



The SCAR Development Council meeting



BAS, UK, 26th September 2013

DRAFT 14/11/2013

Attendees: P Convey (Chair), R Badhe, K Lochte (by videoconference), J López-Martínez, O Orheim, M Sparrow, J Xavier (by Skype)

1. Introduction

At the request of the SCAR Executive Committee (EXCOM), the Chair of the SCAR Development Council (SDC), P Convey, convened an *ad hoc* meeting to discuss the way forward. In light of WP 30 (see Appendix) submitted to EXCOM in 2013, this meeting re-examined the four Recommendations identified in WP30 (see below).

2. Identification of Potential Funders

Recommendation – Identify and prioritise appropriate bodies to approach for different forms of sponsorship of SCAR activities. This has to be commensurate with the practicalities of the post responsibilities of the SCAR Office, and reliance on volunteer activity

It was agreed that the SCAR activities that are most likely to benefit from external funding are capacity building activities, in particular the Fellowships, and the new Scientific Research Programmes (particularly AntEco, AnT-ERA and AntClim21). Activities that are deemed to have societal impact, are newsworthy and involve diverse groups, in particular young people, are most likely to succeed. It is important to note, though, that SCAR only has the capacity to focus on 2-3 proposals a year, therefore the SDC should focus on particular activities for a specific time e.g. Fellowships in 2014. Short, medium and long-term goals need to be defined for the SDC as a whole.

Action: *In its initial phases the SDC should focus on the Fellowships and investigate which foundations and organisations should be approached (SDC; Delegates 2014)*

Action: *Build on the initial list of potential foundations of most relevance to SCAR (SDC and Secretariat; Ongoing)*

Action: *Highlight the list of potential funding bodies to SCAR COs and ask them to identify areas of interest or potential funders that have been missed (Secretariat; ASAP)*

Action: *Define short, medium and long-term goals for the SDC (SDC (in particular chair), EXCOM; ASAP)*

It was also recognized that the SDC had a role increasing the visibility and profile of SCAR and its activities, which would also support but not be limited to, the aim of increasing external funding opportunities.

Action: *Explore ways to increase SCARs public profile (SDC, EXCOM; ASAP)*

Funding from Tourism, e.g. through IAATO, should be considered. The support of ‘citizen science’ on cruise ships and the potential to attract one-off donations for scientific activities should be targeted.

Action: *Contact IAATO to discuss the possibility of including brochures, SCAR talks etc. on cruise ships (SDC and Secretariat (ED); Delegates 2014)*

It was agreed that the SDC should be a hub for coordinating external funding activities i.e. the SDC via the Chair and the SCAR Secretariat should be kept informed of possible new proposals from SCAR groups to ensure coordination within SCAR and reinforcement of the proposals.

Action: *All SCAR groups to inform the SDC Chair of possible new funding proposals to ensure coordination of such proposals within SCAR and to identify synergies and support that may be required (All SCAR Groups; Ongoing)*

Ethical issues need to be considered – SCAR already has an Ethics and Donations Policy, with the final decision resting with EXCOM and the SCAR Delegates whether to pursue a particular avenue. The existing ethics and donations policy is very broad and EXCOM should re-consider if clearer boundaries are required.

Action: *EXCOM to discuss whether the Ethics and Donations Policy needs to be better defined to define clearer boundaries taking into account the balance between increased funding opportunities and the potential for reputational damage (EXCOM; ASAP)*

3. Promotional Materials

Recommendation – Identify a limited number of high priority SCAR activities and develop appropriate types of promotional material to aid fund raising approaches. For these identified activities, identify (appoint) an individual member of the SDC to drive the solicitation process, and recognising the very limited staff time available in the SCAR Office, secure assistance as appropriate from other SCAR bodies (e.g. SRP management groups).

The SCAR community needs to be made aware of the role of the SDC and its remit, for example, through email lists, an article in the SCAR Newsletter.

Action: *Highlight the role of the SDC e.g. via a Focus on... Article in the next SCAR Newsletter (SDC Chair, Secretariat (ED); Feb 2014)*

With regards to promotional material the meeting attendees felt that a new SCAR Brochure, following the current SCAR branding, should be a priority.

