system is largely governed by member states. While the UN programmes and agencies have an important role in raising attention to issues, framing debates and organizing cooperation, the decision-making ultimately rests with the member states. Enhancing the role of science in the intergovernmental system requires support from countries. The ISC, through its

membership, should identify countries that can champion science within the key decision-making fora of the UN and other intergovernmental bodies and support the ISC's overall goal. This could take the form of a 'Group of Friends of Science' made up of a geographically diverse set of countries including countries that are open to taking on a leadership role (e.g. Small Island Developing States). Focusing on specific themes to be treated by the intergovernmental system would also help in building such coalitions.

STRENGTHEN RELATIONSHIPS IN THE INTERGOVERNMENTAL SYSTEM

Recommendations 7 to 10 build on the previous ones and are the most ambitious. They aim to position the ISC as a key scientific partner to intergovernmental organizations.

RECOMMENDATION 7: Support the re-establishment of the Scientific Advisory Board to the UN Secretary-General

As the Sustainable Development Goals (adopted by nations at the UN in 2015) and more recently the COVID-19 pandemic have shown, science is critical to understand and address global challenges. Echoing the call of the UN Secretary-General for 'science and solidarity' in the first few months of the COVID-19 pandemic, science has a key role to play in informing decisions. The UN has a responsibility to champion science, promote the integration of knowledge on policy issues, and mainstream the use of scientific evidence in decision-making to deliver on its mandate and prepare for future crises.

The ISC should support the UN Secretary-General's commitment in his report *Our Common Agenda* (United Nations, 2021) to re-establish the UN Scientific Advisory Board.[4] This important initiative could also provide an opportunity to strengthen scientific inputs to the UN General Assembly. The re-establishment of the Secretary-General's Scientific Advisory Board should be based on an analysis

4 Acting on the recommendations by member states during the 2012 Rio+20 Conference, UN Secretary-General Ban Ki-moon announced the creation of the Scientific Advisory Board (SAB) in September 2013, during the inaugural meeting of the High-level Political Forum on Sustainable Development. The main function of the Board was to 'provide advice on science, technology and innovation (STI) for sustainable development to the UN Secretary-General and to executive heads of UN organizations' (Terms of Reference). The SAB was active between 2014 and 2016 and delivered its final report, *The Future of Scientific Advice to the United Nations*, in 2016 (Scientific Advisory Board, 2016). While this Advisory Board has not been disbanded, it has ceased functioning with the departure of the former UN Secretary-General.

of the needs of the UN system for scientific evidence, of the lessons learned from existing and past advisory mechanisms, and of the partnerships needed to operate such knowledge-policy interface effectively. The ISC should offer to contribute to and coordinate this analysis and support the operationalization of the new scientific advisory mechanism by serving as its secretariat. In the long term, a more permanent advisory mechanism to the UN General Assembly should be considered.

RECOMMENDATION 8: Seek Permanent Observer status to the UN General Assembly

The UN General Assembly is the highest decision-making body of the UN. The ISC should aim to become a Permanent Observer to increase its visibility vis-à-vis UN officials and member states, improve its access to key deliberations, and interact with key decision-makers. A UN resolution supported by a significant number of countries is needed to grant such a status. This recommendation is therefore strongly linked to recommendations 6 and 9. The ISC could also explore opportunities for collaboration and for requesting formal status with other cross-cutting intergovernmental or UN-system entities that are explicitly set up to promote synergies and integration, such as the Environment Management Group.

RECOMMENDATION 9: Set up a liaison function in New York

The ISC needs to develop a presence on the ground to be able to interact formally and informally with key players in missions and in the UN Secretariat to build a network of influence and increase its visibility in the political processes of the UN. The ISC should therefore set up a liaison office – which could be hosted by a member or close partner – or it could appoint a liaison person in New York. Establishing an ISC presence in other UN sites may also be considered in the future.

