



ISTC
INTERNATIONAL SCIENCE
AND TECHNOLOGY CENTER

International Science and Technology Center

STRATEGIC ROADMAP

2024–2030

A Roadmap for the Future



The International Science and Technology Center (ISTC) is an intergovernmental organization which facilitates S&T engagement and cooperation to promote international security and foster economic growth through innovation. Since its founding in 1992, ISTC has supported over a billion dollars in research and development projects to address a number of global issues, scientific conferences, and nonproliferation and CBRN security capacity building projects and events that have included scientists, security professionals, and policy makers from over 60 countries.

In December 2017, the new Agreement Continuing the International Science and Technology Center entered into force, reaffirming the need to prevent the proliferation of technologies, material, and expertise related to WMD and their means of delivery through four [strategic objectives](#). From its headquarters in Astana, Kazakhstan, the ISTC coordinates the efforts of member party governments who prioritize funding and activities through the center based on established [policy drivers](#) in support of the strategic objectives in the agreement.

Over the last two years, the ISTC Secretariat and parties undertook a strategic review of the Center given its broader mandate under the new Agreement that expands ISTC's flexibility, capability, and activities with a global reach. The effort assessed the evolving global landscape and ISTC's broader mandate to assess how ISTC can most effectively continue its vital role of promoting international scientific cooperation, preventing the proliferation of WMD-related technologies, fostering economic development, building scientific capacity, and facilitating international dialogue and collaboration. This Strategic Roadmap introduces ISTC's new [mission](#) and [vision](#) for the future and lists the [initiatives, projects, and activities](#) that the parties and partner organizations fund to achieve the mission. Finally, this document outlines the [operational objectives, goals, and implementing actions](#) for the Center to undertake between 2024–2030 to effectively meet its mission.



Message From the Chairman

The best science and the most beneficial technology are inherently international. Clearly, more scientific work and technology development is now possible than any one nation or even large groups of nations can do alone. Pooling resources and scientific talent globally benefits everyone as we leverage innovation, diversity, and economies of scale worldwide. New knowledge is advancing and spreading at an incredible rate, presenting all societies with the opportunity to enhance the well-being and peace of mind of all their peoples.

At the same time, preventing malevolent use of science and technology also requires an international approach with an emphasis on working together transparently. Such cooperation and openness have made the International Science and Technology Center (ISTC) a success for three decades. As peaceful science is advanced, the Center remains a reassuring, open, cooperative instrument to reduce the risk that weapons of mass destruction will proliferate. The ISTC has a strong legal standing, particularly after its new agreement was ratified by all the governing Parties in accordance with their constitutional requirements. Indeed, the ISTC has become a model of efficiency, best practices, and modern accountability. Nearly one hundred countries have participated in various projects and activities.

The ISTC, however, is more than simply an efficient and effective mechanism for investments and interaction. The ISTC is an intergovernmental organization that has proven to be of continuous value to its Parties and Participants because of its ability to adapt and adjust its focus to meet their highest priority needs as those priorities emerge. Acting always by consensus, the ISTC Parties develop their programs jointly as they create their vision of the future. This Strategic Roadmap is a valuable part of that shared effort.

Ron L. Lehman

ISTC Strategic Objectives

Article II of the Agreement Continuing the ISTC details the objectives of the Center:

1. To promote the improvement of international mechanisms for the prevention of the proliferation of WMD and their delivery systems, as well as of technologies, materials, and expertise that are key elements directly related to the development, production, use, or enhancement of WMD or their delivery systems (including dual-use technology, materials, and expertise).
2. To give scientists and engineers with knowledge and skills applicable to WMD and their delivery systems, including dual-use knowledge and skills, opportunities for training and alternative employment where their knowledge and skills can be used for peaceful activities.
3. To promote a culture of security with respect to the handling and use of materials, equipment, and technology which could be used for the design, development, production, or use of WMD or their means of delivery.
4. To contribute through its activities:
 - to the development of international scientific partnerships, strengthening global security, and fostering economic growth through innovation;
 - to basic and applied research and technology development and commercialization, in the fields of environment, energy, health, and nuclear, chemical, and biological safety and security; and
 - to promoting the further integration of scientists with technologies, material, and expertise applicable to WMD into the international scientific community.

