

THE SCAR 'IMPLEMENTATION PLAN' JULY 2006-JULY 2008

1. INTRODUCTION:

SCAR's overall goals are set out in broad detail in the SCAR Strategic Plan 2004-2010, published on the SCAR web site at <http://www.scar.org/about/introduction/strategicplan/>.

SCAR works to a biennial cycle that culminates in the biennial SCAR meetings. At these meetings and at meetings of the Executive Committee in intervening years, the tasks and milestones are identified that must be met during the next biennial cycle, to meet SCAR's overall objectives. These action items form the basis for an Implementation Plan, which extends from one biennial SCAR meeting to the next. Both the Strategic Plan and the Implementation Plan guide the achievement of SCAR's mission, which is:

“to be the leading independent organisation for facilitating and coordinating Antarctic research, and for identifying issues emerging from greater scientific understanding of the region that should be brought to the attention of policy makers”.

To achieve that mission, SCAR aims to achieve the following objectives:

1. to initiate, develop, and co-ordinate high quality international scientific research in the Antarctic region, and on the role of the Antarctic region in the Earth system;
2. to provide objective and independent scientific advice to the Antarctic Treaty Consultative Meetings and other organizations on issues of science and conservation affecting the management of Antarctica and the Southern Ocean.
3. to facilitate free and unrestricted access to Antarctic scientific data and information;
4. to develop scientific capacity in all SCAR Members, especially with respect to younger scientists, and to promote the incorporation of Antarctic science in education at all levels;
5. to communicate scientific information about the Antarctic region to the public.
6. to improve the effectiveness, efficiency and flexibility of the structure, working mechanisms and practices of SCAR.
7. to increase funding to match requirements, and to maintain a healthy funding stream.

The Implementation Plan is organised into the same 7 sections as the Strategic Plan. Each section addresses one of the 7 objectives listed above, and includes tasks and milestones identified during the meetings of the Executive Committee and Delegates in Hobart. The tasks are to be accomplished by specific parties including the Secretariat and the Executive Committee. Another set of tasks and milestones identified in Hobart during the business meetings of the SSGs, is not addressed here, but will be considered for action by the officers of the SSGs during the inter-sessional period.

In the tables of tasks and milestones:

D	=	actions from 2006 Delegates meeting;
2004 D	=	ongoing actions from 2004 Delegates meeting
HOB	=	actions from Old Executive Committee meeting
COM	=	actions from Old Executive and COMNAP meeting
2005-EC	=	ongoing actions from 2005 Executive Committee meeting
EC	=	actions from New EXCOM
P	=	actions from President's meeting Sept 2006

2. THE SCIENCE OF SCAR

Objective: to initiate, develop, and co-ordinate high quality international scientific research in the Antarctic region, and on the role of the Antarctic region in the Earth system;

The Strategic Approach:

SCAR takes the following strategic approach:

- (i) generate and coordinate innovative high quality international science programmes addressing key issues of global importance;
- (ii) provide a forum for excellence in Antarctic science, and for debate on the big issues to which Antarctic science can contribute (climate change, ozone hole etc);
- (iii) promote the establishment of regional and international scientific networks;
- (iv) encourage multi-disciplinary cooperation in relevant fields;
- (v) maintain a high level of collaboration within ICSU and with other international organisations, enhancing and where appropriate developing joint programmes to address specific topics, so as to increase the involvement of the wider scientific community in SCAR's work.

SCAR concentrates its efforts on the following five Scientific Research Programmes addressing major topical issues of the day:

- Subglacial Lake Exploration (SALE)
- Antarctica and the Global Climate System (AGCS)
- Antarctic Climate Evolution (ACE)
- Evolution and Biodiversity in the Antarctic (EBA)
- Inter-hemispheric Conjugacy Effects in Solar-Terrestrial and Aeronomy Research (ICESTAR)

Most activities contributing to these programmes will be funded by national programmes. SCAR's international coordination adds value to those national efforts.

SCAR also supports a variety of other scientific activities in which value is added to national efforts through international cooperation. These activities are coordinated by Action Groups operating for short periods, and Expert Groups where more time is needed to achieve success.

The scientific effort is coordinated by the Standing Scientific Groups (SSGs) for the Physical Sciences (PS), Life Sciences (LS), and Geosciences (GS).

SCAR recognises the growing importance of working in partnership with other organisations having a global remit and including Antarctic interests, in order to place SCAR's research firmly in the global context.