RECOMMENDATION 10: Establish a group of ISC Ambassadors

As the ISC builds its own reputation, it would benefit from a group of Ambassadors or influencers to champion its mission, identify strategic opportunities for positioning science, and access key decision-makers. Such a group of ISC Ambassadors should comprise well-respected and networked individuals who can help build the Council's influence in the intergovernmental system and identify other opportunities where they can make a difference. While operating such a group can be demanding for the secretariat, it may be a useful investment if the group's membership and role are well-defined.

CHAMPION SCIENCE AS A GLOBAL PUBLIC GOOD

This final set of recommendations encourage the ISC and its members to actively champion science as a global public good, and thus put into action the vision adopted by ISC members in 2018. The notion of science as a public good was also advocated by the UN Secretary-General's Scientific Advisory Board in its 2016 report which states that 'Science is a public good, and deserves to be valued more highly, employed more widely, and used effectively by decisionmakers at all levels'.

RECOMMENDATION 11: **Strengthen the public understanding of the scientific process**

The ISC needs to set its ambition vis-à-vis the intergovernmental system in the broad context of the science-policy-society interface that implies multiple pathways to achieve influence, and ultimately to lead to change, informed by science. The ISC and its members should actively promote science as a global public good. To this end, ISC needs to play a more active and visible role in countering the rise of misinformation and disinformation which profoundly undermines the credibility and impact of science in decision-making. One activity could be an annual lecture through a global virtual platform on science as a global public good, directed at the general public and the media.

RECOMMENDATION 12: **Develop regular engagement with scientific and mainstream media**

The ISC and its members need to be better known within the scientific and the policy communities as well as the media. This requires the ISC to engage with public debates and significantly increase its outward-facing communications. The current collaboration with *Nature* ('Working Scientist' podcast series dedicated to diversity in science) and the partnership with the BBC go in this direction. Other actions to consider include regular contributions to scientific journals (like *Nature and Science*) and regular contributions in mainstream media and credible social media platforms.

RECOMMENDATION 13: Support the recognition and raise the profile of transdisciplinary science

There is an increasing call for transdisciplinary research[5] that combines knowledge from different scientific disciplines and from non-academic actors to address complex societal challenges. The ISC has played an important role in advocating for transdisciplinarity and has identified it as a key area of work, including in relation to how research is evaluated and how science systems and science funding support transdisciplinary and outcome-oriented research. The ISC is uniquely positioned to raise the profile of transdisciplinary science and is encouraged to raise funds for the establishment of a prestigious prize to be awarded on a yearly basis (similar to the Tyler Prize[6]). Recognizing that the ISC is piloting an awards programme to reward excellence from its membership, the proposal of such a new prize could have a wider reach outside the ISC membership.

PROPOSED NEXT STEPS

The Steering Group acknowledges that the recommendations set out in this document are ambitious and commensurate with the ISC's aspiration to become the recognized and respected organization for scientific advice, reaffirmed in the Action Plan 2022–2024 adopted by the ISC General Assembly in October 2021.[7] The Steering Group is also aware that the implementation of its recommendations will require a significant and sustained fundraising and management effort.

The development of this report has set in motion a valuable process for the ISC to reflect on its strengths and weaknesses, and on the opportunities to position the organization strategically in the global science-policy landscape. The initial conversations with ISC members and potential 'clients' as listed in annexes 3 and 4 have been particularly helpful in this regard and will merit a follow-up by the ISC Governing Board and the secretariat once the next steps have been agreed. In particular, the Steering Group recommends that the ISC conducts a thorough assessment of the interests of the intergovernmental system to work

5 Transdisciplinarity: research that integrates both academic researchers from different unrelated disciplines and non-academic actors to research a common goal and create new knowledge and theory (Future Earth, 2013).

6 The Tyler Prize for Environmental Achievement, established in 1973 (http://www.tylerprize.org/).

7 Domain 3 of the ISC Action Plan 2022–2024 focuses on science in policy and public discourse. The anticipated impacts for the activities identified include: 'a strengthened relationship with key global decision-makers; a strengthened mandate for science and increased robustness of science–policy interfaces in global policy processes; and the recognition of the ISC as a global go-to for independent, integrated scientific expertise, input and advice' (ISC, 2021).

with the ISC and the needs to be addressed. The ISC should also discuss the above recommendations with current and potential new partners within the intergovernmental system.

