

The International Network for Government Science Advice

Strategic Plan 2018-2021



Message from the Chair



Our 2018-2021 strategic plan outlines our ambitions and the activities that will see us expand the depth, thematic and geographical scope of our work.

When we launched the International Network for Government Science Advice (INGSA) in 2014, it was clear that no other organisation existed that took a global perspective on promoting and building the capacity for evidence informed policy making.

Our goal has been, and remains, to promote, develop, and engage networks of practitioners, policy makers, institutions, and researchers operating at the interface between science and public policy, and to develop communities of expertise and interest, and to promote science diplomacy. INGSA delivers capacity building in science advice to develop competent people and institutions operating at local, regional, national, and transnational levels. Collectively, we are a thought leader and a source of knowledge for enhanced practice at the evidence-policy interface.

Since its inception, the growth in expectations and demand on INGSA has been phenomenal. Among our major successes and events to date are:

- The establishment of three regional chapters in Asia-Pacific, Latin American and the Caribbean, and in Africa.
- Partnerships with the IDRC Canada, UNESCO, The Wellcome Trust, Global Young Academy, the European Commission and the Royal Society UK.
- A highly successful international conference with the European Commission.
- Numerous capacity building workshops around the world.
- Sessions at international science conferences such as AAAS and ESOF.
- An agreement to support the Foreign Minister Science and Technology Advisor Network (FMSTAN).
- A consultative draft document on science advisory principles.

- Over 20 teaching cases have been developed and are freely accessible on the INGSAs website.
- Quarterly newsletters to INGSAs members.
- Responding to multiple requests from countries seeking to develop or enhance their advisory ecosystems, including in the context of the sustainable development goals.

All of these successes would not have been possible without the dedication and commitment to our mandate of our secretariat, regional chapters, knowledge hub, our insightful Executive and our network members. We are grateful for the financial support that we have received from various funding agencies, the global implementing partners that we have worked with, and the mutually beneficial partnerships and relationships that we have developed across the globe..

This strategic plan reflects our transition from a start-up to a more consolidated organisation as we move forward. After extensive consultation within the broader network, the regional chapters and the Executive, I am delighted to present our 2018-2021 strategic plan. The strategic plan outlines our ambitions and the activities that will see us expand the depth, thematic and geographical scope of our work.

I look forward to continued engagement with all of our partners and the network as we implement our 2018-2021 strategic plan.



Sir Peter Gluckman
Chair, International Network for Government Science Advice
www.ingsa.org



International Network for Government Science Advice

Strategic Plan 2018-2021

INGSA provides the forum for policy makers, practitioners, national academies, scientific societies, and researchers to share experience, build capacities, and develop theoretical and practical approaches to the use of scientific evidence in informing policy at all levels of government.

The International Network for Government Science Advice (INGSA) was established in 2014 to create a unique **network of practitioners and researchers** interested in progressing the evidence-policy interface.

INGSA's primary objective is to **improve the use of evidence in informing public policy**, rather than providing advice on the structure and governance of public science and innovation systems.

It is a **platform for sharing experience, building capacity, and researching promising practices** across diverse global science advisory organisations and national, subnational, and international systems.

Through networking, collaborations, research, workshops, conferences, and a growing catalogue of tools and guidance material, INGSA aims to enhance the science-policy interface globally to help lift the quality of policy formulation and implementation at **subnational, national, and transnational levels.**

INGSA is committed to **diversity**, recognising the multiple cultures and structures of governance and policy development. It is not intended to lobby for, or endorse, any particular mechanism or structure of science advice to governments.

<p>Our Vision</p>	<p>Policy makers consistently and effectively mobilise high quality evidence to inform policies and assist their implementation across all levels of government from local to global, so as to enhance social, economic, and environmental health.</p>
<p>Our Mission</p>	<p>To assist economic, social, and environmental development (e.g. as encapsulated in the Sustainable Development Goals) through enhancing the use of evidence in policy formation and implementation at all levels of governmental policy making and help develop individual and institutional capacities to achieve this.</p>
<p>Our Values</p>	<p>INGSA recognises the different contexts, cultures, and structures of governance and policy development and seeks to assist in finding solutions appropriate to these different contexts and cultures. INGSA does not advocate for a particular form or structure of science advice to government.</p> <p>INGSA takes ‘science’ to mean rigorous and systematic research carried out according to the highest international standards across any of the scientific disciplines including the social sciences and humanities.</p>
<p>Our Goals</p>	<ol style="list-style-type: none"> 1. Promote, develop, and engage networks of practitioners, policy makers, institutions, and researchers operating at the interface between science and policy, and developing communities of expertise and interest. 2. Deliver capacity building in science advice to develop competent people and institutions operating at local, regional, national, and transnational levels. 3. Be a thought leader and a source of knowledge for enhanced practice at the evidence-policy interface.
<p>Who We Serve</p>	<p>INGSA is an open access international network for individuals and organisations with interest in the theory and practice of science advice from both the demand and supply sides. INGSA welcomes diversity in membership by gender, language, age, nationality and discipline.</p>

