

**THE SCAR 'IMPLEMENTATION PLAN' JULY 2006-JULY 2008*****REVISED AT EXCOM, JULY 2007******ACTIONS UPDATED END MAY 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;
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
EC07	=	actions from 2007 EXCOM meeting

## 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

### Main Tasks and Milestones

No.	Action	Whom	By When
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	Done, needs review at XXX SCAR
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
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.	Requested of delegates
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
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)	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; cryosphere observing plan published
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	done
D-23	provide a clear picture of Antarctic ice sheet mass balance	ISMASS	Workshop organised for XXX SCAR
EC07 24	Executive Director and ISMASS Chairperson will (i) propose a major international workshop on modelling of ice sheet dynamics and sea-level to be held in association with the 2008 OSC, and (ii) send invitations to the workshop to members of POLENET	Exec Dir, ISMASS, SSG-GS	See above
EC07 4	In St Petersburg COs and the Secretariat will review progress on cross linkages actions and plan a follow-up to cross linkages workshop to take place in late 2008.	COs and Secretariat	To do at XXX SCAR
EC07 10	A. Capra and the Executive Director will prepare the case for a programme planning group for POLENET to be considered at XXX SCAR.	A. Capra, Executive Director	To do before XXX SCAR
EC07 33	Secretariat will send the ATCM resolution on observing systems (plus the Weyprecht statement) to national committees and encourage them to provide sustained support for Antarctic observing systems.	Secretariat	Done
EC07 35	Secretariat will post advice on the website about development of and contribution to sustained observing systems based on the ATCM’s observing system Resolution.	Executive Officer	Done

### 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).

**Main Tasks and Milestones:**

<b>No.</b>	<b>Action</b>	<b>Whom</b>	<b>By When</b>
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	No time to enable liaison
2005-EC-69	attend the CCAMLR meeting in October 2006 to create a stronger link between SCAR and CCAMLR	Exec. Dir.	done
EC-12	agree on a policy and process for dealing with ATCM/CEP.	President and S. Chown	Now being considered by Action Group on the ATS
D-46	ensure that SC-ATS workload is manageable, and submit documents on time.	S. Chown	ongoing
EC0738	S. Chown will work with COs and Secretariat to produce a long-term plan for papers for ATCM.	S. Chown, COs, Secretariat	See EC-12 above
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) done (ii) awaited (June 08)
EC0714	The Code of Conduct paper will be sent to SCAR and COMNAP contacts as soon as possible for comment. National Committees will be asked to comment on the paper by email, so that the final version can be presented at the 2008 ATCM.[in Moscow]	A. Huiskes	First round done; final draft for review at XXX SCAR
D-48	invite CEP Chair to future biennial meetings.	Exec. Officer	Done
EC0736	A. Huiskes and S. Chown (SC-ATS) will develop a plan for the spring 2008 Giant Petrels workshop, including financial support for the workshop.	A. Huiskes, S. Chown	Done

#### 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.

**Main 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
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	To do
2004 D-13	Develop strategy for data and information management, with SSGs, SRP leaders and JCADM	JCADM and Secretariat	Done 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
HOB-5	work with Ad Huiskes on linkages with GBIF.	T.De Bruin	link made
EC07 9	The Secretariat will arrange for a review of SCAR services and products with a view to increasing their profile in, and their value to, SCAR.	Secretariat	To do
EC07 51	A set of posters on SCAR programmes, services and products will be developed and displayed in the OSC Conference hall entrance.	M.C.Kennicutt and SOC	ongoing

## 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.

### Main 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.	To Do
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
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
EC07 42	(i) encourage national committees to promote the Fellowship programme especially for the benefit of countries with developing Antarctic programmes); (ii) encourage agencies proposing to host a fellow to assist in making the best possible case for the fellowship; and (iii) work with 6CI partners to attract applications from a wider spectrum of countries.	Executive Officer	done
D-34 &	finalise the strategic plan for Capacity Building, Education and Training, with the object of publishing the document as	Exec. Dir. Marensi &	done

EC-20	a SCAR Report.	Zhang	
EC0741	The Executive Officer will revive efforts to build the CBET Committee, and monitor the progress of the International Antarctic Institute (IAI).	Executive Officer	Ongoing for XXX SCAR
COM-10	provide links to the respective training and/or education information and web pages of both organizations.	COMNAP and SCAR Secretariats	ongoing

## 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.

### Main Tasks and Milestones:

No.	Action	Whom	By When
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-30	arrange for contribution of articles to EGU news, and Union newsletters (such as IUBS News)	Secretariat and/or Chief Officers	ongoing
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	done
HOB-12	make national reports to SSGs visible on SSG web sites, and accessible to all.	SSG Chief Officers	They will be on the SCAR nat reps page
EC078	COs and the Secretariat will develop a coordinated strategy for requesting information on SCAR member activities.	COs, Secretariat	Done