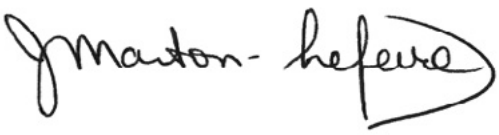
As the ISC Governing Board sets out to develop a strategy, prioritization will be needed. While it is not the role of the Steering Group to set priorities for the organization, there are recommendations that would support the delivery of all the others. These key recommendations include mapping the ISC's existing capabilities in providing science advice as well as taking steps towards strengthening both the reputation of the ISC as a broker and its ability to deliver the transdisciplinary science which is so badly needed in solving global challenges.

While the Steering Group feels that all of its 13 recommendations deserve to be considered in the ISC's strategy, it suggests an urgent and immediate focus on recommendation 7, which is particularly timely given the UN Secretary-General's recent announcement and the focus on science for addressing global challenges in the wake of the COVID-19 pandemic.

The resolution adopted at the October 2021 General Assembly demonstrates the appetite of the membership for the ISC to play a more active role in the global science-policy interface. The Steering Group believes that the ISC as a global scientific organization bringing together the natural and social sciences has the potential to become a major player in providing scientific advice.

The Steering Group is pleased to provide this report to the ISC Governing Body and looks forward to seeing a robust science advisory mechanism established within the intergovernmental system.

On behalf of the members of the Steering Group,



Julia Marton-Lefèvre

Chair of the Steering Group to propose a strategy for the ISC to engage with the intergovernmental system

1 December 2021

REFERENCES

Future Earth. 2013. *Future Earth Initial Design: Report of the Transition Team*. Paris, International Council for Science (ICSU). https://council.science/publications/future-earth-initial-design-report-of-the-transition-team/

ISC. 2019. Science-policy interfaces at the global level. *Action Plan 2019–2021*. https://council.science/actionplan/3-1-science-policy-interfaces-at-the-global-level/

ISC. 2021. Draft ISC 2022–2024 Action Plan. *2nd General Assembly, 11–15 October 2021*. https://council.science/wp-content/uploads/2020/06/ISC-Action-Plan-2022-204.pdf

Scientific Advisory Board. 2016. *The Future of Scientific Advice to the United Nations*. Paris, UNESCO. https://www.unesco.de/sites/default/files/2018-05/SAB%20abschlussbericht_0.pdf

United Nations. 2021. *Our Common Agenda – Report of the Secretary-General*. New York, United Nations. https://www.un.org/en/content/common-agenda-report/assets/pdf/Common_Agenda_Report_English.pdf

ANNEXES

ANNEX 1: COMPOSITION OF THE STEERING GROUP

NAME	CURRENT AFFILIATION
Julia Marton-Lefèvre (Chair)	Chair of the Board of Trustees of the Alliance of Biodiversity International and CIAT; the Tyler Prize for Environmental Achievement; the Critical Ecosystem Partnership Fund and the Strategic Advisory Council to the French think tank, IDDRI. Former Executive Director of ICSU and Director General of the International Union for Conservation of Nature (IUCN).
Salvatore Aricò	Head, Ocean Science Section, Intergovernmental Oceanographic Commission of UNESCO
Pearl Dykstra	Professor of Empirical Sociology at Erasmus University Rotterdam and Member of the ISC Governing Board
Ruben G. Echeverria	Senior Research Fellow at the International Food Policy Research Institute (IFPRI)
Xiaolan Fu	Founding Director of the Technology and Management Centre for Development (TMCD), Professor of Technology and International Development, University of Oxford and Fellow of Green Templeton College.
Peter Gluckman	President-Elect of the ISC, member of the ISC Executive Board and founding Chair of the International Network for Government Science Advice (INGSA)
Maria Ivanova	Associate Professor of Global Governance and Director of the Center for Governance and Sustainability at the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston
Michel Jarraud	Secretary General Emeritus – World Meteorological Organization
Roberto Lenton	Professor Emeritus of Biological Systems Engineering at the University of Nebraska-Lincoln and Daugherty Distinguished Fellow at the Daugherty Water for Food Global Institute at the University of Nebraska
Diana Mangalagiu	Professor at the Environmental Change Institute, University of Oxford and Neoma Business School, France and Adjunct Professor at Sciences Po
Marcos Regis da Silva	Executive Director, Inter-American Institute for Global Change Research (IAI)
H.E. Judi Wakhungu	Ambassador of Kenya to the French Republic, Portugal, Serbia & Holy See