SCAR's activities will make significant contributions to achieving the goals of the International Polar Year (IPY) (2007-2009). SCAR will work with partner organisations to influence the development of the IPY

Tasks and Milestones

No.	Action	Whom	By When
D-11	remind National Committees and Delegates to appoint up to 4 representatives to each SSG	Exec. Officer	ASAP
D-14	circulate to all SCAR Members the amended version of SCAR Code of Conduct on the Use of Animals for Scientific Purposes, for comments by the 2007 Executive Committee meeting.	Exec. Officer & D. Walton	ASAP
D-19	(i) ensure that SCAR Recommendations are distributed, with appropriate requests, to agencies that have the ability to take action on them	(i) Delegates and Exec. Dir.	ASAP
D-24	(i) propose a session (e.g. on evolutionary adaptation) to the AGU meeting in 2007, and (ii) work with Malaysia to find candidates (taxonomy experts) to appoint to EBA.	EBA	ongoing
D-25	(ii) in ICESTAR Implementation Plan change "Board of Investigators" into "Steering Committee"; (iii) ensure that the ICESTAR Steering Committee is fully aware of its responsibilities in the leadership of this SCAR Programme	(ii) ICESTAR Leaders (iii) Executive Committee	done
D-51	(i) decide what SSGs want from the individual unions, in the context of the recommendations of WP 33; (ii) explore with the International Astronomy Union the possibility of their joining SCAR	(i) SSG Chief Officers; (ii) M. Candidi	(i) ongoing (ii) done
D-52	consider possible links between SCAR and IYPE	SSG-GS Chief Officer	ASAP
D-53	work together (i) on the plans for a joint SCAR-IASC Open Science Conference with a bipolar theme for XXX SCAR, and (ii) on implementing other provisions of the SCAR-IASC Letter of Agreement	SCAR and IASC Exec. Dirs.	ongoing

P-7	meet with John Turner to discuss the proposed Antarctic Climate and Environment Report and to request John Turner to keep appropriate UK agencies in the loop on the Antarctic Climate Review.	President	done
P-2	invite Tony Meloni to attend the Rome workshop (on behalf of Chris Rapley).	Exec. Dir.	done
D-25	(i) attend SSG Cross-linkages workshop in Nov 2006 to ensure increased collaboration with SSGs;	(i) ICESTAR representative	done
COM-8	provide SCAR with updated information on ship plans so as to facilitate planning by SCAR researchers wishing to find berths on ships in the area during IPY.	COMNAP Sec (AG)	awaited
D-21	provide 5 main highlights of the research in their reports to show how the work contributed to scientific understanding.	Leaders of the 5 SRPs	done
D-15	voluntarily adopt as working practice whenever possible the draft Code of Conduct on the Use of Animals for Scientific Purposes.	Exec Officer & SCAR Members	Ongoing
COM-7	provide SCAR (JCADM) with ships' track data needed as the basis for assessing the acoustic environment, in support of research on the effects of noise on cetaceans.	COMNAP Sec (AG)	Ongoing, On request
2005-EC-31	monitor the development of drilling into the ice above Vostok Subglacial Lake, with a view to providing scientific advice regarding further developments, such as penetrating the lake waters.	C. Kennicutt	ongoing
2005-EC-63	ensure appropriate linkages are developed and maintained with SCOPE and SCOSTEP.	C. Kennicutt & M. Candidi	ongoing
2005-EC-71	be actively involved in meetings and other activities related to IGOS-P Cryo in order to help develop the partnership in the required direction, and monitor progress	Exec. Officer	done
D-16	AGCS to lead the preparation of first draft of a "SCAR Report on Antarctic Climate Change and Environment", and Chief Officers to consider this a joint project of all SSGs	AGCS and Chief Officers	(i) done for ATCM; (ii) For XXX SCAR
D-7	provide more scientific content (outcomes) in the reports of the meetings and workshops held by SCAR science groups.	Chief Officers	For XXX SCAR
D-23	provide a clear picture of Antarctic ice sheet mass balance	ISMALSS	For XXX SCAR
HOB-4	ensure that Oceans Group reports to both SSG-PS and SSG-LS at XXX SCAR.	Exec. Dir.	XXX SCAR

3. ADVICE TO THE ANTARCTIC TREATY SYSTEM

Objective: to provide objective and independent scientific advice to the Antarctic Treaty Consultative Meetings and other organizations on issues of science and conservation affecting the management of Antarctica and the Southern Ocean.

