



WP 5

Agenda Item: 1.3

Person Responsible: J. López-Martínez

EXCOM 2015

Tromsø, Norway 27-28 August 2015

Strategic Plan Framework

Executive Summary

Title: Strategic Plan Framework

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Introduction/ Background: A new Strategic Plan for the period 2017-2022 should be prepared to replace the current one which covers the period 2011-2016. The new Strategic Plan should be presented to the SCAR Delegates at the XXXIV SCAR Meeting in Malaysia (29-30 August 2016) to be in place by the 1 January 2017.

Important Issues or Factors: This paper outlines a series of ideas as a background for the discussions about the Strategic Plan's content that will take place during the extended EXCOM meeting in Tromsø. During this meeting we should prepare draft content of the Plan with the input of the Strategic Plan Team (SPT), composed of all the SCAR EXCOM members, the Secretariat staff, the SSG and SC Chief Officers and the SRP Chairs participating in the meeting. It should also be decided the steps to conduct an extended consultation and discussion process. This paper includes a proposal to conduct the discussions during the meeting and also a time-table for the actions after this meeting and up to the entry into force of the new Strategic Plan on 1 January 2017.

Recommendations/Actions and Justification: It is asked to review the initial ideas and the tentative time-table for the preparation of the new Strategic Plan and discuss/approve as appropriate.

Expected Benefits/Outcomes: The Strategic Plan will be a forward-looking vision of what SCAR should do to achieve its mission. It will provide an internal and external overview of SCAR, will contribute to its visibility and will be a framework and guide to conduct SCAR activities in the 2017-2022 period.

Partners: Various

Budget Implications: The EXCOM should consider the availability of funds for a meeting of the Strategic Plan Team in spring 2016. To reduce travel and costs, this meeting would be in Cambridge with physical participation of those EXCOM members, COs and other SPT members available and having easier and cheaper journeys, and teleconference connection with the others.

Strategic Plan Framework

Introduction

The SCAR Strategic Plans are forward-looking visions of what SCAR should do to achieve its mission. They provide an internal and external overview of SCAR and are a framework and guide to conduct SCAR activities in the coming period.

The current SCAR Strategic Plan 2011-2016 ends in late 2016. The preparation of a new Strategic Plan for the period 2017-2022 should start immediately to allow adequate preparation and discussion that culminates in a draft document to be presented for consideration at the XXXIV SCAR Delegates Meeting in August 2016 in Kuala Lumpur, allowing for the new Strategic Plan to be in place by the end of 2016 and go into effect on 1st January 2017.

In September 2014 at the XXXIII Delegates Meeting in Auckland the SCAR Delegates approved to initiate the preparation of the new SCAR Strategic Plan for the period 2017-2022, following the ideas contained in the 2014-WP 27. Some of the initial steps were taken, like the inclusion in the members section of the SCAR website of background documents for this purpose. However, some expected advances in the preparation and circulation of an initial draft document have been delayed due to different reasons, including the unexpected changes in the SCAR Secretariat staff.

It was also decided to establish a Strategic Plan Team (SPT), composed by all the EXCOM Members, Standing Scientific Groups-SSGs and Standing Committees-SCs Chief Officers-COs, Scientific Research Programmes-SRPs Chairs and the SCAR Secretariat (including the Executive Director-ED and the Executive Officer-EO). As an important step in the process it was decided to hold a meeting of the SPT at the same time of the SCAR EXCOM meeting in Tromsø, to optimise travel and costs, and that the Strategic Plan would be a major item in the meeting agenda.

This paper contains a series of ideas that aim to orientate the discussions in this meeting and the next steps for the preparation of the SCAR Strategic Plan 2017-2022.

Principles and background to prepare the new Strategic Plan

As was commented in the last Delegates Meeting, the general principles for preparing and discussing the new SCAR Strategic Plan 2017-2022 would follow those of the current SCAR Strategic Plan 2011-2016. That means it will be a consensus, inclusive document prepared after an open and iterative process of consultation.

The participation in the process and the opinions of the SCAR community are of great importance. A broad participation will be promoted and inputs from the National SCAR Committees and Delegates will be especially encouraged. This will be an opportunity to promote and develop the general engagement of our community with SCAR.

The new document should be as concise as possible, avoiding going into unnecessary details about SCAR and instead referring for major background materials to other sources, in particular to the SCAR website. However, it should also be informative and highlight the most relevant aspects of SCAR, having at the same time an attractive content and design.