Secretariat: Anne-Sophie Stevance, Anda Popovici and Mathieu Denis

ANNEX 2: PROCESS AND TIMELINE FOR THE DEVELOPMENT OF THE STRATEGY

March 2021	Appointment of the Steering Group
30 March	First virtual meeting of the Steering Group
30 April	Second virtual meeting of the Steering Group
May–June	Discussions with a few ISC members
26 May	Third virtual meeting of the Steering Group
30 June	Fourth virtual meeting of the Steering Group
June–July	Discussions with potential 'clients' in the intergovernmental system
July	Drafting of the preliminary report
15 July	Fifth virtual meeting of the Steering Group
6–7 September	Presentation of the preliminary report to the ISC Governing Board
15 October	Presentation of the preliminary report to the ISC General Assembly
24 September – 31 October	Draft report of the Steering Group available on the ISC website for comments
10 November	Sixth meeting of the Steering Group
End of 2021	Finalization of the report and submission to the ISC Governing Board

ANNEX 3: LIST OF MEMBERS INTERVIEWED

Twelve one-on-one discussions between members of the Steering Group and members of the ISC were held during May and June 2021 to assess the interest, capabilities and experience of ISC members in working with the intergovernmental system, the expectations vis-à-vis the ISC on policy work, and the willingness to represent and act on behalf of the ISC in global fora.

The organizations and individuals interviewed were identified by the ISC secretariat with attention to diversity across the categories of membership, and across regions.

ISC MEMBER INTERVIEWED

Unions and associations

- International Union of Biological Sciences (IUBS)
- International Union of Geodesy and Geophysics (IUGG)
- International Geographical Union (IGU)
- International Union of Psychological Science (IUPsyS)
- International Sociological Association (ISA)

National members

- Academia Colombiana de Ciencias Exactas, Fisicas y Naturales
- Kenya National Academy of Sciences
- Norwegian Academy of Science and Letters and University of Bergen
- The Royal Society
- Science Council of Japan
- National Research Foundation (South Africa)
  (Interview done by the ISC secretariat)
- National Academy of Sciences (US)

ANNEX 4: LIST OF CLIENTS INTERVIEWED

Steering Group members volunteered to talk with some potential key clients to understand the extent to which the ISC is known and to discuss its strengths and the potential science needs and gaps that it could respond to. These discussions took place between June and July 2021 and, if time permits, other conversations may follow.

One-on-one conversations were held with the following individuals:

- **Ismahane Elouafi,** *Chief Scientist of the Food and Agriculture Organization of the United Nations (FAO).*
- **Anne Larigauderie**, *Executive Secretary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).*
- **Elena Manaenkova,** *Deputy Secretary General of the World Meteorological Organization (WMO).*
- **Abdalah Mokssit,** *Executive Secretary of the Intergovernmental Panel on Climate Change (IPCC).*
- **Andreas Schaal,** *Director of Global Relations at the Organisation for Economic Co-operation and Development (OECD).*
- **Julia Slingo,** *Chair of the Review of the World Climate Research Programme (2018) and former Chief Scientist of the UK's Met Office.*

Ehsan Masood, *Bureau Chief: Editorials, Africa and the Middle East at Nature* was invited to join one of the meetings of the Steering Group to reflect on opportunities to strengthen the global science-policy interface