Our Activities

What we do

- Provide networking opportunities across the science-policy interface and science diplomacy through conferences, workshops, regional chapters, divisions, and online to share intelligence, exchange experience, lessons, evidence, and identify emerging issues and new concepts.
- Develop capacities through individual and institutional capacity-building workshops, masterclasses, and training grants.
- Undertake thematic workshops on specific challenges in science advising.
- Undertake comparative research on science advice in diverse thematic and regional contexts.
- Provide small grants, support relevant publications, and conduct regional, local, and biennial international conferences.
- Provide a knowledge resource to governments, academia, and other organisations.
- Mobilise our convening power to support discussions on matters at the evidence-policy interface and making recommendations.

We work both independently and in partnership, to remain responsive to new ideas and external approaches.

What we don't do

- Focus directly on policy for science and innovation systems.
- Lobby for a particular form or structure of science advice to government.
- Undertake detailed research on specific policy issues.
- Provide a decision-making forum for resolving policy issues.

Network Snapshot

In December 2017, network membership numbers at just over 3,200 individuals from over 80 countries, including researchers at all career stages, policy professionals and those already operating at the interface. Institutional affiliation will be increasingly promoted and includes governments, academies, universities, media, foundations, and other interested parties, as well as the private sector, from both the demand and supply side.

INGSA operates within a distributed leadership model with a central hub and regional chapters, thematic divisions, and supporting sub-networks. It operates both through standalone and partnered programmes with those who share common interests.

Regional Chapters

INGSA has chapters in Africa (INGSA-Af), Asia (INGSA-As) and Latin America & the Caribbean (INGSA-LAC) with plans for Europe and the Middle East. Regional chapters 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:

- Assist regional science advice capacity building.
- Build a network of science advice practitioners at a regional level (sharing contacts and best practices).
- Act as a support mechanism to policy makers.
- Build a regional science advice eco-system (supported by training and research grants).
- Raise awareness about the principles and practices of science advice.
- Provide regional input to INGSA for its global activities.
- Provide regional input into INGSA's annual work plan and strategy.

Divisions

Adding depth to our activities, INGSA is establishing divisions designed to address the structural and thematic issues related to different levels of policy making.

A division on International & Science Diplomacy has been established that also provides the administrative support to FMSTAN (the Foreign Ministries Science and Technology Advisory Network). FMSTAN was established in 2016 and is designed to bring together diplomats from foreign ministries to consider the value of evidence for informed decision-making by nations with regard to issues, impacts, and resources within, across, and beyond national boundaries. FMSTAN is a self-governing member-based network. While it is autonomous, INGSA provides FMSTAN with logistical and administrative support.

Planning is also underway for divisions dedicated to the science - policy interface at the subnational and municipal level, particularly with respect to 'urban science'.

Key Partnerships

The International Council for Science (ICSU) sponsored the development of INGSA and was instrumental in establishing the network. Following a merger with the International Social Science Council, ICSU will now form part of the International Science Council. INGSA operates as an autonomous component of the International Science Council, which acts as trustee of INGSA funds and hosts its Governance committee.

INGSA's core partners include:

- [The Wellcome Trust](#)
- [UNESCO](#)
- [Canada's International Development Research Centre \(IDRC\)](#)
- [The Royal Society of London](#)
- [Ministry of Foreign Affairs and Trade of New Zealand](#)
- [Global Young Academy \(GYA\)](#)

INGSA also works closely on specific workshops with international partners such as aid agencies, national academies, government agencies, and universities. INGSA is building international relationships and exploring collaboration with entities such as UNDP, INASP, the European Commission's Joint Research Centre, the World Economic Forum, and others.

