



Work Programme

Fall 2023

International Panel on Social Progress



COLLECTIVE INTELLIGENCE FOR ACTION WORK PROGRAMME 2024-2027

Table of Contents

WHY?

AVERTING DYSTOPIAN FUTURES, PROMOTING BETTER SOCIETIES .. P.2

HOW?

OPERATIONALIZING THE SOCIAL PROGRESS AGENDA P.6

WHAT?

PRODUCING INNOVATIVE ACTIONABLE KNOWLEDGE P.13

FOR WHOM?

REACHING ACTORS ACROSS THE SPECTRUM P.19

WHO?

A GLOBAL COLLECTIVE INTELLIGENCE NETWORK P.25

WHEN?

A NEW CYCLE (2024-2027) FOR A PERMANENT INITIATIVE P.29

WHY?

AVERTING DYSTOPIAN FUTURES, PROMOTING BETTER SOCIETIES

Social progress: a defining agenda, a broad outline, a potential coalition

According to the first IPSP Report¹, social progress can be affirmed as a key moral compass for action, and forms a substantial actionable agenda, but important obstacles and uncertainty surround its implementation.

- A core list of values and principles defines a broad agenda for the pursuit of better societies (and also underlies the Sustainable Development Goals of Agenda 2030): well-being, equal dignity, freedom, choice, human rights, justice, inclusion, respect, integrity, courage, democracy, pluralism, solidarity, recognition, environmental values, rule of law, transparency, accountability, social relations, generosity, culture...
- A broad outline for better societies and a narrative for social progress are available, and include: creating an inclusive and responsible economy by taming markets and corporations through responsible regulatory systems and by fostering economic and social organizations with a broader purpose; bringing circularity into our value chains and modes of living; reducing social inequalities and empowering people through universal services and through pre- and redistribution; deepening democracy through participatory and deliberative mechanisms and better information ecosystems; enhancing global cooperation to preserve common goods; harnessing technology for positive impact and limiting its most disruptive consequences.
- Planetary crises as embodied in covid and climate emergencies have laid bare the weaknesses of prevailing development orthodoxies and signaled the possibility of a greater willingness among global audiences to be receptive to a social progress agenda and temper hyper-consumerist cultures.
- Multiple actors, especially from civil society, contribute to this agenda in myriad ways and constitute a vibrant pool from which knowledge and momentum can be drawn.
- However, although many alliance efforts are underway, there is no unified/global coalition fighting the obstacles to social progress, especially at the transnational/international level. This fight is within the domains of both knowledge and practice.
- This raised a key open question: How can we help coalitions of actors to emerge and organize, how can we help nurture them, so as to implement the social progress agenda?

Overlapping challenges, opportunities, and aspirations

Humanity has reached a formidable high point of capacities but many economic, social and institutional achievements of the past decades are fragile, raising the prospect of abrupt disruptions. Five broad areas can be distinguished in which challenges but also opportunities and new aspirations appear:

¹ *Rethinking Societies for the 21st Century, Report of the International Panel on Social Progress*, 3 volumes (Volume 1 : *Socio-Economic Transformations*, 372 pages ; Volume 2 : *Political regulation, Governance, and Societal Transformations*, 248 pages ; Volume 3 : *Transformations in Values, Norms, and Cultures*, 350 pages), Cambridge University Press, 2018.

- The environment: The current development path is unsustainable. Awareness is rising and attitudes toward nature are shifting.
 - Climate change, biodiversity loss, pollution (plastic, pesticides), and water stress are all worsening.
 - Health impacts and risks through environmental degradation and zoonoses are growing.
 - Nature (esp. animal) rights gain traction and awareness about planetary boundaries is now widespread, leading to many initiatives at various scales.
 - Global action on decarbonization, biodiversity, protected areas is insufficient but is underway.
 - Some among the younger generations display greater willingness to distance themselves from consumerism and adopt environmentally responsible ways of life but economic institutions and regulatory frameworks remain a strong barrier.
- Social cohesion: The Agenda 2030 is on a path to dramatic failure on many SDGs, but there is a growing consensus over effective policies that could stop and reverse social fragmentation.
 - Inequalities (in many dimensions and scales) and poverty persist or worsen, while welfare policies are under pressure, but tax cooperation and transparency efforts gather momentum.
 - Migrations reflect the range of hardship across the world, tear apart communities, and feed demagoguery in destination areas. At the same time, they have been producing many insufficiently recognized economic, social and cultural benefits.
 - Declining levels of interpersonal trust and trust in institutions, observed all over the world, seriously compromise social solidarity, and the feeling of being left behind is widespread.
 - Investing in human development (education, health) through universal provision and an array of social cohesion policies are well proven solutions but their successful implementation requires international cooperation to avoid a race to the bottom.
- Technology: The dynamics of technological innovation strongly influences societies and new mechanisms attuned to societal needs must be set up to ensure that technological developments benefit social progress.
 - New technologies offer breakthrough innovations in health care, can eliminate tedious and hazardous tasks, provide unprecedented tools for coordination across the world, and develop clean energy and nature-based solutions.
 - Digital technologies feed the current environmental, social and governance crises: disrupting democracy and rational public debate, raising polarization and mental health issues, impacting jobs and social cohesion, boosting the energy demand and the extraction of rare materials, and even inducing new forms of war.
 - New technologies raise existential questions on what it is to be human – exploring taboo frontiers through synthetic biology, AI-augmented humans or “humanized” robots – as well as the role of humans in AI-generated decision-making and in future technological innovation.
 - Technological innovation operates under a regulatory framework which is associated with the growing concentration of data, power and wealth and impedes the development of knowledge as a global public good.

- Governance: Democratic backsliding is a widely cited theme, but the governance crisis is much broader and affects all spheres of social life – at the same time, opportunities for deepening democratic deliberation are substantial.
 - Global cooperation is breaking down, a new cold war between blocks is settling in, and a global civil society, or a global demos, which could voice demands for global public goods, is missing.
 - Democratic backsliding is ongoing: authoritarianism, nationalism, hateful and intolerant threats to minorities and opponents, polarization, distrust in institutions and science are on the rise.
 - Participatory mechanisms are however spreading and new possibilities for inclusive deliberation and decision mechanisms are emerging.
 - Fraud, corruption and lobbying are widespread and undermine efficient governance at various levels (local, national, supranational).
 - An economic and governance crisis in the media, the emergence of informational bubbles, and social media abuses distort the public debate and undermine democracy, but also offer new ways of connecting people with common interests, of collective action and of building a global citizenship.
 - Even if authoritarian management and harmful human resource practices still prevail in business organizations, social innovations prove that horizontal, inclusive structures are better for all stakeholders and that corporate governance can be reformed.
- Conflicts and violence: The most extreme form of societal disruption is the eruption of violence in all its forms. Peace and human security are always the basic priorities of citizens and communities, but various powerful interests at play overcome these aspirations in absence of strong counterforces that would promote freedom, recognition, and justice.
 - Violent conflicts have been increasing in recent years, involving wars between states, imperial and colonial wars, civil wars, terrorism, organized crime, trafficking and criminal violence.
 - Discrimination remains widespread and often induces violence against minorities by mobs or established policing institutions.
 - Peace-keeping mechanisms and regime changes engineered by states, under UN mandates or other alliances, have been very problematic, and the UN security framework is unanimously considered broken.
 - Peace and reconciliation initiatives led by civil society organizations have relentlessly emerged in various crises, and contain promising innovations that deserve further study and generalization.

These environmental, social, technological and institutional developments take different forms in different parts of the world: environmental impacts are unequally spread, extreme poverty is found everywhere but is particularly salient in low-income countries, top incomes have different sources in different areas, access to technology is very unequal, welfare policies are very heterogeneous, authoritarianism and democracy compete across boundaries and domains, conflicts rage in multiple forms from spontaneous protests to genocidal wars.

The interdependence web

The key fact on which the Panel bases its work is that the mechanisms underlying these challenges and opportunities are strongly interdependent. Recognizing such interdependence and building on it is essential to imagine adequate solutions to these challenges as well as to make the most of the emerging opportunities.