Policy Drivers

The Policy Drivers are the regimes, norms, and initiatives that inform the project and activity funding decisions of the parties in support of the ISTC mission.

- **Treaty on the Non-Proliferation of Nuclear Weapons**
- **United Nations Sustainable Development Goals**
- **United Nations Security Council Resolution 1540**
- **Multilateral Export Control Regimes**
- **The Global Partnership Against the Spread of Weapons and Materials of Mass Destruction**

Mission

Create peaceful multilateral S&T collaboration for a safer, more secure, and sustainable world.

Vision

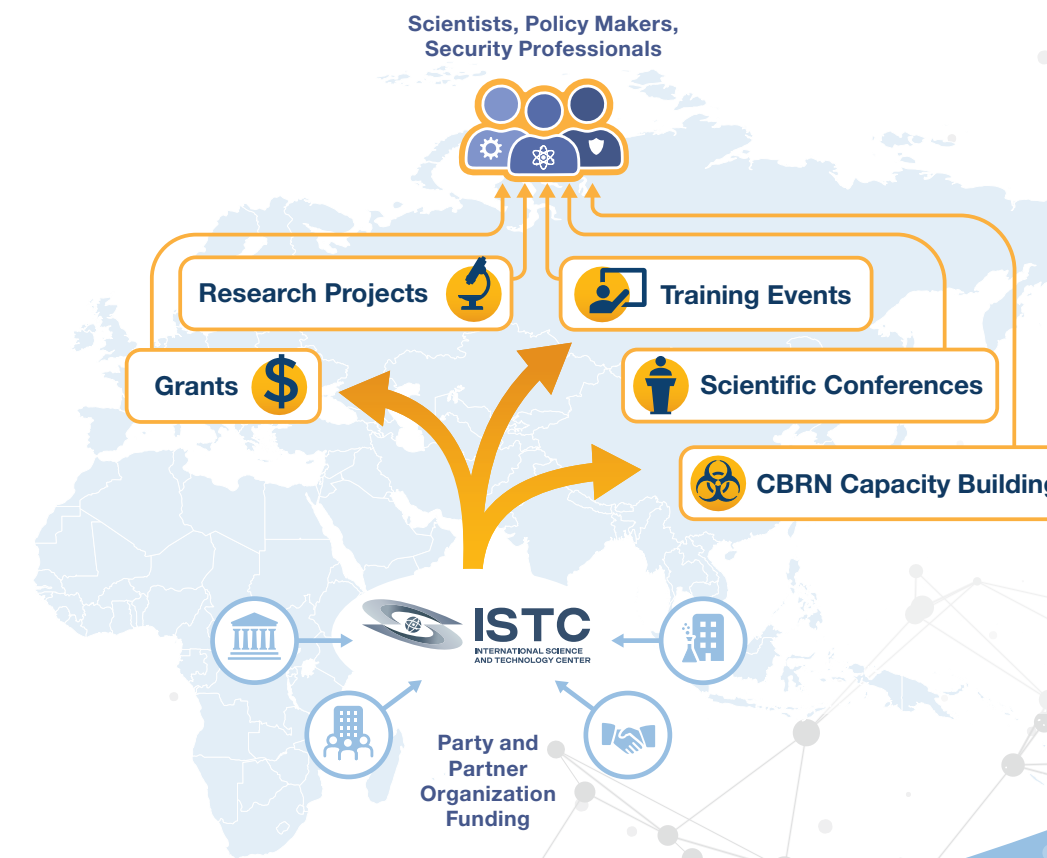
To be the partner of choice in creating, facilitating, and expediting impactful world-class, peaceful multilateral S&T collaboration aimed at making the world safer, more secure, and more sustainable.

Founded in 1992 for the purpose of redirecting former Soviet weapons scientists, engineers, and technicians in peaceful research and development, the ISTC quickly established itself as the partner of choice and was one of the largest sponsors of nonproliferation research and development in the region. Over the past three decades, the ISTC has proven its ability to create peaceful multilateral S&T collaboration for a safer, more secure, and sustainable world.

Through war, a global pandemic, and economic turmoil, the ISTC has continued to be a catalyst for S&T cooperation around the world. ISTC's vision for the future recognizes its commitment to continued excellence as it expands its reach under the broader global mandate in the new agreement. This Strategic Roadmap outlines the operational objectives, goals, and implementing actions that ISTC will use to meet its vision.