Apart from the current SCAR Strategic Plan 2011-2016, that will be a starting point and guide for the preparation of the new Strategic Plan 2017-2022, the following documents, among others, should be taken into account:

- Outcomes of the SCAR Structure review and the resulting changes to the Rules of Procedure
- Outcomes of the 2014 1st SCAR Antarctic and Southern Ocean Science Horizon Scan
- Outcomes of the 2015 Antarctic Roadmap Challenges Workshop
- Momentum and perspectives relative to the SCAR's role in the Antarctic Treaty System
- The review of SCAR co-sponsored groups and activities carried out in 2014
- The evolution and results of the internal review of the new generation of SCAR Scientific Research Programmes
- Existing agreements and cooperation with other organizations
- Possible recommendations of the SCAR review by ICSU.
- Other relevant ICSU strategic documents, including the current (2011-2017) ICSU Strategic Plan.

Proposal for conducting the discussions during the meeting in Tromsø

- To introduce and discuss briefly this document (WP 5) in the first session of the EXCOM meeting
- To recommend that all oral reports by the COs and others during the meeting include topics and ideas that could form part of the Strategic Plan's content
- To nominate one/several "rapporteurs" that will collect those parts of the reports that could be useful for the Strategic Plan, as well as the ideas exposed or that arise in the discussions.
- Sessions on Thursday 27 August will be fully dedicated to the Strategic Plan. It is proposed that the discussion is conducted in the following manner:
 - o To analyse the current Strategic Plan 2011-2016 and have a preliminary discussion about possible changes in its title, structure, index, content and design (figures, etc.) for the next SP.
 - o To adopt a preliminary tentative index and a draft of annotated content
 - o To divide the participants of the meeting in four groups (A, B, C and D) to discuss more in detail and prepare draft content for different parts of the Strategic Plan (see below tentative matter of each one of the groups) ⁽¹⁾
 - o To meet again all together to present and discuss the outputs of each group
 - o To decide the formation of a small writing team that will be in close contact with the secretariat to prepare the draft documents to be reviewed by the SPT or distributed.

- (1) On Friday 28 August, during the closed part of the EXCOM meeting, the other members of the group will advance the contents of each part, taking into account the previous day's discussions. After break, the groups will join again for a final discussion on the way forward.
- (2) *Tentative matters of the four groups: A) General structure and index of the Strategic Plan / Organization / Management / Resources; B) Leadership in the future Antarctic science; C) Scientific advice / Partnership; D) SCAR Products / Data and Information / Capacity Building / Education / Training / Communications and visibility.*

Proposed actions and tentative timetable after the extended EXCOM Meeting in Tromsø

- The secretariat assisted by the writing team will prepare a Draft-1 of the Strategic Plan containing the results of the meeting (by the 15 October 2015).
- The Draft-1 will be circulated, reviewed and improved by all the participants in the meeting and the COs not attending (replies by 15 November 2015)
- An amended document (Draft-2) will be prepared by the Secretariat assisted by the writing team by the 10 December 2015, sent to the SPT members for a quick review (by 15 December) and distributed to the National Delegates, and ICSU Unions members asking for their review, input and suggestions, to achieve a consensus document. The National Delegates would be asked to discuss the document with their National Committees and scientific communities and to provide their feedback by the 30 January 2016.
- The Secretariat assisted by the writing team will prepare Draft-3 that will be reviewed by the SPT and by 1st March 2016 distributed for a second round of comments by the National Delegates and also sent to partner organizations for comment (COMNAP, CCAMLR, IASC and others as necessary). The comments should be received by 1 April and Draft-4 would be prepared by the Secretariat assisted by the writing team..
- In spring 2016 after all comments have been received, a meeting/retreat dedicated to the final preparation of the Draft Strategic Plan should be held to finalize the version to be submitted to the Delegates Meeting (Draft-4). To reduce travel and costs, this meeting would be in Cambridge, with physical participation of those SPT members available and having easier and cheaper travels, and teleconference connection with the others.
- The submitted Draft-4 will be discussed at the Delegates Meeting in Kuala Lumpur on 29-30 August 2016. It is expected to have a conditional approval of the Plan.
- Draft-5 will be prepared by the Secretariat assisted by the writing team and revised by the EXCOM by 15 October 2016. It will then be posted on the website for final comments by all parties due before 15 November.
- On 1 December 2016 the Final Draft will be circulated to SCAR members for final approval
- On 1 January 2017 the approved SCAR Strategic Plan 2017-2022 will entry into force.

Recommendations/Actions

The participants in the extended EXCOM meeting are asked to review and discuss this framework and develop the process that will conduct to the SCAR Strategic Plan 2017-2022. Budget implications, including extra pressure on the mostly new Secretariat staff as this process is already delayed, need to be addressed as well, and taken also into account in the establishment of priorities for the coming months.