- The ongoing crises feed one another: an environmental crisis in one place (a drought in the Middle East) can reverberate into a governance crisis in another place (migrations and rising populism in Europe); a conflict in one place (the war in Ukraine) can aggravate social problems in another (extreme poverty and hunger in Africa); a social crisis (inequalities, labor market shocks, poverty, feeling left behind) can destabilize institutions and governance (generating distrust, putting demagogues in power, feeding terrorism and criminal activities); ill-managed technological innovation (social media infected by trolls, labor-saving AI) undermines governance (raising polarization and distrust) and social cohesion (unemployment). A stronger awareness and a better understanding of these feedback loops and vicious circles are urgently needed.
- Because of these interlinkages between the various domains, a steady path toward social progress cannot be charted without considering them all together. Environmental issues cannot be ignored in order to restore social cohesion and inclusive governance; social cohesion cannot be put aside to protect democracy and the environment; without a reasonably good governance, the environmental, social and technology challenges will never be adequately addressed; and technology issues and opportunities will not be adequately handled in unequal and ill-governed economies and societies.
- It is essential to develop analysis that fully takes account of the interlocking crises, the feedback mechanisms and the intersectoral solutions. This requires getting out of the “environmental” silo, the “social” silo, the “politics” silo, the “innovation” silo, the “development” silo. Such a comprehensive approach must be applied not only to high-level systemic analysis but also to more specific domain studies. For instance, filling development gaps must involve ecological transition issues and institution building; protected natural areas policies cannot be discussed without considering social impacts and global cooperation; promoting participatory democracy in politics and the economy must build on the consequences of better institutions for inequalities and ecological responsibility; pushing for responsible innovation requires overhauling industrial structures, corporate governance and the purpose of economic development.

HOW?

OPERATIONALIZING THE SOCIAL PROGRESS AGENDA

Reducing complexity, identifying priority actions

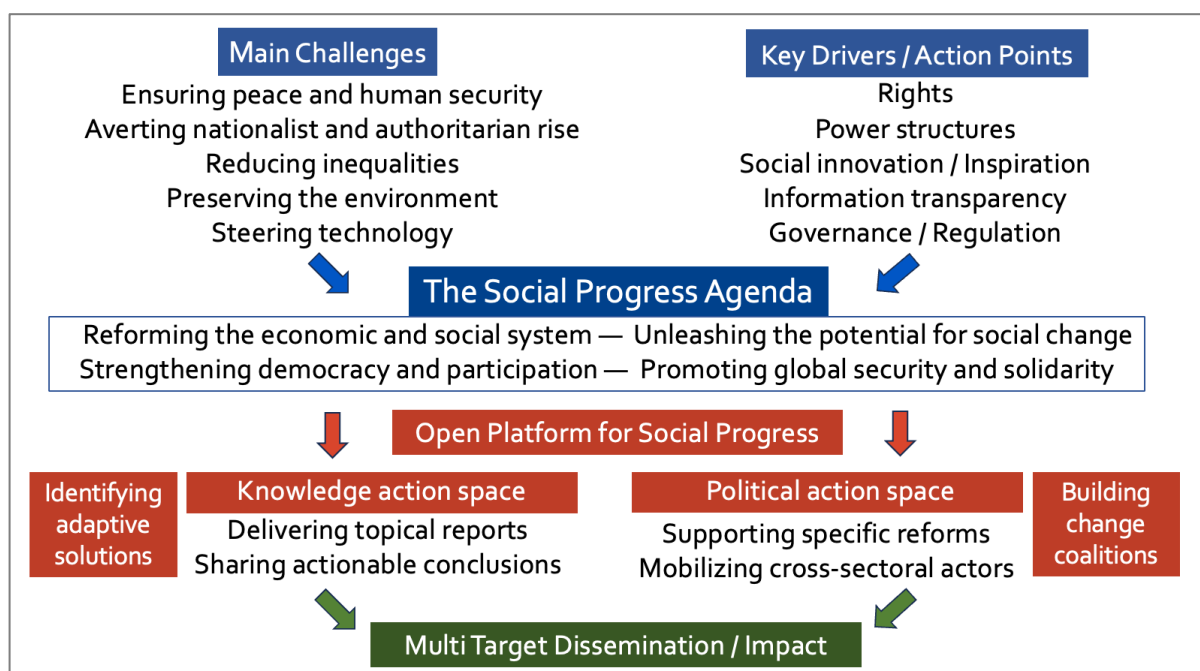
The key priority for the Panel is to provide actionable insights and recommendations based on inspiring case studies of initiatives and reforms that are directly relevant to pursuing the social progress agenda. Reports, case studies, briefs, knowledge maps and all other material that will serve the broad social progress agenda will focus on:

- Better understanding the main challenges humanity currently faces, with a special attention to their causal interdependence.
- Identifying the key drivers and action points by which societal transformation may be initiated, with a special attention to mapping the power structures that undergird the current situation.

The graph below draws a roadmap for the Social Progress Agenda that the Panel wants to operationalize around for main components:

- Reforming the economic and social system, designing reforms and transformations that address the structural flaws of current institutions and regulations.
- Unleashing the potential for social change, by fostering social innovations and experimentation.
- Strengthening democracy and participation at all levels, in order to improve collective action and enhance the legitimacy of public decisions.
- Promoting global security and solidarity, to foster peaceful conflict resolution and enhance global cooperation for planetary well-being.

Graph 1: Roadmap of IPSP activities



The bottom of the graph affirms the ambition of the Panel to be resolutely non-partisan but undeniably political:

- On the "knowledge action space," the goal is, with topical productions, to contribute to the creation and dissemination of knowledge about the challenges and opportunities of our time, to identify adaptive solutions and to share actionable recommendations to spur productive public debates, and to raise the level of expertise of the actors of social progress;
- On the "political action space", the goal is to facilitate the formation of large coalitions of actors for social progress (civil society organizations, private business, philanthropy, local, regional and national governments, international organizations, etc.), across sectors and across regions of the world, in particular channeling ignored and repressed voices, as well as to identify and support specific reforms and transformations.

Building fluid coalitions of actors for social progress

The social progress agenda is not associated with a specific, homogeneous set of actors. This reflects the complexity and the diversity of current social structures around the world. Pursuing social progress appears dependent on building cross-sectoral coalitions of the willing.

- Some traditional actors mediating various social interests are receding, though not disappearing, and unequally across regions of the world: political parties, unions, traditional churches and related charities, democratic governments, charismatic thinkers.
- In contrast, new actors are rising in numbers and force: transnational business, wealthy philanthropists, civil society and secular NGOs, new religious proselytes, dark money, authoritarian governments, criminal and terrorist international networks, social media influencers and manipulators.
- The interdependent power dynamics among these actors are complex. The scales of operations of these various actors vary a lot, but scalability has increased with new technologies, although many movements formed through social media mobilization appear short-lived and with limited impact (Me-too, Occupy, Climate Fridays...). Civil society, full of promising initiatives, is under stress with the rise of authoritarianism, even in liberal democracies.
- The Panel also involves numerous researchers and teachers, who are well placed, not just as scholars but also as actors, to scrutinize the changing societal needs for education in a highly uncertain and fractious world, and for institutions that manage the creation and dissemination of science in a culturally and politically polarized context.
- What coalitions of actors (of different types, geographical origins, missions, scales) can be formed and be impactful? What agendas and types of interventions can gather momentum and attract them? How to prevent counterproductive tensions between actors with imperfectly aligned agendas and divergent forms of action? These are the key questions that the Panel will try to answer and make accessible to all interested actors.

Advancing a proposal for systemic transformation to better societies

Many actors from international organizations as well as from non-governmental organizations have expressed the need to articulate their topic-specific, regional or global actions to a systemic approach to societal transformations. There is a growing sense that the piecemeal or sectoral implementation of good public policies, inspiring civil society initiatives and positive

individual/community behaviors do not suffice to counter the negative social, environmental and governance externalities produced by the current power structures and by the predominant forms of economic organizations. The clear identification of the main causes of these negative externalities is key to develop a design, a sequencing, and an implementation of actions that would transform the dynamics at play.