In developing such new partnerships, INGSA considers the current work programme 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 policy making internationally.



Pacific Island Dialogue in partnership with UNESCO in Apia, Samoa March 2017



Francophone Africa Workshop Participants in Dakar, Senegal March 2017

Our Goals: 2018-2021

Goal 1: Promote, Develop, and Engage Interest & Expertise Networks

Strengthen scientific advisory systems by promoting, developing, and engaging networks of practitioners and academics operating at the interface and supporting a community of interest.

INGSA creates opportunities through its open inclusive network to help overcome conceptual, structural, and logistical barriers within either the science or policy worlds, or both, that inhibit the application of science-based evidence to inform policy decisions. In addition to working with individuals, INGSA is a valuable partner for developing and assisting international players with projects or programmes of work to enhance evidence-informed policy making. INGSA is also a forum for discussing specific questions and challenges that arise at the evidence-policy interface.

Strategies

A. Networking and Convening

- Build a **Mentor and Advisory Group** drawn from international academia, organisations, foundations, government, and civil society as well as former and existing science advisors and heads of academies, to support INGSA thematic events, conferences, and to act as mentors in capacity building workshops.
- Build a **community of scholars**, from emerging to established, with expertise on the dynamics of the science policy interface through thematic workshops, INGSA's training and research grant programme, and conference events and sustaining the **academic centres'** sub-network.
- Support **FMSTAN** to bring together science advisory mechanisms within foreign ministries to promote science diplomacy and consider the value of evidence for informed decision-making by nations with regard to issues, impacts, and resources across, and beyond national boundaries.
- Build a network of science advice practitioners at a regional level (sharing contacts and best practices) through **regional chapters** and capacity building workshops. Liaise with regional chapters for opportunities to support existing or prospective programmes in the region.
- Support **divisions** with access and introductions to INGSA network members and convene division forums.
- Participate in appropriate **international science policy events** such as ESOF, AAAS, CILAC, Japan Science Agora and Science Forum South Africa.
- **Convene working groups or workshops on specific issues**, often in partnership with other entities.

B. INGSA Manifesto for 2030: Science Advice for the Global Goals

The draft INGSA manifesto lays out common expectations for science advisory processes at different levels of governance from local to international, particularly in the implementation of Global Goals known as the Sustainable Development Goals (SDGs). Seeking to increase trust in science advisory mechanisms, our approach has been to look pragmatically at the conditions under which science advice is needed within the particular context of the SDGs, and to help guide the organisation and implementation of science advice to support these. Individuals and organisations have the opportunity to indicate their support of the framework as a signatory of the INGSA manifesto (www.ingsa.org/manifesto).

C. Share information, ideas, and events through communication channels and intelligence sharing

On joining the network, members are automatically subscribed to receive a quarterly newsletter updating them on new research, activities, and opportunities of interest. INGSA is active on Twitter ([@INGSciAdvice](https://twitter.com/INGSciAdvice)) and will explore new social media channels to increase global coverage. We are also developing an intelligence sharing tool to identify trends, challenges and opportunities in the evidence-to-policy space in relation to major themes of interest to the network.

D. Biennial international conference

INGSA hosts a **biennial international conference** to assemble and grow the network and report on, discuss, and disseminate the latest developments at the nexus of science and public policy on the most relevant policy topics of the day.

E. Relationship Management

- **Maintain and build mutually beneficial relationships** with appropriate partners at national, international, regional, and local levels.
- Explore strategy synergies and opportunities with **existing partners**.
- Build awareness of parties operating at the interface of science and public policy, and consider **new partnership opportunities**.
- Act as a **relationship broker** between, and within, INGSA network members, INGSA partners, the mentors and advisory group, working groups, regional chapters, and academic centres.
- Leverage **regional chapter networks and associations** and identify new areas of opportunity within the region that INGSA can explore with prospective and existing partners.