Strategic Approach:

SCAR's Standing Committee on the Antarctic Treaty System (SC-ATS) will work closely with the Standing Scientific Groups and the Executive Committee to bring key scientific issues to the attention of the Antarctic Treaty Consultative Meeting (ATCM) and other intergovernmental bodies, including the Committee on Environmental protection (CEP), the Commission for the Conservation of Antarctic Living Marine resources (CCAMLR) and the Advisory Committee on Albatrosses and Petrels (ACAP).

Tasks and Milestones:

No.	Action	Whom	By When
D-47	adapt WP 32 (ATCM) to reflect the changes made to the work programme for 2007	Exec. Officer & D. Walton	done
EC-14	(i) all EXCOM Members to come up with suggested topics and names for ATCM lecture as the basis for a short list to choose from; (ii) Z. Zhang to identify a possible speaker from China or Asia; (iii) Executive Director to draft a letter of invitation	(i) EXCOM (ii) Z. Zhang (iii) Exec. Dir.	done
P-13	invite Dr. Lanzarotti to deliver the SCAR lecture to the ATCM	President	done
COM-1	liaise on the preparation of the SCAR Lecture for XXX ATCM.	Exec. Dir. & COMNAP Secretariats	In hand
D-45	work with the SCAR Lecturer to develop a poster to go with the SCAR lecture to the 30 th ATCM	Exec. Dir.	Jan 2007
2005-EC-69	attend the CCAMLR meeting in October 2006 to create a stronger link between SCAR and CCAMLR	Exec. Dir.	done
COM-13	prepare a joint WP to the next ATCM (XXX, in 2007) to propose to ATS fixed dates for ATCMs in the future.	Exec. Dir. & COMNAP Secretariat	Decided not to
EC-11	advise EXCOM on the position regarding the proposal for the new Indian station.	Exec. Dir.	Decided not to
P-12	discuss Action EC-12 (ATCM) with Steve Chown	President and S. Chown	At ATCM
EC-12	agree on a policy and process for dealing with ATCM/CEP.	President and S. Chown	At ATCM

2005-EC-68	consider if one of its members should attend CCAMLR meetings from time to time, to address particular issues.	EXCOM	ongoing
COM-4	(i) David Walton and Steve Chown will circulate to COMNAP for review the new codes of conduct on fieldwork and on use of animals for testing; (ii) COMNAP will provide reviews of the new code of conduct	Exec. Officer, D.Walton & S.Chown	(i) Early 2007; (ii) mid 2007
D-46	ensure that SC-ATS workload is manageable, and submit documents on time.	S. Chown	done
COM-2	arrange a joint lunch between SCAR and COMNAP at the beginning of each ATCM, to agree on joint approaches and discuss potentially problematic issues in advance.	SCAR & COMNAP Secretariats	30 ATCM
D-50	invite the Chair of the CCAMLR Scientific Committee to attend future Delegates meetings as an observer.	Exec. Officer	End 2007
D-48	invite CEP Chair to future biennial meetings.	Exec. Officer	End 2007
COM-4	(iii) SCAR will submit the new codes of conduct to XXXI ATCM in Ukraine in 2008.	S. Chown	31 ATCM

4. DATA AND INFORMATION MANAGEMENT

Objective: to facilitate free and unrestricted access to Antarctic scientific data and information;

Strategic Approach:

In order to improve for the benefit of scientists the way in which data and information are managed and made available, SCAR promotes the activities of the Joint SCAR/COMNAP Committee on Antarctic Data Management (JCADM) and the Standing Committee on Antarctic Geographical Information (SCAGI), which replaced the Expert Group on Geographical Information in July 2006. SCAR is work with JCADM and SCAGI and the scientific community to develop a strategy for data and information management.