The proposed systemic transformation path will identify the key action points and drivers to better societies. It will help navigate through the complex array of processes and actors in society that make societal change occur. It will provide future coalitions for social progress with a clear indication of how power structures need to be reformed or transformed in order to build a positive and impactful collective momentum. It will not reduce the importance, nor the variety of worldviews and of intermediate goals but will stress that these can be compatible with pursuing the main goals of a social progress agenda.

Main topics

The four main components of the Social Progress Agenda provide broad priorities for the work of the Panel. More specific topics are proposed under each of the four headings, based on the deliberations of the IPSP Advisory Board. The highlighted topics will be dealt with first. Additional topics are presented to illustrate the other key issues that fall in line with the broad priorities and will be taken up later on, along with new topics that will emerge from the future unfolding of innovations, opportunities, crises, and calls for action².

Two general principles will characterize the work of the Panel on each of these topics:

- To avoid disciplinary and thematic silos, and instead to adopt a holistic view cognizant of the strong interdependence between the components of societal structures;
- To address a wide set of change-makers, with a strong focus on civil society, but also including policy-makers, civil servants, international organizations, business networks, think tanks, students and researchers.

The key ambition is to emphasize interlinkages between sectoral challenges and opportunities, to propose inspiring case studies and recommendations, and to foster the building of large intersectoral coalitions. Projects that fit this ambition will receive priority. The work undertaken by the Panel on these topics will serve a three-pronged strategy:

- To map and gather forces that are inherently attached to the social progress agenda, including oppressed populations and their advocates,
- To modify incentives to align the goals of powerful actors (such as governments and businesses) with the social progress agenda,
- To design recommendations and policy initiatives that can achieve the desired transformations.

While reformists usually focus on the last component, the Panel aims at highlighting the importance of the first two, and at building a corpus of knowledge about implementation mechanisms with a strong bottom-up aspect and new methods of building coalitions of cross-sectoral actors to promote the social progress agenda.

² The Panel will start its activities by the launching of six to eight working groups on priority topics. After this initial round, it will consider the possibility to issue periodic open calls for collaborative projects.

Reforming the economic and social system: the way forward

- Getting out of the extractive paradigm (toward nature, workforce, international relations)
The ecological transition requires reconceptualizing our attitude toward “nature” and recognizing we are part of a community of life - but something similar is needed in economic relations and in geopolitics. How can this vision of a “common good” and a “common fate” be promoted and implemented?
- Steering technological change - democratically (generative AI, quantum, biomedicine)
Societies need to ensure that technology develops as a means to support human activities (rather than replacing them, and seeking to increase profit) starting with increasing our capacities to address global priority challenges. The orientation of technological innovation has public good effects that require defining fair and inclusive mechanisms to represent societal interests.
- Development needs and revised aspirations
Meeting basic needs is possible while respecting the planetary boundaries. Does the environmental crisis require reorienting purpose and adopting frugality as the new ideal? How should economic development be reoriented, how can the constraints borne by the poor be addressed? Can dematerialization pave the way for a new concept of abundance?
- Beyond GDP and profit
Governments pursue GDP growth and corporations maximize profit, with disastrous consequences for quality of life, human flourishing and the natural environment. A new nexus is emerging around social well-being, agency and stakeholder value, and needs to be associated with new indicators and implementation strategies/policies as well as more inclusive governance toward a democratic economy.
- Human potential wasted: how a lack of education, health care, and mutual support suppresses flourishing and deprives us of human genius and collective intelligence
The pursuit of efficiency is often associated with a Darwinian selection approach and a concentration of resources on an elite, as well as aggressive competition. What is not documented is the waste of human potential that such an approach entails, by depriving many groups and individuals of the means to develop their capacities. A fuller assessment of efficiency of human flourishing is needed.
- Radical inequalities: foreseeing and preventing them
Unlike the spread of antibiotics and standard vaccines around the world after WWII which contributed to reducing life expectancy gaps, new technologies in healthcare and AI may generate massive inequalities in access to life-prolonging or life-enhancing devices, due to their cost. Can such massive inequalities be prevented?

Unleashing the potential of social change

- Entrepreneurship and social purpose
An important driving force of entrepreneurship is purpose. Free enterprise cannot be justified as being good for business; it can be justified only as being good for society. Finding ways to foster the development of social purpose in corporations is essential to transform the dynamics of economic organization and to spur social change.

- Inspirations, social progress and behavioral change
Individual behavior change is a powerful driver of change in many areas of society (health, food, education, social inclusion, etc.). Better understanding successful examples of nudging for social progress would provide important insights for public policies as well as for interventions designed by civil society and/or private organizations.
- Inventing a joint future for civil society, nation states, international organizations
Many voices advocate giving a greater, more established role to civil society actors in social and political mechanisms (social work, participatory governance...). Is it possible to institutionalize the role of civil society actors without undermining their legitimacy and their link to grassroots? What would be their interaction with nation states and international organizations?
- Cities and the urban-rural interaction
Large cities are a unique type of community with a sufficient economic base for impactful social, environmental and technological experimentation, and a human scale enabling greater participation. What could be expected from greater coordination among them across the world? How will the urban-rural relation evolve?
- Indigenous communities and social progress
From deliberative democracy to the legal status of nature, indigenous communities have been inspiring social innovation and solutions. How can indigenous and other communities cooperate on a mutually shared social progress agenda?

Governance, democracy and participation

- Information as a priority public good
The availability of reliable and digestible information is key to the quality of public deliberation and the smooth functioning of democracy. This is therefore a public good, but it is not treated as such in most countries, under the pressure of private interests or authoritarian governments. Likewise, internet is based on a “neutrality” principle but is in fact largely governed by profit. Developing a strategy with civil society and other relevant actors to protect and promote the informational public good is urgent.
- Ecological rule of law
Global public goods require innovative regulation mechanisms that are currently largely missing, or dependent on volatile national political jockeying. Moreover, existing regulations fail to be thoroughly implemented, and could be mobilized and extended for the defense of the environment.
- Efficient barriers against democratic backsliding
Defining a democratic ideal is one thing, erecting protections against democratic backsliding is another. What types of democratic regimes are more vulnerable, and how do various countries fare in this respect? For what reasons? How to best prevent these evolutions and counter the current trend towards more authoritarian, nationalist regimes?
- How to strengthen participation in deliberation?
What is the best level for mobilizing citizens in organized deliberative mechanisms? What powers should citizen or constituent assemblies be given? How much could this contribute to improving the quality of public debates and democratic deliberation?

- Dark money and the environmental, social and democratic crises
Vested interests have fed disinformation campaigns for tobacco, pesticides, fossil fuels, unhealthy foods, and have funded related dangerous or complicit political groups which have also destabilized institutions and entrenched inequalities. How can transparency be improved? What other tools can be used?

Promoting human security and global solidarity

- Global solidarity and global citizenship
Global safety nets have the potential to foster the emergence of a global citizen, but require mechanisms that transcend or bypass nation states. Linking the creation of new global solidarity mechanisms with a global momentum around the ecological transition may be politically necessary to achieve a successful transition—and an important opportunity for social progress.
- Peace and human security at the world level
How to reduce conflict, violence and human rights violations without a new world governance? Should this mainly involve background factors (e.g., reducing inequalities and environmental disruptions) or innovative institutions (peace-building and policing agents of a new type)?
- Can imperialism be eradicated? Economic, social, cultural roots of domination
Empires and colonies remain, even if often hidden under legal disguises (“federations”, “territories”) in the current world. Is there a pathway to the complete elimination of this pattern of domination of a nation on another?
- Country alliances: the future of global governance?
There is a diversity of clubs of countries, many of which are regional trade zones, while some seek greater political integration. How can such clubs lead or affect global cooperation and global governance? What kind of global democratic arrangements and institutions would be able to address global issues?
- Uninhabitable Tropics: social, economic and political consequences
How can the world cope with increased uninhabitability of densely populated areas under climate change? Increased scarcity of key resources such as water will exacerbate conflicts, and populations displaced by extreme weather events, heat and floods will need a massive solidarity effort.