Measuring Success

Reaching our goals depends on available funding for action. For goal 1, indicators of success include:

- Increasing and diversifying network membership, rising from current levels of ~3,200 people, to ~6,000 by 2021.
- Active chapters in Europe (including Eastern Europe), Asia-Pacific, Africa, Latin America-Caribbean, and potentially the Middle East.
- Regional chapters are increasingly seen as driving awareness, building networks, creating opportunities, and delivering collaborative outcomes on the use of evidence in public policy.
- FMSTAN is acting as a consultative forum of >30 countries on agendas for science, evidence, and diplomacy.
- An inclusive and dynamic network comprising 'supply' and 'demand' sides of evidence in policy, reaching at least 70 countries.
- INGSA has more diversified funding support and new strategic partnerships.
- INGSA is demonstrably connecting network members with opportunities and colleagues with shared interests.
- Governments or other relevant organisations seek INGSA's input and increasingly access or apply knowledge for evidence brokerage on specific questions and challenges within national and international fora.
- INGSA conference highly attended with diverse participation.
- Twitter and other social media followers and reach increase.
- Website traffic increases.



© European Commission: INGSA & European Commission 2016 Science & Policy Making Conference Brussels, Belgium

Goal 2: Deliver Capacity Building

Strengthen scientific advisory systems through the development of competent people across generations and institutions operating at local, regional, national, and transnational levels.

INGSA focuses on building individual capabilities and capacities as well as institutional capacities and structures to help address current barriers in the demand, conveyance and uptake of policy relevant scientific knowledge or science-informed understanding for policy problems. INGSA provides information, resources, and support to help individuals, institutions, and governments navigate the science advice to policy making process. INGSA has developed a reputation as an honest broker providing thought leadership, resources, and tools to drive discussion and capacity building.

Strategies

A. Offer capacity building workshops

INGSA workshops or masterclasses can be general or thematic, and organised independently by INGSA and its regional/thematic chapters or in partnership with other organisations. Workshops focus on building awareness, improving skills and competencies, and changing attitudes towards evidence-informed policy making. INGSA utilises its existing strong collaborative relationships with a number of global organisations, ministries and academies that work at the interface of science and public policy internationally to co-host workshops. The UN's Global Goals (Sustainable Development Goals, or SDGs) are a growing focus of INGSA's capacity-strengthening work.

There are several types of INGSA capacity building workshops/masterclasses, designed for:

1. **Emerging knowledge brokers:** to build individual capacities and create opportunities for peer learning and relationship building, for example, early career professionals in academies, and public and foreign service.
2. **Sector organisations:** workshops focused on building the capacity of academies to engage at the science- policy interface.
3. **Theme based communities of interest:** these workshops are especially attractive to policy makers and will increasingly be a priority.
4. **Policy community:** to increase the demand for and use of evidence in public policy formation e.g. foreign ministries through FMSTAN.
5. **Government institutions:** to strengthen the science advisory ecosystem (a number of governments have sought advice and input from INGSA as they review their advisory systems).

Each type of workshop or masterclass requires a unique format and tools to suit their audience.

INGSA receives many workshop requests each year. The secretariat and executive elect to undertake a workshop based on:

- Availability of appropriate mentors in accordance with workshop theme
- Access to co-funding and partners
- Regional/institutional need
- Regional chapter work plans and priorities
- Emerging global issues, and
- Collaboration opportunities with international partners



Participants unpick INGSA case study at our South America Capacity Building Workshop in Buenos Aires, Argentina June 2017

B. Develop relevant research and training material

- Embed a new **skills toolkit** in partnership with the European Commission's Joint Research Centre (JRC)

The European Commission's Joint Research Centre is designing a collective skills set for individuals that could be used as a blueprint by any organisation at the science/policy

interface seeking to increase evidence-informed policy. INGSA has been involved in this project and will support development of subsequent training material where training modules can be selected on a case by case basis for INGSA workshops to supplement case-based learning.

- Produce regionally tailored historic and fictional **case studies** as a training resource.

C. Career development opportunities through INGSA training and research grants

From 2018, through funding support from IDRC, INGSA will launch an open call training and research grant programme with six individual recipients selected per annum on a competitive basis. The successful recipients' activities will focus on INGSA research themes and have clearly defined outputs. The INGSA grant holder will have the opportunity to engage with key mentors and contact within the network and the occasion to present their work at INGSA events and through media channels.

Measuring Success

Reaching our goals depends on available funding for action. For goal 2, indicators of success include:

- At least 1,000 scientist and policy makers (from across all disciplines including the social sciences and humanities) and policy professionals have participated in INGSA activities.
- More scientists and policy professionals accessing INGSA resource material and participating in ongoing activities of regional INGSA chapters (such as training opportunities and research).
- Scientific and policy institutional leaders equipped with skills and ideas for developing and managing knowledge brokerage programmes and practices. Measured pre and post workshops.