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	separate brochure produced
D-33 & EC19	draft a separate brochure on SCAR, for consideration by the Executive Committee at its meeting in July 2007	Exec. Dir. & A. Maloni	Done
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
EC07 43	COs will appoint web coordinators to take responsibility for editorial control of their web sites and for passing information to the Secretariat.	COs	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-66	provide Secretariat with feedback on SCAR Achievements with reference to document WP 26	Delegates	done
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
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-19	(ii) publicise SCAR Recommendations on the SCAR web site.	Exec. Officer	Done on SSG web pages
EC07 59	The Secretariat will resolve details of the publication of the 50 <sup>th</sup> anniversary book with editors and publishers.	Secretariat, Finance Committee	ongoing
HOB-20	prepare press releases for XXX SCAR and SCAR's 50 <sup>th</sup> birthday, well in advance, for consultation with the Executive Committee.	Secretariat	To Do for 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 <sup>th</sup> 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	For XXX SCAR

EC07 37	Secretariat will develop a series of SCAR papers for consideration at XXX SCAR.	Secretariat	Ongoing
EC07 60	The Secretariat and A. Huiskes to consider strategies for producing popular publications on Antarctic science.	Secretariat, A. Huiskes	Ongoing

## 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.

### Main 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.	Done
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	Done
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	Done
EC07 65	Executive Director will work with the lawyers to finalise SCAR's legal and Charity status by 1 January 2008.	Executive Director	SCAR became Company

			April 14 2008; Charity status awaited
EC07 63	The Executive Officer will revise the new election procedure and circulate it to EXCOM by the end of September for approval for presentation at XXX SCAR.	Exec. Officer, P.Clarkson	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	done
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.	(i) done; (ii) ongoing
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-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.	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	done
EC07 44	Keynote papers will be published as a special issue of Antarctic Science. SSGs and SRPs will encourage publication of papers from OSC sessions in special issues of journals.	Secretariat, D. Walton	ongoing
EC07 48	SCAR and IASC Secretariats and A. Klepikov will develop strategies for reducing costs for countries with less-developed Antarctic programmes.	V. Rachold, Executive Director, A. Klepikov	done
EC07 49	The Presidents of SCAR and IASC will write to ICSU and WMO inviting them to be co-sponsors and ask for a financial contribution to enable countries with fewer resources to attend the OSC.	SCAR and IASC Presidents and Secretariat	done
EC07 52	The Executive Officer will circulate a summary table of room requirements for SCAR business meetings to AG, EG, SSG, and SRP groups for comment by end August.	Executive Officer	done
EC07 54	The Secretariat will work with Scientific Organising Committee to develop a provisional agenda for of all OSC sessions.	Executive Officer, SOC	done
EC07	Secretariats to draft letters for Presidents' signatures inviting	SSGs, SRPs	done

55	Keynote Speakers and for SOC Chairs' signatures inviting Session Chairs.		
EC07 56	The Secretariat and V. Rachold will develop a process for abstract submission, review and acceptance. M. Kennicutt will send guidelines for abstracts to Executive Officer, A. Klepikov and V. Rachold.	Secretariat, V. Rachold	done
EC07 58	The EXCOM and COs to provide the OSC SOC and Secretariats with feedback on Keynote Speaker selection (end July).	EXCOM, COs	done
D-5 & HOB- 19	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
D-62	(i) re-contact National Committees and the wider SCAR science community to ask for suggestions for celebrating SCAR's 50 <sup>th</sup> anniversary, and (ii) urge National Committees to arrange national celebrations of SCAR's 50 <sup>th</sup> anniversary.	Exec. Officer	done
D-63	consider various plans for celebrating SCAR's 50 <sup>th</sup> anniversary, and to consider providing a budget.	Executive Committee	Done (see also section 6 above)
D-64 & EC-8	(i) take forward the plan for a book celebrating SCAR's 50 <sup>th</sup> 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	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 <sup>th</sup> Anniversary Celebrations.	Exec. Dir.	done
COM -5	prepare an action list for each joint meeting, and report on progress at each following meeting.	Exec. Officer & COMNAP	Ongoing
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	Done for XXX SCAR
EC07 13	A. Huiskes will work with the interim chair to develop a paper on the proposed Higher Predators group for Delegates to consider at XXX SCAR, including terms of reference.	A. Huiskes	Done for XXX SCAR
EC-4	draft a revised policy on Recommendations for the	Exec. Dir.	To Do fr