Breaking taboos, questioning sacred cow, thinking out of the box

Additional specific projects will be organized around the goal of revisiting conventions or notions, such as the Universal Declaration of Human Rights or the Agenda 2030, which have acquired a consensual status that is actually problematic, fragile, or counterproductive. Breaking these taboos may launch productive debates about societal goals and power structures.

- Nation State: A recent invention, the modern nation State needs be reformed to make greater room for emancipation, participatory governance and global cooperation.
Exploration 1: The development of State capacities and the emergence of an emancipatory State in selected (low-income to high income) developing/emerging economies.



- Agenda 2030: The SDGs need a reformulation and a new strategy for implementation, adapted to the new challenges and the roadblocks that have emerged since 2015.
- Human Rights Declaration: Written in 1948 "to promote social progress and better standards of life in larger freedom", the Universal Declaration needs revisiting and should include a global implementation mechanism.
- Sovereignty: Self-determination is still the dream of many nations, but sovereignty is also a key obstacle to global cooperation.
- Sustainable development: Development needs are unmet for many populations, but sustainability has remained an elusive quest and a whitewashing rhetoric.

WHAT?

PRODUCING INNOVATIVE ACTIONABLE KNOWLEDGE

The Panel will opt for a work process that differs from standard applied research or think-tank analysis. It will privilege:

- a focus on co-construction with practitioners and member-based organizations to make the work more relevant and more informed about issues of concrete implementation; marginalized voices and communities in developing and developed countries will be closely associated to this stage;
- a combination of two streams for the identification of topics to be validated by the Advisory Board: (a) top-down process through various internal rounds of collective discussions (including with the use of preliminary surveys or international opinion polls), (b) bottom-up process with public consultations and open calls;
- a mobilization of expertise ensuring intersectoral and cross-disciplinary depth, in order to provide a comprehensive understanding of the issues and avoid biases coming from specific approaches and narrow disciplinary expertise;
- strong work principles that will ensure freedom, diversity, respect, honesty and mutual learning in the collegial work.

Knowledge production

One key dimension of the work of the Panel will be to address knowledge gaps regarding the interdependence between the main components of the social progress agenda and their coordinated implementation in societies. Such knowledge gaps will be addressed via the production of topical reports.

Co-creation and an open-ended iterative process will govern the exact definition of the topics and the final composition of author teams. The final selection of topics will be decided by the Advisory Board. The selection of topics may involve a participatory mechanism involving a larger set of stakeholders through public consultations (representative panels, emailing campaigns targeting larger communities of scholars and actors, ad hoc opinion poll surveys, etc.). In a second phase, comments and suggestions on the IPSP online portal as well as open calls could be useful inclusive tools. Specific attention will be given to marginalized voices and communities in developing and developed countries at this initial stage of the work process.

Reports will be written by author teams displaying a relevant mix of expertise of disciplines and sectoral experience, *i.e.*, gathering actors and stakeholders from various organizations and bodies representative of the diversity of populations as well as leading scholars representing the relevant disciplines and regions of the world. Author teams will be assigned to these topics by the Coordination Council on the basis of suggestions by the Advisory Board.

According to the topic to be dealt with, a team of authors will consist of 8-12 people able to tackle the multi-faceted and inter-connected nature of the challenges and opportunities related to the topic. Each team of lead authors (LAs) will be led by two coordinating lead authors (CLAs) with different sectoral experience and international backgrounds. The CLAs will be identified first by the Advisory Board along with suggestions for LAs. Consultations between the CLAs, the

Coordination Council and the Secretariat will lead to the final composition of the team of authors. All CLAs and LAs will have to sign the IPSP Code of Ethics to ensure compliance to the highest standards of intellectual freedom, diversity, respect, integrity, and honesty.

The time horizon for completion of reports is 6-18 months in order to make timely contributions on high priority topics. Adequate funding for report-writing activities will be allocated to the team leaders that will be identified by the Advisory Board. Such funding may cover fieldwork, data collection and analysis, research assistants, (limited) subcontracting, and output formatting. In-presence meetings of authors should be used with moderation, making the best use of online collaborative tools (videoconferencing, online shared repositories, writing tools). The Secretariat will offer some user-friendly solutions to help teams collaborate efficiently and without significant transaction costs.

The work language of the CLAs will be English (unless expressly requested by the majority of the team). Language diversity in the use of original sources/contents during the study phase and in the drafting of contributions by LAs during the writing phase will be encouraged thanks to available translation software.

For each report, a phase collecting comments as widely as possible from scholars and practitioners will help the authors revise their text and produce analyses and recommendations of high quality, relevance, and accessibility.

Each IPSP report should provide answers the following questions:

- What is known? Where do we stand and what are the trends?
- What is desirable? What do principles of justice suggest?
- What are the major obstacles and opportunities?
- What can be done (and by whom)?

Each IPSP report should also:

- unmask false solutions, identify consensus and disagreements among actors
- present scientific evidence, examples of inspiring initiatives and good practices
- suggest recommendations, propose actionable knowledge, roadmaps and toolkits, taking account of the fact that solutions often depend on the local contexts.

Reports will include a summary that will recap in accessible terms the main takeaway messages as well as concrete steps for actions and the associated toolkit. The Secretariat may help the teams of authors finalize the wording and the formatting of such vademecum. The reports will also lead to the preparation of various documents that will be adapted to various targeted audiences.

A different category of more focused reports may make specific case studies of particularly significant or promising experiments. Such case studies will be particularly useful on the platform, providing directly relevant material to actors interested in developing similar experiments, and therefore will contribute quite effectively to the coordination of actors around good practices and social innovations.

The IPSP approach, enshrined in its first Report, consists in adopting explicit assumptions about the underlying social objectives and values encapsulating social progress, and making recommendations conditional on such normative assumptions. This departs from the famous

“policy relevant, not policy prescriptive” mantra proclaimed by the IPCC, and is meant to facilitate the use of such reports by actors. The presence of proposals and recommendations will not smuggle in value judgments and will leave the users of the reports free to disregard the conclusions that are linked to normative assumptions they do not endorse.

Reports will be circulated among the Coordination Council members before being published as an IPSP document on the International Platform for Social Progress and being disseminated through the various communication channels of the Panel (see below).

Interventions in the political action space

The Panel intends to be active in the political action space without any partisanship or political affiliation. The overarching objective will be the promotion of the social progress agenda and of its various components and dimensions. This means that, beyond the knowledge production as well as the dissemination effort with leading international organizations and influential think tanks, the Panel will engage into two major efforts:

- Support for specific reforms, and legal, political, social or financial innovations, that would be consistent with the overall social progress agenda and would tick all the boxes of positive intersectional externalities. This support could be concretized by launching —but more likely in the first phase, joining— global collective actions pushing for change. Two prerequisites will form the basis of the clear framework needed to guide the decision-making process: (a) prior and/or *ad hoc* IPSP work should provide strong theoretical justification and empirical evidence to support a specific measure or initiative, (b) the main governing body of the Panel, i.e., the Coordination Council composed of twelve members of the Advisory Board, will have to approve any decision by a qualified majority of the three-quarters³.
- Innovation in coalition-building to create a global momentum for the social progress agenda and/or some of its components. There is a shared conviction that only cross-sectoral efforts that will include benevolent leaders from government, business, philanthropy, civil society and academia, will have the potential both to impact the public realm and to lead to some concrete changes. This may imply building partnerships with leading organizations of the various sectors to move forward collectively and demonstrate that the proposed changes/reforms are supported by prominent people from the various communities. This is easier written than done, but the process of intersectoral antagonism and confrontation has failed enough not to try something different without naivety, nor idealism.

Building an open database of expertized initiatives and practices

The goal is to make it straightforward for contributors to upload their proposed material, and to make it also simple for users to locate the topics and the type of material they are looking for.

³ By-laws will be soon drafted to provide clarity about the governance and the decision-making process of the Panel (see p.24). A draft has already been circulated among members of the Advisory Board who have expertise of these organizational issues.