Reporting on group work at INGSA's South East Asian Workshop in Johor, Malaysia June 2017

Goal 3: Be A Thought Leader and Source of Knowledge

Strengthen scientific advisory systems at all levels by supporting structural review, being a knowledge resource, and providing thought leadership at the evidence-policy interface.

It is important that we build a broader and more diverse bank of practical knowledge about the brokering roles and structures in a variety of contexts through primary research in different operational contexts and the development of appropriate and academically robust training and resource material.

Strategies

A. A resource on the interface between science and public policy

- Grow and strengthen the quality of scientific advice to government through the **manifesto on principles and guidelines** and capacity building.
- Through INGSA's knowledge hub based at the University of Sheffield, we will undertake a review of what we know and what we still need to understand in the evidence-to-policy interface. We will produce **original research** on structural issues through the INGSA knowledge hub, in partnership and through research undertaken by INGSA training and research grant recipients.

B. Establish divisions focused on structural issues

The International & Science Diplomacy, and Subnational & Urban science advice divisions will explore the structural issues of the science policy interface and explore how to arrange interface institutions and practices to ensure advice on technical issues have the right channels to decision making.

C. New thematic knowledge outputs through an INGSA training and research grants

INGSA grantees will focus their research on issues relevant to the use of scientific evidence to better inform public policy, particularly in LMICs and in relation to the UN's Sustainable Development Goals (SDGs). Their outputs will contribute to INGSA's knowledge base i.e. articles, case studies, and reports that will be publicly available on the INGSA website.

D. Growing repository of tools, guidance material, and resources available on the INGSA website.

Our website (<http://www.ingsa.org/>) is home to a growing list of resources and organisations at the forefront of science advice to government. The Resource section of the website is intended as an information portal to share both established and emerging ideas.

Some material is developed by INGSA but the majority of resources are suggested by INGSA members.

E. Produce and share regionally tailored case studies as resource material for teaching and learning

INGSA most often uses a case-based learning approach in capacity building workshops. We produce two types of cases studies, historic and fictionalised.

Many of our cases are composites highlighting trade-offs, constraints and stylised dilemmas. As such, they avoid specific sensitives and thereby promote full participant engagement with the case. Such fictional cases are authored in-house.

Historic cases are written in partnership with subject-matter experts and revisit significant events in history and the implications or absence of science advice in the outcome. Readers have the opportunity to consider the consequences of key actions, timing, and context to learn lessons from real scenarios. Historic cases are facilitated and co-authored by INGSA staff.

F. Networking to bring together a community of scholars with expertise and interest in the dynamics of the science policy interface.

INGSA will develop a flexible network of academic organisations with a shared interest in research on issues at the science-policy interface. Designed as a networking group for sharing information and to encourage opportunities for collaborative research and grant bids. This will be managed through INGSA's knowledge hub based at the University of Sheffield.

G. Promote Science Policy Interface Research

INGSA will promote research and reflection on interface issues through organising special issues in widely respected academic journals. Through the knowledge hub, INGSA will host a biennial academic conference for researchers active at the interface in the alternate year to its general conference.

H. Intelligence Sharing Tool

We are also developing an intelligence sharing tool to identify trends, challenges, and opportunities in the evidence-to-policy interface in relation to major themes of interest to the network.

Measuring Success

Reaching our goals depends on available funding for action. For goal 3, indicators of success include:

- A growing body of management-oriented and academic literature derived from research on the challenges of the science policy interface in a variety of contexts.
- At least 25 scholars participating in INGSA's community of scholars.
- A functional bilaterally operating network of science-policy related intelligence reaching at least 70 countries.
- An expanded database of open access case studies, training and teaching resources including a variety of role-playing games.
- A portfolio of 'narratives' with commentary from individual practitioner descriptions of success and failure in policy advice.
- An international 'Atlas of Scientific Advice' produced in partnership with UNESCO, to better map and understand the institutional and political landscape for evidence-informed policy making in a diverse range of countries.



© CRDF Global: Arab Leadership Dialogue in the Dead Sea, Jordan December 2016. Hosted by the UN- ESCWA Technology Center (ETC) and the Royal Scientific Society of Jordan (RSS) in partnership with INGSA and CRDF Global

For more information visit: www.ingsa.org