	consideration of EXCOM		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	ditto
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	done
D-43	formally request National Committees and Delegates to propose candidates for awards in 2008	Exec. Officer	done
D-6	prepare an annotated agenda for SSG meetings, in advance, as the basis for the SSG report to Delegates.	Chief Officers with Secretariat	Done for XXX SCAR
EC-5	draft an approach for EXCOM and Chief Officers to consider, suggesting how to proceed on KGI coordination.	Exec Officer	To Do
EC07 3	S. Marensi and the Secretariat will develop a terms of reference for the King George Island Science Coordination Action Group.	S. Marensi, Secretariat	ditto
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	ditto
EC07 19	The Secretariat will develop a time-plan for the SRP review process by the end of October.	Secretariat	done
EC07 20	The COs and the Secretariat will work together to ensure that the brief for SRP reviewers is relevant and precise.	COs, Secretariat	done
EC07 21	Secretariat to consult with SRPs and COs to develop a mechanism for rotating SRP members and replacing chairpersons as part of the rules of procedure for SCAR subsidiary bodies.	Secretariat, SRPs, COs	done
EC07 22	Executive Director and V. Rachold (IASC) will work together to develop a mechanism for formation of a joint IASC/SCAR Bipolar Action Group.	Executive President, V. Rachold	done
EC07 23	SCAR President to discuss with IASC at the IP Steering Committee meeting in October the terms of reference for an IASC/SCR Bipolar Action Group	President	done
EC07 69	The Secretariat will work with IASC to arrange the first meeting of the IASC/SCAR bipolar working group in St Petersburg.	Secretariat, IASC	Done – it will be 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).

**Main Tasks and Milestones**

<b>No.</b>	<b>Action</b>	<b>Whom</b>	<b>By When</b>
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	done
D-4	write to national committees urging them to provide additional financial support to the SCAR Fellowship programme.	Exec. Dir draft for 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
2005-EC-78	prepare a coordinated information package about SCAR SRPs for the Tinker Foundation	Exec. Dir.	To Do
EC07 71	The Secretariat will develop a strategy for attracting external sources of funding.	Executive Director, Executive Officer	To Do
EC07 74	The Secretariat will allocate \$5k seed from the 2008 budget to fund a meeting of the proposed Development Committee.	Executive officer, P. Clarkson	Post-poned
EC07 75	The Secretariat to draft a paper on ethical guidelines with respect to accepting donations, for consideration by XXX SCAR.	Executive officer	done
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	To Do For XXX SCAR
D-57	develop a mechanism for providing information on cash flow	Exec. Officer and Finance Committee	To Do for XXX SCAR
2005-EC-72	continue efforts to obtain arrears in contributions	Exec. officer	ongoing
P-19	continue to work with Malaysia to develop links with	Exec. Dir.	ongoing

	Islamic countries for capacity building and sources of finance (Islamic Council for Science)		
D-3	approach Belorus about possible membership.	Secretariat	done
2005- EC- 76	deliver quarterly statements to SSGs on expenditures against their allocations.	Exec. Officer	ongoing
F-6	Maximise the return on the endowment fund	Secretariat	Interest increased by changing to U Camb account
EC07 70	The Secretariat will work with D. Walton and the publishers to ensure that the costs of the anniversary book are recouped through sales within a 2 years period.	Secretariat, D. Walton	Ongoing

**9. PROVISIONAL TIMETABLE OF MAIN MEETINGS AND BUDGET INVOLVING SECRETARIAT TRAVEL (mid-2006 to mid-2008)**

**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 (est)	Budget Line
Feb 27 – Mch 2	Exec. Dir. & President	IPY Joint Committee and IPY Launch	Paris	0 for Pres \$1000 (Dir)	Secretariat Travel
13-18 Mch	Exec. Dir.	Arctic Science Summit Week (ASSW)	Hanover, New Hampshire	\$2000	Secretariat travel
30 Apr to 11 May	Exec. Dir., Exec. Off, President, S.Chown	ATCM and CEP	New Delhi	\$15,000	ATCM
6 June	Pres and Exec Dir	IASC President mtg	Stockholm	\$2000	Secretariat travel
7-8 July	SSG Chief Officers,	Chief Officers'	Washington	\$5000	CO's meeting

	Exec. Dir, Exec. Off. P. Clarkson	meeting			
9-11 July	EXCOM + COs + Secretariat	EXCOM meeting	Washington	\$10,000	EXCOM
26-30 Aug	Exec. Dir.	10 <sup>th</sup> ISAES mtg	Sta Barbara	\$2500	Sec Travel
6-8 Sept	Exec. Dir.	Pre XXX SCAR mtg	Russia	\$2000	Sec Travel
1-3 Oct	Exec Off.	SOOS mtg	Bremen	\$1500	Sec Travel
8-19 Oct	Exec Off.	SC-AGI mtg	Buenos Aires	\$2000	Sec Travel
25-26 Oct	Exec Dir	IPY-JC	Quebec City	\$2000	Sec Travel
31 Oct	Exec Dir	AWI	Bremerhaven	\$600	Sec Travel
15 Nov	Exec Off	UK Polar Net	Norwich	\$300	Sec Travel

**2008**

Date	Who	Why	Where	Cost (est)	Budget Line
13-14 Mar	Exec. Of.	WWF Workshop on climate change	London	\$200	Secretariat Travel
26-27 May	Exec Dir	IPY Legacy mtg	Kracow	\$800	Sec Travel
2-13 June	Exec Dir, Exec Off, Chair SC- ATS, SCAR Lecturer	ATCM/CEP mtg	Kiev	\$10,000	ATCM budget
1-18 July	Exec Dir Exec Off	XXX SCAR and IPY-JC mtg	St Petersburg & Moscow	\$5000	XXX SCAR budget