Initiatives, Projects, and Activities

ISTC coordinates and implements initiatives, projects, and activities on behalf of the member parties and partner organizations (international and regional organizations, private sector partners, and scientific institutions) in support of the ISTC mission.



PROJECT AREAS

Bio-safety and Bio-security

Export Control

Nonproliferation and Nuclear Forensics

Nuclear Security and Safety Capacity Building

Seismic Monitoring and Hazard Mitigation

CBRN Security Capacity Building

Water Security

Critical Infrastructure Protection

ISTC Roadmap

STRATEGIC OBJECTIVES

POLICY DRIVERS

MISSION AND VISION

1

Operational Objective 1: Support peaceful and safe S&T partnerships to prevent global and [trans]regional WMD proliferation and encourage scientific collaboration consistent with ISTC Strategic Objectives

2

Operational Objective 2: Serve as the leading intergovernmental platform to coordinate, promote and exchange best practices, and implement solutions to global nonproliferation and security issues

3

Operational Objective 3: Enhance the visibility of the ISTC's accomplishments

2024

2025

2026

2027

2028

2029

2030

Celebrate ISTC's 30th Anniversary with rebranded outreach products

Launch Strategic Roadmap 2024-2030 campaign

Announce new options for partnership

Conference on emerging developments and trends with ISTC partners and networks

Showcase project or activity with new S&T Partners
Kick-off efforts for ISTC's 35th Anniversary

Assess Strategic Roadmap 2024-2030 objectives and outcomes

INITIATIVES, PROJECTS, AND ACTIVITIES

Publicize ISTC at EXPO 2025 in Osaka

Launch outreach efforts to bring in new partners and S&T Networks

Assess and update project and organizational metrics

Communicate membership and partnership outreach successes to external stakeholders

Begin Strategic Vision 2031-2038 collaboration

Celebrate ISTC's 35th Anniversary with updated outreach campaign

Support peaceful and safe S&T partnerships to prevent global and [trans]regional WMD proliferation and encourage scientific collaboration consistent with ISTC Strategic Objectives.

OPERATIONAL GOAL 1:

Leverage ISTC's robust, global S&T Network

Implementing Actions:

1. Identify ISTC's existing and potential S&T Networks
2. Leverage S&T Networks to advance projects and activities



OPERATIONAL GOAL 2:

Strategically and geographically expand membership, partnerships, and implementation mechanisms

Implementing Actions:

1. Develop a strategic approach to new membership outreach
2. Increase the level of Partner funding through the ISTC
3. Expand ISTC's implementation reach beyond member countries



Serve as the leading intergovernmental S&T platform to coordinate, promote and exchange best practices, and implement solutions to global nonproliferation and security issues.

OPERATIONAL GOAL 1:

Expand and leverage strategic partnerships with international and regional organizations.

Implementing Actions:

1. Develop a plan to expand relationships with international and regional organizations
2. Develop an approach to strengthen cooperation and leverage activities

OPERATIONAL GOAL 2:

Maintain ISTC's standard of excellence in effective and agile project implementation.

Implementing Actions:

1. Maintain excellence in project management and international accounting practices
2. Sustain ISTC's cost effectiveness
3. Maintain agility to respond to new and emerging developments



OPERATIONAL GOAL 3:

Strengthen coordination between funding entities to leverage areas of mutual interest and exchange best practices

Implementing Actions:

1. Identify synergies and facilitate a coordinated approach between the Parties and Partners through joint or complementary projects and activities.
2. Conduct a feasibility study on a forum designed to share best practices on global nonproliferation and security issues.



Enhance the visibility of the ISTC's accomplishments.

OPERATIONAL GOAL 1:

Strengthen organizational brand recognition.

Implementing Actions:

1. Create a Communication Plan and outreach strategy that promotes transparency and concrete messaging, while enhancing ISTC's brand and highlighting its successes stories to a wider audience
2. Develop a strategic approach to promote the ISTC through various outreach events



OPERATIONAL GOAL 2:

Increase outreach to highlight ISTC accomplishments.

Implementing Actions:

1. Highlight success stories including projects and activities that develop international scientific partnerships, strengthen global security, and foster economic growth
2. Strengthen organizational metrics to illustrate ISTC successes
3. Strengthen outreach on traditional and social media platforms to promote ISTC's work





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