Tasks and Milestones:

No.	Action	Whom	By When
COM-6 & COM-17	liaise concerning the finalisation of the proposed new JCADM terms of Reference, after these have been considered by the ongoing SCAR and COMNAP meetings.	Exec. Dir & COMNAP Secretariats	done

D-17	write to national committees to urge them to do what they can to implement the JCADM recommendation on investment in NADCs (with copy to COMNAP)	Exec. Dir.	done
HOB-5	work with Ad Huiskes on linkages with GBIF.	T.De Bruin	ongoing
D-18	maintain financial support for the Antarctic Master Directory in 2007 & 2008	SCAR	Ongoing
D-49	write to CCAMLR to ask if they can make the metadata about CCAMLR data available to CAML and SCAR MarBIN and JCADM	Exec. Dir & JCADM	July 2007
2004 D-13	Develop strategy for data and information management, with SSGs, SRP leaders and JCADM	JCADM and Secretariat	For XXX SCAR
COM-16	review drafts of SCAR strategy on Scientific Data and Information for the scientific community.	COMNAP Exec & JCADM	For XXX SCAR
D-44	revisit the decision to make EGGI into the Standing Committee on Antarctic Geographical Information, on a provisional basis, with strong links to JCADM.	Delegates	XXX SCAR

5. CAPACITY BUILDING AND EDUCATION

Objective: to develop scientific capacity in all SCAR Members, especially with respect to younger scientists, and to promote the incorporation of Antarctic science in education at all levels.

Strategic Approach:

SCAR has developed and is about to publish a strategy setting out how it proposes to meet the requirement to develop scientific capacity in all SCAR Members, especially with respect to younger scientists, and to promote the incorporation of Antarctic science in education at all levels. One key element of this strategy is the continued development of the Fellowship Programme.

Tasks and Milestones:

No.	Action	Whom	By When
D-4	(see also the resources section 8 below) write to national committees urging them to provide additional financial support to the SCAR Fellowship programme.	President	done
D-35	encourage National Committees to work with their COMNAP counterparts to develop a common approach to education, training and outreach	Delegates & Exec. Dir.	ASAP

D-42	(i) develop a flyer explaining the secondment programme and circulate it to National Committees to explain the mechanism; and (ii) discuss with the Director of the IPY International Project Office the possibility of sharing secondments from SCAR Members.	(i) Exec. Dir. (ii) Exec. Dir.	done
HOB-7	advise fellowship candidates of success (or lack thereof) and of actual levels of awards in each case;	Secretariat	done
D-37	adapt the fellowship announcement for 2007-8 to take into account the requirements for fieldwork and advanced planning	Exec. Dir.	done
HOB-8	adjust wording of Fellowship announcement for 2007 (a) to eliminate short stays; (b) to make it clear to candidates that they must ensure that their deliverables and their project descriptions are crystal clear; (c) to eliminate the possibility of self-nomination.	Exec. Dir.	done
HOB-9	draft a form of newsy article on the Fellowship programme	Exec. Dir.	End 2006
D-34 & EC-20	finalise the strategic plan for Capacity Building, Education and Training, with the object of publishing the document as a SCAR Report.	Exec. Dir. Marensi & Zhang	done
COM-10	provide links to the respective training and/or education information and web pages of both organizations.	COMNAP and SCAR Secretariats	ongoing
HOB-10	Secretariat to draft a plan for how to arrange to give the fellows and their reports a high profile in XXX SCAR.	Exec. Dir.	XXX SCAR

6. COMMUNICATION

Objective: to communicate scientific information about the Antarctic region to the public.

Strategic Approach:

SCAR has published a Communications Plan to provide guidance on communicating scientific information about the Antarctic region to a variety of audiences including the public. Steps have already been taken in this direction with renewal of the SCAR web site, production of a SCAR poster, posting SCAR Power-Point presentations on the web site, and drafting of a brochure.

Tasks and Milestones:

No.	Action	Whom	By When
D-19	(ii) publicise SCAR Recommendations on the SCAR web site.	Exec. Officer	Done on SSG web pages
D-22	develop a short synopsis for the Antarctic Science Journal, based on the SRP's highlights and the contribution of each programme to science, in order to generate further interest (this should be added to the SRP's websites).	Leaders of each SRP	Done by ACE
D-29	distribute the electronic SCAR Bulletins, Reports and Newsletters nationally, e.g. through their polar libraries.	Exec. Officer & Delegates and National Committees	ASAP
D-30	arrange for contribution of articles to EGU news, and Union newsletters (such as IUBS News)	Secretariat and/or Chief Officers	ASAP
D-32	work with national committees to implement the Communications Plan widely at national level.	Delegates	ASAP
D-36	consult appropriate delegations about the possibility of visiting National Committees in South America.	Exec. Dir.	ASAP
D-39	(i) update the graph of national report submissions in WP 30; (ii) make it clear in calling for national reports that they are to cover the July-to-July period (e.g. for 2005-2006, rather than for 2005); (iii) provide web links on the SCAR web site to all national programme web sites.	Exec. Officer	ASAP
HOB-11	give Gigi Johnson-Amin of IPF the SCAR logo, as soon as possible, specifically for use in publicity material relating to the 6CI project.	Exec. Officer	done
HOB-23	discuss with the Editor of Antarctic Science the possibility of publishing a Special Issue of Antarctic Science containing key papers from the Hobart Open Science Conference.	President	Done – not feasible
COM-9	(i) edit the current version of the joint SCAR-COMNAP brochure; (ii) following review by the two Secretariats, the edited version will be placed on the SCAR and COMNAP web sites as an information document, for use as a common basis for targeted brochures and other documents.	(i) D. Walton (ii) Secretariats	Put off in favour of separate SCAR brochure
2005 EC-16	take over maintaining and updating web pages of individual SSGs, starting with Physical Sciences, then Geosciences, then Life Sciences (to merge by year end)	Exec. Officer	done

