Achievements Against Strategic Plan Goals

The following targets are listed under the appropriate section headings of the Strategic Plan, but a few of them appear only in the Executive Summary to the Plan. Progress against targets is listed in the right hand column.

Delegates are asked to note progress, and to approve a plan for the proposed external review of SCAR performance called for in the Strategic Plan. This review was supposed to take place in 2008, but this year has been exceptionally busy given the demands of organising XXX SCAR. We suggest that the review takes place during 2009, and is reported to the Delegates at XXXI SCAR. We recommend that the President requests a small ad hoc group to meet during XXX SCAR to devise the terms of reference for the review, to consider an appropriate budget for the review, and to suggest names for a possible small review team. This exercise should not be as elaborate as the review of 2000, which was concerned with a major restructuring.

Section 3. The Scientific Challenge	
Generate and coordinate innovative high quality international science programmes addressing key issues of global importance	5 SRPs approved in 2004; all being reviewed externally in 2004; reviews all excellent. 2 new SRPs in the pipeline. ACCE review will be southern equivalent of Arctic Climate Impact Assessment. Workshop developing new modes for ice sheet development. IPICS aiming to drill the longest/oldest ice core.
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);	Established the Open Science Conferences in 2004 (1100 attendees in 2004; 900 in 2006; 1500 in 2007). Continued the 4-yearly Biology and Earth Sciences Symposia. Cosponsoring the IPY conference series.
Promote the establishment of regional and international scientific networks	Established links between MarBIN, OBIS and GBIF. Formally linked SCAR, IASC, IACS and WCRP. Promoted and cosponsored development of APECS.
Encourage multi-disciplinary cooperation in relevant fields	Created cross-linkages workshops between SRP and SSG leaders to develop interdisciplinary activities
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.	ICSU Officers attended the XXIX and XXX Delegates meeting and made statements at the OSC Plenary. SCAR attended the ICSU Assembly in China. SCAR has a joint ocean programme with SCOR, and a MoU with WCRP and IACS. Two ICSU unions have joined or applied to join SCAR (INQUA and IAU). SCAR has frequent dialogue with ICSU at IPY-JC meetings. SCAR as been

	awarded a €30,000 grant by ICSU for ice sheet modelling. SCWR cosponsors some IGBP activities (ICED, IPICS).
Section 3.4 IPY	
Play a primary role in the implementation of the IPY	SCAR is a member ex-officio of the IPY-JC. The SCAR President and several SCAR scientists are on the IPY-JC. SCAR helped to write the IPY Science Plan. JCADM's Chair is co-chair of the IPY Data sub-committee.
Work with partner organisations to influence the development of the IPY	SCAR and IASC are working closely together to influence the direction of the IPY and the development of the IPY legacy. To assist the process they have formed a Bipolar Action Group to advise on the roles of SCAR and IASC in developing the IPY legacy.
Support and, where appropriate, lead the implementation of the Antarctic component of the IPY Science Plan.	SCAR science programmes lead major IPY projects.
Work with the IPY community on a major international synthesis event to wrap up the main results of the IPY, and to point the way forward (collaborative events should be organized with other agencies active in the Antarctic region, to illustrate the benefits of cooperation).	The XXX SCAR OSC for 2008 has become the SCAR/IASC OSC for 2008, as a bipolar IPY event, and has been adopted by ICSU and WMO as the first IPY Science Conference. SCAR is a co-sponsor of the 2nd IPY Conference, now being developed for Oslo in June 2010, and ill be a co-sponsor of the 3rd and final IPY Conference in Canada in 2012.
Choose an appropriate manner in which to celebrate the 50th anniversary in 2008 during the IPY, including an event during SCAR-XXX.	SCAR is supporting publication of a history of SCAR's role in international scientific research since the IGY. The Russian hosts of XXX SCAR Delegates meeting will arrange some special celebration in Moscow.
3.5 Partnerships	
Work in partnership with organisations having a global remit, to place SCAR's research in the global context.	SCAR is working with WCRP on ocean, ice (CliC) and climate issues; with IGBP's ICED group on ocean ecosystems and change; with IGBP's PAGES on ACE and on ice core studies through IPICS; with SCOSTEP on solar-terrestrial interactions; with SCOR on oceans.
Participate in programmes addressing carbon fluxes, through co-sponsorship of the relevant activities of the IGBP's Integrated Marine Biogeochemistry and Ecosystem Research (IMBER)	IMBER's Southern Ocean programme is ICED, a successor to JGOFS and GLOBEC. SCAR is co-sponsoring ICED.

