



**International
Science Council**
The global voice for science

2nd General Assembly

INTERNATIONAL SCIENCE COUNCIL
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Draft budget 2022-2024

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For adoption

The draft ISC budget for the period 2022 to 2024 has been prepared in consultation with the ISC Treasurer. It provides an introduction detailing the strategic priorities for the ISC finances, and it is built in accordance with the draft Action Plan for 2022-2024.

The draft ISC budget has been reviewed and is proposed by the ISC Governing Board for approval by the General Assembly.

A budgetary planning and monitoring framework

The draft budget presented below provides a summary of a more detailed budgetary planning and monitoring framework that the Governing Board has put in place for the coming three years. The framework is comprehensive in its coverage of fixed and variable cost items and includes provisions for new commitments; these are indicated by means of brief explanatory notes accompanying the budget. In addition, the framework distinguishes clearly between unrestricted and restricted funds and their use.

In comparison to previous ISC budgets, the new framework includes a more precise allocation of key cost items in order to reflect expenditure across different ISC functions. Specifically:

- Financial support for ISC regional structures (referred to as “Regional Focal Points”) is reflected as an expenditure related to the Council’s “Governance” function.
- Salary costs of (permanent and contract-based) staff engaged by the ISC Headquarters are split across relevant functions, namely, ‘Science’, ‘Communications and Outreach’, and ‘Management, Operations and Infrastructure’.

An indicative budget

The draft budget provides an indicative financial outlook for the ISC in the 2022-2024 period, which includes estimates of income and expenditure that are based on the Governing Board’s assessment of available information and related uncertainties at the time of preparing the outlook. More specifically:

- Income from dues paid by members is calculated on the basis of the ISC’s existing dues structure. It does not take into account possible fluctuations in the payment of dues or the implications of a new dues structure should one be approved by the General Assembly during the 2022-2024 period.
- The budget includes a targeted fundraising goal to secure additional core/unrestricted funding over the 2022-2024 period. As this income is not guaranteed, the overall result for the period in question is presented with and without the fundraising amounts specified.
- Agreements on the specific allocation of funds received via grants from the US National Science Foundation and the UN Development Programme are subject to further negotiation and approval processes.
- Estimated costs associated with governance meetings and the implementation of scientific activities are subject to change, depending on travel possibilities related to the COVID-19 pandemic. Estimates have been calculated on the assumption that full in-person meetings will not be possible before 2023.

The budget will be monitored and adjusted on a quarterly basis by the Governing Board on the basis of advice from the Committee for Finance and Fundraising.

Conclusions and priorities for the 2022-2024 period

- Key risks for the ISC include an over-reliance on members’ dues and dependence on continued support from the ISC’s French host. The Governing Board will give priority to mitigating these risks, including by means of a fundraising strategy to increase the Council’s core income. The indicative budget

presented below sets a minimal target of Euros 1,2 million over three years for this purpose. Section 5.4 of the draft 2022-2024 Action Plan provides further context for the ISC's fundraising imperative.

- As indicated at the end of the budget, the Council's available reserve (i.e., excluding the mandatory reserve of Euros 1,5 million) currently amounts to approximately Euros 1,9 million. The Governing Board recognizes that this reserve is too large as a proportion of income and has determined to draw-down on the Council's reserve to support a high level of scientific activity.

The Board further recognizes that the ISC will need to increase its income over the coming three-year period if the level of scientific activity is to be sustained in the longer-term. It proposes to do this in the following ways:

- By raising unrestricted funds from charitable donors and philanthropy; and
- By strengthening external project-level fundraising to enable substitution, i.e., allocating staff costs to specific scientific activities

Fundraising itself incurs costs and may well require additional resources than currently budgeted.

- Additional strategic use of the available ISC reserve will be determined in line with the proposed establishment of an ISC charitable trust fund, as presented in Section 5.4.3 of the draft 2022-2024 Action Plan.