Registration on the platform will be open to all: individuals, entrepreneurs, communities, grass-root organizations, networks, scholars, funders, philanthropists, policymakers, etc. Each contributor will fill in a simple registration form (one per initiative). It would include:

- the name(s) of the project holder(s),
- their organization(s)/affiliation(s),
- domain(s),
- discipline(s),
- area(s)/country(ies),
- project type(s),
- a short description in text and/or in video that would comprise six key elements:
 - (a) what is the problem you address?
 - (b) what is the approach and how is it innovative?
 - (c) why is it successful and how is this success measured?
 - (d) to what extent could this successful initiative be replicated in other contexts?
 - (e) how do you take into account and deal with the positive and negative externalities your initiative generates?
 - (f) links to relevant online resources or documents.

There will be three main options to collect material:

- Invited contributors *i.e.* entrepreneurs, communities, grass-root organizations, networks, scholars, funders, philanthropists, policymakers upload their material, and edit them projects develop/evolve/terminate⁴.
- Collaborations with existing sectoral/thematic/regional existing online databases and repositories to develop an API that will transfer the relevant data⁵.
- Human/AI-assisted recuperation and adaptation of existing data with individual contacting of targeted contributors.

Each uploaded initiative will get an ID, a timestamp, and a quotable DOI, acting as a window to signal activity and to enhance their visibility. Contributors will be given encrypted access token which will enable anonymous authentication, enabling ePR compliance (no cookies). The IT system will be open-source and GDPR compliant.

The database and its taxonomy will first be built and tested in English in the Beta version. Important preliminary work will have to be done on the taxonomy and its granularity: typology of projects, of activities, of themes/issues, tags for cross-sectoral initiatives. In a second phase, the goal will be to make the repository available in several languages (Spanish, French, Arabic, Chinese, Portuguese, Swahili, Japanese, Russian, Hindi, Bengali). Adequate software would help transform speech in video into text, translate available texts, and index the contents in the proposed languages.

The database will feature three levels of verification.

⁴ An essential part of the work for the secretariat will be to invite contributions through the identification of relevant actors and changemakers as well as the feedback from organizations and networks to describe their preferred social innovations.

⁵ Cross-visibility will be ensured to make these collaborations mutually beneficial.

- Level 1: Bot & spam filtering to be implemented thanks to heavy duty reactive cloud infrastructure. Automatic agents will implement rules which will guard the data against bots and spam.
- Level 2: Validation check by IPSP secretariat leading to publication on the platform. The Secretariat will simply verify that the contents are relevant, properly tagged for classification, and not contradict the IPSP Charter (no discrimination, no heinous contents, etc.).
- Level 3: Qualitative feedback by IPSP “reviewers” to flag the most innovative and inspiring initiatives⁶. The database will tap the distributed expertise of a large pool of IPSP expert reviewers. Based on their recognized areas of competence, reviewers will receive the initiatives matching their profiles on an individualized IPSP email account and will be invited by the Secretariat to select the most innovative and inspiring initiatives and, if they fit, to comment on the initiatives. The decentralized expertise will create a dynamic forum on the most inspiring and innovative projects and not another a generic and unexploitable global repertory of cases.

A special attention will be given to areas of action that will be less represented in the platform. The goal will be to showcase a strong mix of entries that would cover the key dimensions of the social progress agenda.

The “retribution” for contributors will come in the form of:

- email alerts about new initiatives/actors matching their profile (self-defined during the registration phase)
- comments by IPSP reviewers on their projects and/or on resources/ contacts of interest related to their activities
- direct interaction with other contributors through authenticated access (no individual email address will be publicly accessible)
- visibility gains when flagged by IPSP reviewers: (a) being featured prominently on the website, (b) receive assistance or funding to upgrade presentations, (c) being invited to present at IPSP events, etc.
- placing calls for collaborations on topics of interest to mobilize complementary expertise.

From the end-user perspective:

- The database will constitute an edited directory searchable with full text, structured indexes, and maps. It will be unique in its combination of content openness, expert assessment and user-friendliness.
- As entries in the platform will be linked according to the tags their contributors have selected, users reading the description of one initiative will find links to related entries.
- When a sufficient number of entries will be similar or cross-related, the Secretariat will produce an introductory page summarizing the common features and the specificities of these entries. These pages will eventually help form a web encyclopedia of social progress.

The database and the flagged initiatives by the decentralized expert community will provide a valuable material for IPSP teams as they will develop their work on priority themes. They will benefit from an enlarged and diversified pool of cases and examples, with the possibility to obtain

⁶ This may lead to a more detailed evaluation if the Panel intends to deliver an “IPSP label” on remarkable initiatives. Such a second step would require a common set of evaluation criteria as well as significant expert human resources to be undertaken. It is therefore not considered in the first phase.

new empirical evidence, to draw sharper conclusions and recommendations as well as to develop new impactful narratives.

Box 1: IPSP Code of Ethics

1. **Objectivity and integrity:** Authors shall uphold the highest standards of objectivity and intellectual impartiality in their research and reporting, avoiding any bias that may compromise the integrity of the analysis.
2. **Rigorous Research:** Authors shall conduct thorough and rigorous research, utilizing sound methodologies and evidence-based approaches to ensure the accuracy and reliability of their findings.
3. **Transparency:** Authors shall be transparent about their sources, methodologies, and potential conflicts of interest, ensuring that readers can assess the credibility of the information presented. They shall also be transparent about the normative assumptions and notions of social progress underlying their recommendations.
4. **Inclusivity:** Authors shall strive for inclusivity in their work, recognizing the diversity of perspectives and experiences in social progress and endeavoring to address a broad range of societal concerns.
5. **Respect for Human Dignity:** Authors shall uphold the principles of human rights and dignity, treating all individuals and groups with respect, sensitivity, and consideration in their analysis and language.
6. **Interdisciplinary Collaboration:** Authors shall engage in interdisciplinary collaboration, drawing on insights from various fields to provide a comprehensive understanding of social progress issues.
7. **Intellectual Property Rights:** Authors shall uphold the rights of fellow authors and contributors, respecting the principles of intellectual property and acknowledging the work of others through proper citations and references. Authors should also adhere to copyright regulations and licensing agreements in the publication process to ensure the ethical and legal use of others' work.
8. **Ethical Use of Data:** Authors shall use data responsibly, respecting privacy and confidentiality, and adhering to ethical standards in data collection, analysis, and reporting, as established and enforced by the researchers' respective organizations and/or national/regional regulatory bodies.
9. **Timeliness and Accountability:** Authors shall deliver their reports in a timely manner and take responsibility for the accuracy and implications of their work, being open to constructive feedback and corrections.
10. **Stakeholder Engagement:** Authors shall seek input from relevant stakeholders, including affected communities, experts, and policymakers, to ensure a well-rounded and contextualized analysis.
11. **Public Communication:** Authors shall communicate their findings clearly and effectively to a diverse audience, making efforts to avoid jargon and promote public understanding of complex social progress issues.

The Code of Ethics is designed to ensure compliance of all contributors associated with the International Panel on Social Progress. It will be enforced by the IPSP Coordination Council.

FOR WHOM?

REACHING ACTORS ACROSS THE SPECTRUM

A diversity of formats to reach out various target audiences

Beyond its periodic production of global/topical reports, the Panel will support the production of these diversified outputs, notably briefs and notes, data stories/interpretations, online seminars, MOOCs, podcasts, live chats, knowledge graphs. It will also encourage and support its authors to produce additional related works such as scientific publications (including special issues by journals), dissemination articles, blog posts, videos, interviews, lectures, etc.

Importantly, the Panel will not only support various hybrid formats of knowledge sharing and transfer (online lecture series, dissemination and outreach events, etc.) but also focus on the implementation stage by actors and doers (through webinars, online chats, training sessions, workshops, etc.).

In addition to producing and publicizing these outputs, the Panel may decide to commission or directly support the production of other formats such as documentaries, interviews, clips, etc. and gather them into specific and/or periodic series. These additional initiatives will be set up in coordination with professional partners.