P-6	(i) critically evaluate the SCAR IPY web site(s) to see where improvements can be made; (ii) provide President with web addresses for the site(s).	(i) President (ii) Exec. Officer	done
P-18	draft letter to Pakistan for President's signature, emphasizing the opportunities offered by the meetings in Russia, plus the IPY and broader participation in ICSU, to encourage Pakistan to participate in SCAR activities.	Exec. Officer	done
P-20	draft letter to India for President's signature, offering an opportunity to discuss India's role in SCAR and IPY before or after the Delhi ATCM.	Exec. Officer	done
D-31	write up a report on the OSC for publication in EOS.	Exec. Dir.	No time
D-66	provide Secretariat with feedback on SCAR Achievements with reference to document WP 26	Delegates	complete
EC-17	draft a brief 'business plan' for July 2006-July 2007, based on the SCAR Strategic Plan and recent Delegates and Executive Committee meetings, and including meeting schedules and budgets.	Exec. Dir.	done
EC-9	Consider inviting David Walton (Editor of Antarctic Science) to selected planning meetings for XXX SCAR, so as to ensure adequate publication	Exec. Dir. & President	Done
HOB-12	make national reports to SSGs visible on SSG web sites, and accessible to all.	SSG Chief Officers	Ongoing
2005-EC-95	encourage national agencies to find appropriate ways to distribute the information on SCAR Recommendations to appropriate bodies, persons, organizations, or institutes etc., within their countries	Exec. Dir.	Ongoing
D-33 & EC19	draft a separate brochure on SCAR, for consideration by the Executive Committee at its meeting in July 2007	Exec. Dir. & A. Meloni	Done for July 2007
HOB-20	prepare press releases for XXX SCAR and SCAR's 50 th birthday, well in advance, for consultation with the Executive Committee.	Secretariat	XXX SCAR
HOB-21	After completion of the proposed white paper on Antarctic Climate and Environment, consider distilling this into a Science Declaration to give out in SCAR's 50 th birthday year, noting that Antarctica has gone from being seen as a peripheral regional concern to being seen as a central part of the Earth's climate future.	Executive Committee	Before XXX SCAR

7. ORGANISATION AND MANAGEMENT

Objective: to improve the effectiveness, efficiency and flexibility of the structure, working mechanisms and practices of SCAR.

Strategic Approach:

To ensure that progress is made in these different areas, the members of SCAR's Executive Committee will each carry a responsibility for a specific activity from a list including: the Antarctic Treaty System; Scientific Affairs; Administration; Data and Information Management; Finance; Communication; and Capacity Building and Education. In addition, SCAR's performance will be reviewed in depth at intervals of 8 years, and subsidiary groups at intervals of 5 years. The progress of all groups and the Secretariat against stated action plans will be monitored annually. A key element for the future is changing SCAR's legal status to that of Company Limited by Guarantee, as a means of qualifying as a Charity.