Draft ISC Budget: 2022-2024

INCOME	2022	2023	2024	Total: 2022-2024
CORE: UNRESTRICTED FUNDS				
Members' Dues				
Category I Members	193 367,00	197 234,34	201 179,03	591 780,37
Category II Members	2 754 954,00	2 810 053,08	2 866 254,14	8 431 261,22
Category III Members	16 005,00	16 325,10	16 651,60	48 981,70
Host (French Ministry of Research) Annual Contribution	100 000,00	100 000,00	100 000,00	300 000,00
Other	35 000,00	10 000,00	10 000,00	55 000,00
Annual Fundraising Target	200 000,00	400 000,00	600 000,00	1 200 000,00
Sub-Total	3 299 326,00	3 533 612,52	3 794 084,77	10 627 023,29
EXTERNAL: RESTRICTED FUNDS				
Grants				
USA National Science Foundation	323 000,00	323 000,00	323 000,00	969 000,00
Swedish International Development Cooperation Agency <i>[ref Note 1]</i>	668 000,00			668 000,00
United Nations Development Programme	100 000,00			100 000,00
International Programme Funds <i>[ref Note 2]</i>				
International Centre of Excellence, Taipei (IRDR Funds)	915 000,00			915 000,00
International Development Research Centre, Canada (INGSA Funds)	281 000,00			281 000,00
Government Subventions				
France (Rent for Paris Headquarters)	268 000,00	268 000,00	268 000,00	804 000,00
New Zealand (CFRS Support)	65 000,00	65 000,00	65 000,00	195 000,00
Sub-Total	2 620 000,00	656 000,00	656 000,00	3 932 000,00
TOTAL INCOME	5 919 326,00	4 189 612,52	4 450 084,77	14 559 023,29

EXPENDITURE	2022	2023	2024	Total: 2022-2024
GOVERNANCE				
General Assembly Annual Provision	35 000,00	35 000,00	45 000,00	115 000,00
Governing Board and Advisory Committees	142 000,00	175 000,00	175 000,00	492 000,00
Regional Focal Point Support	228 000,00	228 000,00	228 000,00	684 000,00
ISC External Review <i>[ref Note 3]</i>		10 000,00		10 000,00
Sub-Total	405 000,00	448 000,00	448 000,00	1 301 000,00
SCIENCE				
Salaries/Fees <i>[ref Note 4]</i>	1 056 314,28	1 065 877,42	1 075 536,20	3 197 727,90
ISC Funding Programmes	668 000,00			668 000,00
ISC Led / Co-Led Projects and Programmes <i>[ref Note 5]</i>	255 000,00	235 000,00	235 000,00	725 000,00
ISC Engagement in Externally Led Initiatives	20 000,00	20 000,00	20 000,00	60 000,00
ISC Engagement in UN and Other Global Policy Processes	20 000,00	20 000,00	20 000,00	60 000,00
ISC Co-Sponsored Programmes and Affiliated Bodies	22 000,00	27 000,00	27 000,00	76 000,00
ISC Management of Programme Funds	1 135 000,00	61 000,00		915 000,00
ISC Organization of and Support for International Events and Prizes	55 000,00	10 000,00	20 000,00	85 000,00
Support for ISC Membership-Led International Activities <i>[ref Note 6]</i>	100 000,00	100 000,00	100 000,00	300 000,00
General Representation, Networking and Partnership Development	12 000,00	20 000,00	20 000,00	45 000,00
Sub-Total	3 343 314,28	1 558 877,42	1 517 536,20	6 419 727,90
COMMUNICATIONS AND OUTREACH				
Salaries/Fees <i>[ref Note 4]</i>	528 095,70	532 876,66	537 705,42	1 598 677,78
Corporate Communications, Branding and PR Support	40 000,00	30 000,00	30 000,00	100 000,00
General Publications: Production and Dissemination	25 000,00	25 000,00	30 000,00	80 000,00
Translation and Interpretation	40 000,00	40 000,00	40 000,00	120 000,00
Membership Outreach and Engagement Activities	25 000,00	25 000,00	25 000,00	75 000,00
General Representation, Networking and Partnership Development	5 000,00	5 000,00	5 000,00	15 000,00
Sub-Total	663 095,70	657 876,66	667 705,42	1 988 677,78
MANAGEMENT, OPERATIONS AND INFRASTRUCTURE				
Salaries/Fees <i>[ref Note 4]</i>	1 135 333,78	1 146 187,12	1 157 148,99	3 438 669,89
Personnel: General Costs	38 000,00	38 000,00	38 000,00	114 000,00
Operations and Infrastructure, incl. rent for Paris Headquarters	588 275,00	592 175,00	611 000,00	1 791 450,00
Miscellaneous	10 000,00	10 000,00	10 000,00	30 000,00
Sub-Total	1 771 608,78	1 786 362,12	1 816 148,99	5 374 119,89
TOTAL EXPENDITURE	6 183 018,76	4 451 116,20	4 449 390,61	15 083 525,57