It is fully understood that reaching out the various target audiences of the Panel (scholars, private corporations, NGOs, media, think tanks, governments, civil servants, teachers/ students, general public) will require differentiated formats (text, audio, video, maps, data) with the appropriate lengths and adequate modes of expression (scientific, expert, actionable, ludic, accessible).

A project hub to spur collaborations between actors across domains, areas, and issues

The platform will feature a database of “actors” in order to provide an indexed, intersectoral and international database of changemaking project holders, organizations, networks and communities (with links and contacts). Actors who will have registered one or more initiatives will have an entry automatically created and will be proposed to add further information on the database (see for example questions (c) and (d) below). Other actors will register their organizations and their area of action through a simple registration form. It will include the following items⁷:

- the name of the organization,
- field(s) of action,
- area(s)/country(ies),
- a short description in text and/or in video that would comprise five key elements:
 - (a) what is/are is the problem(s) you address?
 - (b) what are your key innovative activities?
 - (c) are you partnering with other local/transnational actors in your field?

⁷ Some actors could indicate to the Secretariat the part of the material that they would like to see unpublished and/or restricted to IPSP use only.

- (d) are you interested in collaborating with other actors (from same/different regions, on similar/related topics)?
- (e) links to relevant online resources or documents

Based on indications by the IPSP community and complementary research (possibly with AI assistance), organizations will be contacted and invited to join the database. For new organizations willing to be included in the database, the verification process may involve third-party validation.

The flagging process may be used to help identify the most active organizations, networks and communities, notably those that are new, smaller, less visible or more remote than other well-identified and recognized actors. Here too the database and the flagged organizations will provide a valuable material for IPSP teams as they will develop their work on priority themes.

The platform will help matchmaking organizations with similar and/or complementary agendas. Registered actors will receive notification of possible matches for collaborations/ collaborative actions with relevant organizations. They will be invited to feedback the secretariat if such collaboration becomes effective.

Funders —be they international organizations, research agencies, policymaking agencies, universities, foundations, philanthropists— will have the possibility to survey the existing (and most inspiring) social progress actors and initiatives in different domains or areas, to provide support to some of them and/or to supplement their activities by launching complementary funding calls.

Thanks to the features described above, the platform will provide a mobilization tool to facilitate the emergence of coalitions of actors. The platform will help connect actors (and empower those who may have less international visibility/recognition) into the proactive construction of agile international initiatives to address social progress at various relevant scales.

Constituting a reliable information source about social progress

With an attractive graphic design, a rich iconography and simple and intuitive navigation modalities, the platform will become the digital portal to access all IPSP activities.

From its home page, it will give access to the two “projects” and “actors” expertized databases and to all indexed resources and material posted by the IPSP secretariat and community: IPSP publications (reports, briefs, notes, knowledge graphs), IPSP databases of initiatives and actors, IPSP data stories, webinars, MOOCs, podcasts, blogs, as well as a rich array of links to relevant reports and publications from other sources and other useful material (especially free online resources). It will showcase fact-based relevant knowledge and will enhance the accessibility and visibility of these contents. It will supplement all relevant contents with carefully selected materials, references, links and contacts to raise awareness and competence about social progress initiatives.

The platform will offer a free online resource base about social progress for a larger public eager to learn more about the most inspiring initiatives and about their actors.

Specific access modes will be featured for various target audiences: scholars, civil society actors, corporations, policymakers, teachers/ students, etc. For the media, it will promote direct access

to the most useful sources, publications, and experts in order to contribute to an informed debate on social progress and to strengthen journalistic knowledge and competence for strong independent coverage on social progress.

The online portal will also host an open space mechanism in which contributors and users will exchange interests and ideas. Users will be able to ask questions to the IPSP community. The Secretariat will channel these questions to the corresponding contributors and reviewers to disseminate appropriate knowledge and expertise. This consultation mechanism could be used during the preparation of IPSP reports in order to elicit comments and suggestions, as is customary in report-making processes of the IPCC.

The platform (initiatives, organizations, and resources) will be cross-linked thanks to the shared taxonomy. For example, the cross-referencing will point to the organizations that promote the featured initiatives or produced the published resources, and to organizations working in the domain. Pages of resources will link to the initiatives in the same domain. Practitioners, scholars, changemakers, and IPSP authors will use this new, comprehensive, detailed, and updated array of material in the process of writing reports and notes, enhancing international/intersectoral comparisons in research, policymaking or grassroots action.

A continuum of interactions, events, and fora

The Panel will support participatory dialogue events with relevant partners to share and debate knowledge, experience and solutions with interested actors, stakeholders and changemakers.

Most events will be hybrid to maximize attendance as well as to reduce the ecological footprint of these activities. The format of “flipped conferences” (where background material and video presentations are available and disseminated before the event) will be implemented to concentrate on the Q&A and to spur practical and concrete exchanges among participants.

IPSP events will be held on each continent to ensure that civic, social, economic, policy and scholarly communities are reached. The individuals and institutions partnering with IPSP will provide a strong basis for organizing decentralized events⁸. IPSP authors, reviewers and contributors —through their home institutions and their professional networks or project funding— may also wish to help co-fund their actions while benefiting from the overall IPSP infrastructure.

When relevant, the Secretariat will provide support to help organize such events, notably by reaching out to possible speakers from the IPSP community (Honorary Committee, Advisory Board, Contributors’ Network, etc.). Following decisions by the Coordination Council, the Panel may provide limited funding for dissemination and participatory dialogue events of particular interest.

The Panel intends to organize from October 2024 onwards an annual World Social Progress Forum. To be held every year on a different continent, keynotes, workshops, presentations, poster sessions will stimulate the exchange of ideas and of experiences among participants.

⁸ The creation of local IPSP branches would represent a significant boost to the outreach strategy for local communities. In the first cycle of IPSP, some 40 branches were created but their activities have significantly varied from one branch to the other. We will revisit this in the new cycle of the Panel activities (see the discussion on the organization of the Panel).



Social Progress Awards will be attributed to distinguish outstanding and inspirational achievements.

The Social Progress Forum will be organized in association with the World Social Progress Day⁹ that could be launched in October 2024 or, if we want to allow more time for preparation, in October 2025. The World Social Progress Day would provide the opportunity to release an annual Declaration calling for a set of concrete changes that would be specified every year. The Declaration would be undersigned massively not only by the large IPSP community but by millions of citizens thanks to the use of decentralized and connected online petitioning. Supported by a worldwide press conference, the Declaration will be addressed to international organizations, national governments, and business leaders.

A strong communication strategy

There is strong consensus that an ambitious and well-designed communication strategy needs to be planned at the onset of the new Panel and be embedded at all levels of the future activities. Given the diversity and technicality of the various components of such a strategy, recruitments of highly-skilled staff as well regular collaborations with specialized professionals will be key to the success of its implementation.

Two key basic rules will govern the entire communication strategy:

- The Panel should communicate on its ability to reduce the complexity of the transformation of societies with clear messages on the direction of social progress, the articulation of its components and the coordination of its implementation.
- The Panel will need to build trust, prominence, and significance through the high quality of its contents, its periodic regularity (that can be differentiated according to the various demands, for example of social media communication or syndicated press collaboration), the identification of recognized voices in the IPSP community on specific issues, its ability to encapsulate the complex reality of social progress in an accessible and consistent rhetorical messaging and call for action.

The communication strategy will rely on a diversity of channels and tools, with a strong digital presence that will be ensured by a continuous stream of information, feedback, reporting on social innovations, experiments and initiatives. In the first phase, the digital dissemination will benefit from the reach of the network of networks, associations and organizations that the Panel is currently constituting. The multiplier effect of the cohorts of followers of IPSP members and partners will help engage with a large and diversified audience.

The Panel will investigate the following actions in the coming months:

- establish a media/content factory: platform, video channel, blogs, MOOCs,

⁹ The month of October is packed with “World/International Days” such as October 1st (International Day of the Elderly), October 2nd (International Day of Non-Violence,), October 4th (World Animal Welfare Day), October 5th (World Teachers’ Day), October 11th (International Day of the Girl Child), October 13th (International Day for Disaster Risk Reduction), October 15th 'World Students’ Day), October 16th (World Food Day), October 17th (International Day for the Eradication of Poverty), October 24th (United Nations Day). The Panel will consider to associate itself with one of these important dates or launch its own event on an “available day” such as October 3rd, October 18th-19th, October 23rd, October 25th-26th, October 28th.