Tasks and Milestones:

No.	Action	Whom	By When
D-28	(i) find out from ICSU what the deadline is for the establishment of a new legal status; (ii) provide examples of other transformations of the legal status of academic organisations in the UK; (iii) provide "side-by-side" presentations of the present Constitution and Rules of Procedures with the new documents to make it easy to see what changes are suggested.	Exec. Dir.	ASAP
EC-18	With regard to the ad hoc working group on the SCAR legal arrangements: (ii) agree on the terms of reference, tasks and timing of the work of the group;	(ii) Exec. Dir. & President	ASAP
EC-10	flesh out the schedule of activities to July 2007, in consultation with Chief Officers.	Exec. Dir. & EXCOM	done
D-41 & COM-12	consider (i) how to rearrange the SCAR and COMNAP meetings so as to facilitate more interactions between them at future SCAR and COMNAP meetings (especially the Open Science Conferences), (ii) how to ensure a common approach to soliciting the offers of meetings from members.(continues action SOF X03) and (iii) come up with an improved plan for the biennial meetings.	Exec. Dir. & COMNAP	(i) done
EC-6	make the arrangements for organising XXX SCAR and the OSC, beginning by adapting the letter sent by the previous EXCOM to Ian Allison prior to XXIX SCAR	Exec. Dir. & EXCOM	ongoing
D-62	(i) re-contact National Committees and the wider SCAR science community to ask for suggestions for celebrating SCAR's 50 th anniversary, and (ii) urge National Committees to arrange national celebrations of SCAR's 50 th anniversary.	Exec. Officer	done

D-64 & EC-8	(i) take forward the plan for a book celebrating SCAR's 50 th anniversary, bearing in mind the need to learn lessons from the last time such a book was produced; (ii) get a proposal and budget for the proposed anniversary book	Exec. Dir., M.Stoddart, EXCOM	ongoing
EC-7	(i) develop a call for suggestions to celebrate SCAR's 50 th anniversary; and (ii) outline a procedure for allocating money to this and other new activities	Secretariat & President	(i) done
D-38 & HOB- 18	encourage the History Group (i) to produce a more focused work plan and an indication of the nature of the final product expected in 2008, (ii) to liaise with those who are familiar with the geopolitics surrounding the IGY, (iii) to correct the statistics in the current report; (iv) to develop a plan for XXX SCAR and their contribution to the SCAR 50 th Anniversary Celebrations.	Exec. Dir.	done
EC- 21	consider attending ASSW, with a view to holding EXCOM-2 there.	EXCOM Members	Exec Dir attended
P-8	(i) start the next stage of the planning process with V. Kotlyakov; (ii) to draft plans for a site visit, for consideration by EXCOM-2 (July 2007).	Exec. Dir.	ongoing
P-10	consult EXCOM members by e-mail about inviting Editor of Antarctic Science Journal to join the OSC Scientific Organising Committee	Exec. Dir.	done
P-3	Encourage the proposed top predators group to include not only birds and seals but also whales (where there are also teleconnections to the rest of the world) (whale work can be designed to be complementary to that of the IWC scientific committee).	Exec. Dir.	ongoing
P-4	i) propose to EXCOM members that the proposed EXCOM meeting in Hanover, USA, in the margins of ASSW, be reduced to a meeting between himself and SCAR President to monitor progress on SCAR actions and to interact with IASC. (ii) send copy of SCAR-IASC Letter of Agreement to President.	(i) Exec. Dir. (ii) Exec. officer	done
P-5	advise IASC that we would prefer not to shift from an early July date for the OSC in 2008, unless proposed by the Russian hosts	Exec. Dir.	done
P-15	Put actions from President's meeting (09/06) in Imp Plan	Exec Dir	Done
P-14	circulate ideas on IPY launch to EXCOM following the IPY-JC meeting in Svalbard (see EC-16)	President & Exec. Dir.	none
P-16	provide feedback on Implementation Plan to Exec Dir.	President	done