OVERALL RESULT INCLUDING FUNDRAISING TARGET	2022	2023	2024	Total: 2022-2024
Total Income	5 919 326,00	4 189 612,52	4 450 084,77	14 559 023,29
Total Expenditure	6 183 018,76	4 451 116,20	4 449 390,61	15 083 525,57
RESULT	- 263 692,76	- 261 503,68	694,16	- 524 502,28
<i>Available Reserves (approx. 1,9 mil Euro at end 2021)</i>	<i>1 636 307,24</i>	<i>1 374 803,56</i>	<i>1 375 497,72</i>	<i>1 375 497,72</i>

OVERALL RESULT EXCLUDING FUNDRAISING TARGET [ref Note 7]	2022	2023	2024	Total: 2022-2024
Total Income	5 719 326,00	3 789 612,52	3 850 084,77	13 359 023,29
Total Expenditure	6 183 018,76	4 451 116,20	4 449 390,61	15 083 525,57
RESULT	- 463 692,76	- 661 503,68	- 599 305,84	- 1 724 502,28
<i>Available Reserves (approx. 1,9 mil Euro at end 2021)</i>	<i>1 436 307,24</i>	<i>774 803,56</i>	<i>175 497,72</i>	<i>175 497,72</i>

Explanatory Notes:

1. The ISC's existing funding agreements with the 'Swedish International Development Cooperation Agency' (Sida) are due to end in 2022. Sida grants have been used to support two longer-term international funding programmes managed by the ISC, including the 'Transformations to Sustainability' programme and the 'Leading Integrated Research for Agenda 2030 in Africa' programme
2. 'International Programme Funds' refer to resources that the ISC manages for its international co-sponsored programmes and affiliated bodies. The continued role of the Council in managing these resources beyond 2022 is subject to securing additional grants and/or conclusion of specific agreements.
3. Provision for an external review of the ISC is in line with an action proposed in Section 5 of the draft 2022-2024 Action Plan.
4. All salary calculations include the costs of taxes and French social security charges. The breakdown of salaries for permanent ISC employees is as follows:
 Science: Science Director and seven Science Officers
 Communications and Outreach: Communications Director, three Communications Officers and one Membership Liaison Officer
 Management, Operations and Infrastructure: Chief Executive Officer, Operations Director and seven Administrative and Support (including Finance, Human Resources and Information Technology) Officers
5. Resources allocated for 'ISC Led / Co-Led Projects and Programmes' include provision for the support of membership-engaged processes of scoping and planning new priority themes and activities as proposed in the draft 2022-2024 Action Plan.
6. Allocation of resources under 'Support for ISC Membership-Led International Activities' is in line with the action proposed in Section 5.1.2b of the draft 2022-2024 Action Plan.
7. Without additional income at the target set in the budget for fundraising, the overall result entails an additional draw-down on the Council's available reserves of Euros 1,2 million over three years.