Action: *Produce a new SCAR brochure using current SCAR branding (Secretariat (EO); Delegates 2014)*

In order to secure funding for SCAR activities there is a need to improve SCAR's public profile. This is being done e.g. with the new SCAR website (which will have more of a focus on the general public, media and possible funders) but more could be made of e.g. the prizes that SCAR has received (Prince of Asturias and Prince Albert of Monaco awards). The suggestion was made to have a standard lecture about SCAR, with a focus on the general public. High-profile articles on SCAR Science, highlighting the role of SCAR should also be considered. The SCAR community should be encouraged to reference or link to SCAR when writing articles. Encouragement of the use of the SCAR logo should also be made e.g. ensuring SCAR Products are correctly branded, use of the logo when SCAR scientists go south (e.g. photos of SCAR flag by AAA).

There is a need to build upon opportunities to meet key members of foundations and identify those whose Mission and Aims are most synergistic with SCAR's. This may involve opportunistic attendance beyond traditional Antarctic meetings. In Europe the ESOF (European Science Open Forum) was given as an example of such a conference.

***Action:** Identify opportunities to participate at events (bearing in mind cost implications) where there may be the opportunity to meet foundations and other funders (e.g. ESOF meetings). (SDC; Ongoing)*

4. Membership of the SDC

Recommendation – Further consider the model for SDC membership as it enters its active solicitation phase and decide on an optimal model for membership. Revise SDC membership in accordance with any changes in the model.

The SDC needs to be comprised of active members with connections to SCAR's Mission, clout with donors and/or capacity to provide funding. Additional members should be coopted when a specific proposal requires particular expertise or connections. It was also recognized that there was a need to ensure engagement of people from under-represented areas such as the middle east. However, although it is useful to have people from a range of regions of the world included in the SDC it was agreed that they would not be identified as regional representatives as such.

A core group of around 10 people or less is required. There will also be a larger group of external people cooperating with the core members of the SDC. The SDC core members should include:

1. Chair – P Convey, UK
2. J Lopez-Martinez, Spain, SCAR President
3. M Sparrow, Executive Director of SCAR
4. K Lochte, Germany, VP for Capacity Building, Education and Outreach
5. O Orheim, Norway
6. J Xavier, Portugal

Additional possible members:

Rasik Ravindra (India)
Chris Elfring or Diana Wall (US)
Chris Rapley (UK)
Pete Barrett (NZ)
Karl Erb (US)

Paul Rose (UK)
Dave Carlson (US)
Ann Glover (EU)

Additional people with links to Foundations and Industry should be considered, as should other past presidents of SCAR. Those involved in raising funds for past SCAR meetings may also be a useful addition. Others will need to be considered for potential names such as EXCOM and people with connections to specific regions e.g. for South America Jose Retamales, Jefferson Simoes and Lucia Campos.

***Action:** Potential names to be considered and people invited to the SDC (P Convey and EXCOM; ASAP)*

APPENDIX:

The SCAR Development Council – WP30 Submitted to EXCOM 2013

The SCAR Strategic Plan 2011-2016 called for the formation of a committee to identify sources of external funds and develop a strategy to diversify SCAR's financial resources beyond membership fees. This committee has now been established and completed its setup phase. This paper provides an update and recommendations on its membership and future activities, based on its terms of reference as it moves into its implementation /solicitation phase.

The SCAR Development Council (SDC) membership was agreed (Appendix 1), and the previous report for Delegates prepared in July 2012 (http://www.scar.org/members/scarmeetingreports/xxxiiportland12/32_WP30_SCARDevCouncil_Rev1.pdf). As initially recommended, membership was based on representatives from the regions of the world that represent SCAR membership. At this stage, individual members of the SDC were asked and agreed to “keep watch” for opportunities for the SDC in regard to major aspects of SCAR's mission.

Future membership of the Development Council – It was recognized at an early stage that in the longer term a different model for membership might become more effective. Now that the SDC can be considered to have entered its implementation phase, it is appropriate to consider and recommend such changes. In particular, noting that fund raising in most organizations is conducted/led by professionals and that substantial time and resources are often committed to the effort, the SDC should now discuss, decide and target a (very) small number of promising opportunities, and its membership should be sufficiently fluid to permit integration of suitable 'lead' persons – almost certainly acting voluntarily – in order to pursue each specific opportunity. Such opportunities may involve, for instance, targeting particular foundations, organisations/companies/NGOs, or particular regions of the world. Rather than re-inventing the wheel, it seems self evident that one approach will be to build on the already visible strengths and profile of SCAR (in particular through its SRPs and some of its Action and Expert Groups), and this could be achieved by co-opting some leading members of these groups to assist SDC members in developing appropriate promotional material, in order to build on the “seed monies” provided by SCAR.