P-17	analyse SCAR Financial Strategy document (WP 42), and SCAR Finance Committee Report (WP 36 in draft) by mid October for discussion with Exec. Dir. in preparation for developing a finance implementation plan for EXCOM-2	President	done
P-1	raise this question of combining the Cross Linkages and Chief Officers' meetings for discussion at the Cross Linkages Workshop in Rome	Exec. Dir	done
EC-15	work on plans or the joint OSC for XXX SCAR in consultation with the Executive Committee of IASC.	Exec. Dir & IASC Sec.	done
P-11	(i) to find out how ICSU manages its elections; (ii) to check to see how the Rules of Procedure may need to be modified to recognise that the Delegates meeting is only 3 days long; (iii) to clarify what the RoPs say (or suggest what they should say) with regard to candidates making presentations; and (iv) to suggest a modification to the RoPs to allow a failed Presidential candidate to be able automatically to stand for Vice President	Exec. Officer	done
P-21	arrange a joint meeting between SCAR Secretariat and the IPY Office in Jan 2007	President	done
COM-5	prepare an action list for each joint meeting, and report on progress at each following meeting.	Exec. Officer & COMNAP	Ongoing
2005-EC-76	deliver quarterly statements to SSGs on expenditures against their allocations.	Exec. Officer	ongoing
D-10	Discuss the issue of the increasing number of Recommendations, at the next Executive Committee meeting.	Executive Committee	July 2007
D-13	develop a plan for new leadership and a workplan for the next few years that might include a merger of Birds and Seals Groups, for consideration by the new Executive Committee at its meeting in 2007.	Expert Groups on Birds & Seals	July 2007
D-27 & EC-18	An ad hoc working group comprising F. Davey (NZ), A. Rocha-Campos (Brazil), A. Samah (Malaysia), J. Dowdeswell (UK), one new Vice President, and the Executive Director will examine the draft legal arrangements and make recommendations to the Executive Committee at its meeting in July 2007.	ad hoc working group	July 2007
D-63	consider various plans for celebrating SCAR's 50 th anniversary, and to consider providing a budget.	Executive Committee	July 2007
EC-1	draft options for a new election procedure for next EC meeting.	Exec Officer & President	July 2007
EC-2	draft a paper on how to improve SSG business meetings.	Kennicutt	July 2007

EC-3	consider a mechanism for further reducing the length of the Delegates meeting.	Exec Officer & President	July 2007
EC-4	draft a revised policy on Recommendations for the consideration of EXCOM	Exec. Dir.	July 2007
EC-16	prepare a forward-looking paper on SCAR's role in IPY, addressing such questions as SCAR's role in the launch process.	IPY Committee	July 2007
EC-5	draft an approach for EXCOM and Chief Officers to consider, suggesting how to proceed on KGI coordination.	Exec Officer	July 2007
P-9	get feedback from Delegates and Scientists on improvements to OSC (prior to EXCOM-2)	Exec. Dir.	July 2007
D-43	formally request National Committees and Delegates to propose candidates for awards in 2008	Exec. Officer	Dec 2007
HOB-24	Advice learned from XXIX SCAR on the organisation of the OSC and SSG meetings must be considered carefully in planning XXX SCAR.	Secretariat	Before XXX SCAR
D-6	prepare an annotated agenda for SSG meetings, in advance, as the basis for the SSG report to Delegates.	Chief Officers with Secretariat	For XXX SCAR
D-9	(i) provide Recommendations in the same format as used in the report of XXIX SCAR, to avoid confusion and to allow easy comparison of past and current Recommendations, and (ii) decide which Recommendations should be listed as the first priority	Chief Officers	For XXX SCAR
D-12	develop a joint recommendation on the coordination of scientific activities on King George Island, for consideration at XXX SCAR (2008).	Chief Officers of SSGs	For XXX SCAR
D-20	review all past recommendations as the basis for a paper to XXX SCAR on which recommendations stand, and with what priority.	Exec Officer Executive Committee and Chief Officers	For XXX SCAR
D-26	make meeting documents and budgets available in WORD or EXCEL (as well as .PDF) to enable Delegates to annotate their copies electronically.	Exec. Officer	For XXX SCAR
D-41 & HOB-3	i) links with COMNAP should appear as an individual agenda item; (ii) COMNAP should be regularly invited as an observer to SCAR meetings; and	Exec. Officer	For XXX SCAR
D-54 & F-5	(i) provide budgets in a condensed form as well as the detailed budget; (ii) consider how to assign the scientific or administrative travel of the staff within the budget; and (iii) propose to the Executive Committee a mechanism/policy for approving requests for carry-forward.	Exec. Officer	For XXX SCAR

F-1	develop a written policy for establishing a cash reserve, exclusive of the Endowment fund, that is consistent with UK law, mimics similar organizations within and external to ICSU, and provides a modicum of security for the financial integrity of SCAR	Exec. Dir.	XXX SCAR
D-55, F-2, F-3	develop one page forms for (i) budget requests (using existing forms); and (ii) carry forward requests, for use by the SSGs and other groups.	Exec. Officer and Finance Committee	For XXX SCAR
F-4	attend each SSG to provide the budget and carry forward request forms and explain how to fill out the forms (if possible 30 days before Delegates meetings – depending on the gap between SSG and Delegates meetings).	Exec Officer or appropriate Vice President	SSG meetings
D-56	develop a paper explaining the rationale behind funding different major activities (e.g. the block allocations to SSGs and to SRPs.	Exec. Officer and Finance Committee	For XXX SCAR
D-57	develop a mechanism for providing information on cash flow	Exec. Officer and Finance Committee	For XXX SCAR
D-58	consider ways of displaying the underlying reserve as separate from the carry forwards.	Exec Officer and Finance Committee	For XXX SCAR
D-60	provide a table of annual contributions and categories at each Delegates meeting	Exec. officer	For XXX SCAR
D-65	consider awarding the next President's Medal during XXX SCAR rather than XXXI SCAR, as part of the celebration.	President	XXX SCAR
D-5 & HOB- 19	use information from the meetings in Germany and Australia to analyse the advantages and disadvantages of holding SCAR Science and Delegates meetings separately or together, as the basis for a discussion, at the XXX SCAR Delegates meeting, of what model of meeting should be preferred for the future.	Executive Committee	At XXX SCAR