- focus the presence on key social media applications selected for their capacity to interact with targeted audiences (media, academia, young people, students, under-represented social groups, artistic communities, etc.)
- develop leading press organs (Syndicated services, link with Project Syndicate)
- investigate options such as a Decision Accelerator Lab and/or an Idea+Story Lab

Box 2: Online Platform Development Plan

The International Platform for Social Progress will become the online portal of the IPSP activities and will be developed based on the recent experience of large online repositories/portals¹⁰. It will combine three main dimensions:

- an expertized database of inspiring initiatives and practices enhancing social progress,
- a hub to spur collaborations across domains, disciplines, areas, issues, and actors,
- a reliable information source about social progress to access relevant syntheses, analyses, recommendations, proposals, and linked contents.

The combination of user-friendliness, expertise, and searchability of the portal will contribute to the outreach potential of the Panel activities. The development of the platform will require careful preparation, strong design and significant resources. A precise understanding of the added-value of the various services, their calibration, their progressive deployment, their usefulness to the IPSP work processes, their contribution to the overall dissemination strategy will be addressed before making any important development decision.

Two types of technical developments need to be differentiated:

- (a) the technical development of the databases is already done. The Paris Institute for Advanced Study and the RFIEA Foundation have been collaborating since 2020 to undertake the development of a cloud-based, EPR and GDPR compliant database structure. Fully operational, the database structure has been tested and used on a relatively large scale (with over 1.000 entries) to ensure stability and responsiveness with multiple operative systems and simultaneous requests. The authenticated access and individual email accounts with project folders and automatic email generations have been successfully introduced. It is proposed to capitalize on this to design the IPSP database, notably the specific taxonomy of projects and actors.
- (b) The technical development of the web portal remains to be designed. The framing of the portal, the navigation modalities, the multilingual options, the management of multimedia contents will be discussed and tested. Several development solutions exist and professional expertise will be mobilized to identify the best, scalable and cost-effective solution.

Developing a well-designed portal requires significant human resources and therefore adequate multiyear funding. The needs are significant and can be summarized as follows:

- Identification and invitation of projects and actors to register on the database

¹⁰ The World Pandemic Research Network (wprn.org), the Food Socioscope (thesocioscope.org), the Communication Initiative Network (comminet.com), the Global Solutions Initiative (global-solutions-initiative.org), the Knowledge Network on Climate Assemblies (knoca.eu) developed by some Advisory Board members as well as the Actions for SDGs Global Map (act4sdgs.org), the UN Partnership Accelerator (partnershipaccelerator.org), the Climate Works repertory (climeworks.org), the IDH database (idhsustainabletrade.com), etc.

- Assistance to projects' holders and actors to register
- Annual check to ask for updates of the information
- Production of cross-cutting notes on relevant clusters of projects and actors
- Identification of and assistance to expert reviewers
- Editorial management of contents to be published on the portal
- Calibration of the contents to be published on the portal (format, length, language)
- Production of a periodic newsletter and links with social media/communication strategy
- Technical updates and debugging of the database and portal

For large and multi-actor online platforms, the technological infrastructure and its affordances are indispensable, but they must be complemented with common language and rules, communication systems, works routines and cognitive authority systems. The IPSP platform will combine two types of investment:

- investment in technological infrastructure (powerful, reactive cloud-based IT platform)
- investment in cooperative formats to shape conditions for online collective intelligence

The platform will consist of performant technological instruments, of common reference systems (that will be collegially decided by the stakeholders), and of a set of competent people (secretariat, advisory board, reviewers).

In order to proceed step by step, the next key tasks will be:

- Undertake preliminary “market analysis” and “stakeholders’ needs analysis”
- Establish a development plan (focused start, scaling-up, updating)
- Further develop a robust/scalable technological infrastructure
- Establish an IPSP-specific taxonomy for projects and actors
- Establish partnerships with existing platforms
- Establish a large global/diversified pool of reviewers
- Calibrate the use of AI
- Establish portal framing and navigation modalities
- Provide solutions to manage multilingual and multimedia dimensions

If successful in delivering an expert forum on the most inspiring / innovative projects as well as a dynamic contents base on social progress, the scaling up of the platform to meet global recognition and widespread use will require to establish new collaborations and partnerships, possibly with international organizations.

A set of performance indicators will measure the added value to stakeholders:

- Number of single users of the databases and of the portal (by types of contents)
- Number of entries on the database
- Number of partnerships established for the database
- Number of expert comments on the databases
- Number of active readers of the IPSP regular notes / Newsletter
- Activity of the forum (questions from users / answers by IPSP experts)
- Number of collaborations initiated thanks to the database

WHO?

A GLOBAL COLLECTIVE INTELLIGENCE NETWORK

The high ambition of the Panel is to offer a unique contribution to further the social progress agenda in the years to come. It requires to carefully set up the operational structure, to develop a strong and efficient organization as well as to gather adequate multi-year funding.

Structure

The International Panel for Social Progress is currently a non-profit association registered in France in 2017. The association has co-opted sixty-four members who play an active role in the current activities of the Panel. It does not have yet any permanent staff.

For the launch of the new IPSP (*i.e.* from 2023 onwards), the association is supported administratively by a scientific co-operation foundation/Excellence Laboratory, the French network of Institutes for Advanced Study (RFIEA)¹¹. The foundation has more than 15 years of experience in managing international multi-partner initiatives. It dedicates administration and communication staff to the Panel and shares —thanks to the collaboration with the Paris Institute for Advanced Study— adequate office space in Paris (for meetings and residential work). It handles the partnership contracts and the funding for the start of the second work cycle of the Panel.

As it aims at becoming a permanent organization, the Panel has started the process to become an international NGO, registered with the United Nations. In April 2023, the International Panel for Social Progress has been officially registered with the United Nations. In June 2023, the Panel has applied to obtain the consultative status of a non-governmental organization recognized by the United Nations Economic and Social Council (ECOSOC).

The dual structure of an association supported by a foundation is transitory. Based on the perspectives of funding and development, the Panel will select the legal status that will ensure its full scientific and operational independence. Such independence is instrumental for establishing collaborations and partnerships with a large and diverse set of organizations as well as gathering funding from various sources. We expect the transitory administrative period to come to an end in 2025.

Organization

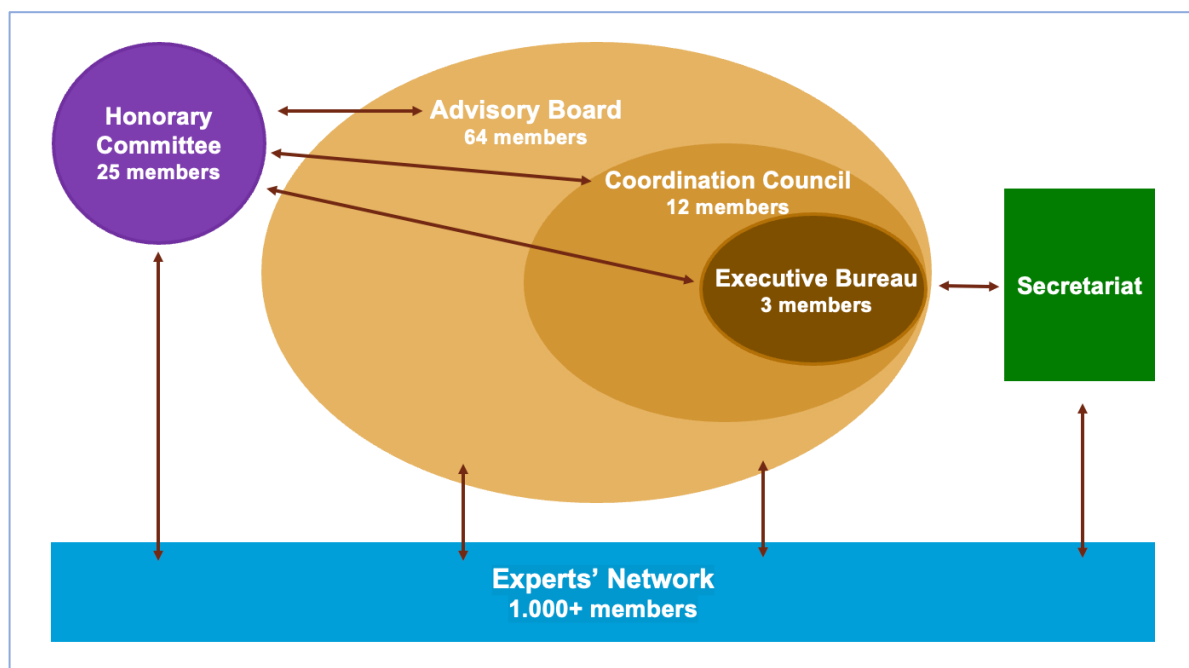
The governance of IPSP involves three main bodies. All IPSP organs gather scholars and actors from civil society organizations, business leaders, international organizations with a balanced distribution across genders, experience, geography, disciplines and themes.