Promotional Materials – an integral part of any fund raising effort to be conducted by SCAR through the SDC will be the development of high quality, ‘professional appearance’, promotional material. Time investment in doing so should not be underestimated, as well as budget requirement, but approaches are unlikely to be successful in the absence of such materials.

High Likelihood Targets for Fund Raising – As previously recognised by the SDC, specific targets such as all of the current SCAR Capacity Building activities, horizon scanning efforts, climate change communications, conservation efforts and others are likely fund raising targets. SCAR has already had sustained success with funding from its member countries for targeted capacity building activities like the Fellowship and the Visiting Professor schemes. In this context, there are already successes to report relating to SCAR activities, in particular the ongoing SCAR horizon scanning activity, the recent successful sourcing of funds to support CAML data archiving activities, and the continuation of climate communications through engagement with the UNFCCC. Again, it has been noted

previously that the SCAR Secretariat has little or no excess capacity to take on additional efforts related to new activities. Nevertheless, the SCAR EO has already coordinated a basic list of potential target organisations (Appendix 2). Given the (lack of) core human resources available, the most effective approach is to fund science coordination efforts managed by the community or to bring additional funds to activities already underway within SCAR but that are currently underfunded.

Partnerships – Fund raising partnerships with other organizations should be pursued when beneficial to both organizations. In this context, other polar organizations and organizations with a polar interest are natural partners. NGOs and large commercial organisations are also potential targets, particularly in the context of activities such as seeking funds for named Fellowships, or specific directed workshops/outputs. This may raise potential ethical questions e.g. partnerships with particular companies or organisations, though the SDC should refer to SCAR’s Ethics and Donations Policy for guidance.

Summary and Recommendations

After the proposal by the SCAR EXCOM in 2012, Prof Peter Convey (British Antarctic Survey) has agreed to take on the role of Chair of the SDC with immediate effect.

On a go forward basis the SDC should:

Recommendation 1 – *Further consider the model for SDC membership as it enters its active solicitation phase and decide on an optimal model for membership. Revise SDC membership in accordance with any changes in the model.*

Recommendation 2 – *Identify and prioritise appropriate bodies to approach for different forms of sponsorship of SCAR activities. This has to be commensurate with the practicalities of the post responsibilities of the SCAR Office, and reliance on volunteer activity*

Recommendation 3 – *Mindful of (2), identify a limited number of high priority SCAR activities and develop appropriate types of promotional material to aid fund raising approaches. For these identified activities, identify (appoint) an individual member of the SDC to drive the solicitation process, and recognising the very limited staff time available in the SCAR Office, secure assistance as appropriate from other SCAR bodies (e.g. SRP management groups).*

APPENDIX 1. SCAR Development Council Membership

Rather than following a rigid regional structure, the suggestion is to have a somewhat smaller core membership, supplemented with additional co-opted representatives either for specific scientific activities, or for specific identified solicitation tasks. Proposed initial membership is summarised below.

7. Chair – **P Convey**, UK
8. **J Lopez Martinez**, Spain, SCAR President
9. **M Sparrow**, Executive Director of SCAR
10. **R Badhe**, Executive Officer SCAR, responsible for SCAR Capacity Building activities (CBET activities are a key opportunity)
11. **O Orheim**, Norway (opportunities and approaches to Nordic countries)
12. **K Lochte**, Germany, VP for Capacity Building, Education and Outreach
13. **A van de Putte**, Belgium, Biodiversity.aq (includes MarBin etc.)
14. **J Xavier**, Portugal
15. **S Rajan**, India– sub-continental funding opportunities (also SCAR senior visiting fellowships)
16. **S. Azizan**, Malaysia – approaches to non-aligned and Middle Eastern nations/foundations
17. **P Barrett**, New Zealand
18. **E Costa**, Brazil –S. American APECS community and opportunities
19. **M Aljoan**, Kuwait/Belgium – capacity building, early career, and Middle Eastern opportunities