8. RESOURCES

Objective: to increase funding to match requirements, and to maintain a healthy funding stream.

Strategic Approach:

Financial strategies have been developed and approved by the Delegates meeting in both 2004 and 2006. The 2004 strategy focused on cutting costs and raising Membership contributions, and was effected in January 2006. The 2006 strategy focuses on becoming a Charity, making more money from investments (in the endowment fund), and raising additional external income (e.g. from Foundations and/or Corporations).

Tasks and Milestones

No.	Action	Whom	By When
D-2	(i) formally thank Korea and Spain for their increases in level of contributions, and (ii) determine from Bulgaria and Ukraine their preferred levels of contribution.	Exec. Officer	ASAP
D-4	write to national committees urging them to provide additional financial support to the SCAR Fellowship programme.	Exec. Dir draft for President	ASAP
2005-EC-78	prepare a coordinated information package about SCAR SRPs for the Tinker Foundation	Exec. Dir.	Dec 2006
2005-EC-72	continue efforts to obtain arrears in contributions	Exec. officer	ongoing
P-19	continue to work with Malaysia to develop links with Islamic countries for capacity building and sources of finance (Islamic Council for Science)	Exec. Dir.	ongoing
D-3	approach Belarus about possible membership.	Secretariat	30 ATCM
D-59 & F-7	develop a plan for implementing the financial strategy, for the Executive Committee meeting in 2007	Secretariat and Executive Committee	July 2007
F-6	Maximise the return on the endowment fund	Secretariat	By XXX SCAR

9. PROVISIONAL TIMETABLE OF MEETINGS AND BUDGET (2006-7)**2006**

Date	Who	Why	Where	Cost	Budget Line
18-20 Sep	Exec. Dir.	SCAR Spain	Granada	0	0
25-29 Sep	Exec. Dir. & President	IPY Joint Committee	Svalbard	0 for Pres \$1000 (Dir)	Secretariat Travel
16-18 Oct	Exec. Off.	IGOS Cryosphere Theme	Netherlands	\$1000	Secretariat Travel
23-27 Oct	Exec. Dir.	CCAMLR Scientific Committee	Hobart	\$2500	Secretariat Travel
6-8 Nov	Exec. Dir.	Cross-Linkages Workshop	Rome	\$800 (Dir) \$6500	\$800 from Sec Travel; \$6500 from the Reserve
9-12 Nov	President	ESSP Conference	Beijing	0	0
7-9 Dec	Exec. Dir.	SCOR Projects	London	\$500	Secretariat Travel

2007

Date	Who	Why	Where	Cost	Budget Line
1 Mch	?	IPY Launch	?	?	?
early Mch	Exec. Dir. & President	IPY Joint Committee	Paris	0 for Pres \$1000 (Dir)	Secretariat Travel
14-20 Mch	Pres. and Exec. Dir.	Arctic Science Summit Week (ASSW)	Hanover, New Hampshire	\$5000??	From the Reserve
30 Apr to 11 May	Exec. Dir., Exec. Off, President, S.Chown & Lecturer	ATCM and CEP	New Delhi	\$15,000	ATCM
7-8 July	SSG Chief Officers, Exec. Dir, Exec. Off	Chief Officers' meeting	Washington	\$5000	CO's meeting
9-11 July	EXCOM + COs + Secretariat	EXCOM meeting	Washington	\$10,000	EXCOM
26-31 Aug	Exec. Dir.	ISAES mtg	Sta Barbara	\$2500	Sec Travel
? Sept	Pres. & Exec. Dir.	Pre XXX SCAR mtg	Russia	\$2000	Sec Travel