The **Honorary Committee**

The Honorary Committee is composed of 25 high-level personalities who will give moral and political traction to the Panel activities. The first list of personalities has been approved by the Advisory Board and the Committee has been constituted at the end of 2023.

¹¹ www.rfiea.fr

Graph 2: Governance and Organization



The **Advisory Board**

The Advisory board is composed of 64 high-level/high-impact personalities with relevant competence and experience: international scholars, civil society organizations actors, social innovators, business leaders, (former) policymakers, etc. It meets once a year to discuss thematical proposals and projects, to determine priority activities, and to identify potential team leaders for the approved activities (reports, briefs, events). Task forces and working groups have been formed to help guide the work on the panel on transversal as well as topical issues.

As a sub-group of the Advisory Board, the **Coordination Council** meets every month to supervise the activities decided by the Advisory Board. Since 2023, it has been composed of twelve members who represent a mix of personalities involved in the first IPSP and new ators: Merike Blofield (political scientist, Finland), Olivier Bouin (international relations, France), Pedro Conceicao (development and innovation policy, Portugal), Marc Fleurbaey (welfare economics, France), Ravi Kanbur (development economics, USA/India), Takiwaa Manuh (social development, Ghana), Elisa Reis (sociologist, Brazil), Marie-Laure Salles (governance, France/Switzerland), Dennis Snower (macroeconomist, Germany), Margo Thomas (inclusive growth, United States of America), Ingrid Volkmer (digital communication, Australia), Hossain Zillur Rahman (power and participation, Bangladesh).

As a sub-group of the Coordination Council, the **Executive Bureau** will be composed of three members (President, vice-president, Treasurer) who will interact with the Secretariat to monitor the activities of the Panel and the appropriate functioning of the governing bodies. The Secretary General will participate in all meetings of the Executive Bureau.

Once the legal structure has been put in place, by-laws will be written to define the respective tasks of the Advisory Board and of the Coordination Council, the co-optation and/or election

procedures of its members, the duration of the mandates for these two bodies, the responsibilities of those who will chair these bodies, etc.

The Secretariat

The Secretariat is in charge of the overall functioning of the Panel and based in Paris, France. It is responsible for the management of the research and dissemination activities, the organization of events, the development of the online platform, communication and social media, fundraising, human resources, and financial reporting.

It is estimated that a permanent team composed of 12-14 people organized in four poles will be needed: coordination/administration (4), project collaborations (3), digital platform (3), dissemination and impact (3).

The Panel will organize four concentric circles around the core institutional bodies:

- the Experts' network (1,000+ co-opted by the Advisory Board and the Secretariat),
- the Contributors' network (all those who will be partnering with the Panel such as the leaders of projects published on the platform, leaders of dissemination/outreach initiatives, helpers, ambassadors, journalists, students, etc.)
- the target audiences (NGOs, private sector corporations, local/national governments, funders) that will be prioritized by the impact work of the Panel
- the general public who will be hopefully reached out by mass communication around the key global events organized by the Panel

Funding

As the Panel wants to remain fully independent, funding is searched from a wide range of academic institutions, international foundations, international organizations, and philanthropists. The careful selection of institutional funders as well as the diversification of funding sources ensures that the Panel operates and develops its activities without interference.

The unique embeddedness of the scientific work with stakeholders through a strong co-design and co-implementation procedure will help mobilize the needed resources. The Panel welcomes various funding opportunities ranging from:

- general support of the Panel activities,
- grants for thematic activities of the Panel or main/specific events,
- in-kind contributions (IT development, communication, etc.).

All levels of contributions are welcome as the Panel is an inclusive collection intelligence for action initiative.

The Panel may wish to formalize alliances with four types of partners:

- Universities and research organizations (contacts have been established with several networks such as Open Society University Network OSUN, the University-based Institutes for Advanced Study Network UBIAS, etc.)
- Large cities (contacts have been established with the C40 network)
- International organizations (such as UNDP, UNESCO, UNU, ILO, OECD, ISC, etc.)
- Leading international foundations (the Task Force on Funding of the Coordination Council has initiated a work on the potentially interested foundations on the five continents).

A funding plan has been prepared for the 2024-2027 period with a progressive rise of the budget resources needed from €M1.5 to €M2.5 at the end of the period¹². It is expected to gather this financial support from a variety of sources and/or contributions. It is an ambitious target but this is the budget the Panel requires to be meaningful and impactful.

During the first phase of the Panel (2015-2018), with few credentials, the collected resources amounted to €M1.2 from a variety of funders and sponsors. This is much more modest than the resources needed for the second cycle of the Panel, but does represent an interesting indication of the IPSP fund-raising potential.

Resources will allow for a stable and permanent secretariat and will fund research and dissemination initiatives as well as digital tools. Funding for report-writing activities will be allocated to the team leaders who will be identified by the Advisory Board. Relevant additional funding will be provided for dissemination and participatory dialogue events.

Future leaders of IPSP initiatives, in their home institutions and through their professional networks or project funding, will help co-fund their actions while benefitting from the overall IPSP infrastructure.

During the transition period, the financial contributions will be formalized via bilateral conventions with the RFIEA foundation based in Paris, France. Independently audited financial reporting will be provided annually and will be available to each financial partner based on a solid analytical accounting system. All financial reportings will be approved by the IPSP Executive Bureau.

¹² An operational multiyear budget is available upon request to the IPSP Coordination Council.

WHEN?

A NEW CYCLE (2024-2027) FOR A PERMANENT INITIATIVE

After a one-year preparatory phase undertaken during 2023, the International Panel on Social Progress will start its new cycle with its first activities in the spring of 2024. It plans numerous activities over the next four years with the objective to set permanent and stable organization during that period.

Box 3: Provisional Calendar of Key Actions

September 2023: First meeting of the IPSP Advisory Board

Winter 2023: Constitution of the IPSP Honorary Committee and of the IPSP Experts' Network

January-March 2024: Partnerships with foundations and international organizations

April 2024: Start of the first IPSP activities and initial launch of the International Platform for Social Progress

October 2024: 1st World Social Progress Forum, meeting of the Advisory Board, attribution of the World Social Progress Awards

October 2025: 2nd World Social Progress Forum, meeting of the Advisory Board, launch of the World Social Progress Day

October 2026: 3rd World Social Progress Forum, meeting of the Advisory Board, presentation of the documentary film "Better Societies"

October 2027: 4th World Social Progress Forum "The Solutions Conference"

Beyond the key actions mentioned in the box, there will be a constant flow of IPSP activities either organized at the regional level or focused on important specific issues. Among a wide array of formats, these activities will often take the form of scientific events, implementation workshops, and dissemination conferences.

Moreover, the Panel members will take part in many events organized by IPSP partners: leading international organizations, civil societies organizations, international foundations, university networks, national, regional or local governments, business organizations, media, etc.