programme, and the International Global Carbon Project	
Develop closer links with the International Arctic Science Committee (IASC) to improve bi-polar scientific research linkages	IASC and SCAR have developed many links – notably in managing the OSC for 2008, in developing the IPY Conferences, and in specific research areas (joint sponsorship of high latitude climate symposium; links with ACE etc).
4. Advice to the ACTM/CEP	
Bring key issues to attention of the ATCM/CEP.	SCAR continues to bring working papers and information papers to the meetings of the ATCM and CEP. AG-SATC has explored possible improvements to the SCAR interface with Treaty Parties, and made recommendations to Delegates to consider at XXX SCAR.
Arrange for the SCAR lecture to be given annually as part of the SCAR presentation to the Plenary session of the ATCM	Annual SCAR lecture provided since 2003. Copies of past SCAR lectures to ATCM can be downloaded from the SCAR web site
5. Data and Information Management	
Develop a strategy for data and information management.	A draft strategy has been circulated for comment to SSGs to Delegates at XXX SCAR. This has stimulated a lively debate.
Commission, with COMNAP, an external review of JCADM by data and information management experts	JCADM was reviewed in 2006 and 2008
Urge Members to support the Antarctic Data Directory System, and to report on progress at biennial SCAR meetings	Several Members have provided a great deal of metadata to the AMD; others have been more reluctant to do so.
Encourage the establishment of an Antarctic Spatial Data Infrastructure (AntSDI) to improve use of geospatial information	SC-AGI is in the process of developing an AntSDI.
Require SC-AGI to liaise closely with the potential users of its products, and particularly with COMNAP, to ensure that maximum use is made of its products and that those products are adapted to meet user requirements	COMNAP attended the SC-AGI meting in Buenos Aires in fall 2007. SCAR is highlighting its products and services via posters in St Petersburg, and is proposing to review them in due course. It has been suggested that SCAR needs service level agreements with service providers, and that we need consistency of product image.
Review the activities of SC-AGI	SC-AGI's performance since its formation in 2006 will be reviewed by Delegates in 2008.
6. Capacity Building and Education	
Develop a strategy for capacity building,	A Strategy for CBET was published as

education and training (CBET)	SCAR Report 27. As one element of implementation SCAR co-sponsors with IACS the Association of Polar Early Career Scientists (APECS)
Create a SCAR Capacity Building and Education Group	The Plan was created by a small group. It is hoped to expand this during a CBET meeting in St Petersburg.
Develop the fellowship programme	The Fellowship programme is supporting 4-5 fellows per year. New financing from voluntary contributions or from outside is needed to grow the programme
Promote education of the public and of students so as to increase awareness of the value of Antarctic science	SCAR is an Associate Member of the International Antarctic Institute based in Hobart, which offers support for advanced degree courses in Antarctic science. The SCAR website links to national examples of Antarctic education programmes.
7. Communication	
Develop a communication plan:	The Plan was published as SCAR Report 25
To establish SCAR as the premier agency where policy makers, scientists and journalists look for information with respect to scientific issues in the Antarctic region	Improved SCAR web site in 2004, now getting 100,000+ hits per month;
To increase awareness of SCAR activities within the SCAR community (Members, and the Antarctic science community), and the wider global scientific community including ICSU and its constituent organisations	Created SCAR News page, followed by quarterly SCAR Newsletter in January 2005. Contribute to ATS News. Created AGCS and EBA Newsletters. Continued Geospace with SSG-GS news. SCAR poster can be downloaded from the SCAR web site, along with SCAR PowerPoint presentations. Encourage SSG Action Groups and Expert Groups and Scientific Research Programmes Groups to publish the results of their activities, with scientific results preferably in the peer-reviewed literature, acknowledging the contribution of SCAR
To increase the awareness, support and cooperation of governments and the general public to the issues that inspire SCAR's programmes and priorities	Urge National Committees to raise awareness of the importance of Antarctic science by organizing Conferences or Symposia on Antarctic science, and drawing attention to the relevance of that science to major issues of public concern.
To establish SCAR programmes as preferred targets for the international donor community, to increase funding for	Sloan Foundation funding for CAML; NOAA funding for SOOS; US funding for ISAES; ICSU finding for ISMASS,

SCAR's science	etc
To achieve a culture of communication throughout the organisation	Chief Officers of SSGs are invited to attend Executive Committee meetings, as ex officio members, to provide a communication channel between EXCOM and scientists. Secretariat uses e-mail as primary medium of communication, and utilises SCAR Circulars.
8. Organisation and Management	
Review performance of SCAR at 8 year intervals (2008)	Suggest Delegates develop ToRs and mechanisms at XXX SCAR for review in 2009 and report in 2010.
Review performance of subsidiary groups at intervals of 5 years (SSGs due in 2009, assuming an official start in 2004).	Review SSGs in 2009
Monitor progress of all groups and Secretariat annually	Done routinely by SSGs, EXCOM and Delegates.
Revisit SCAR strategy and revise as appropriate at Delegates meetings	Delegates are encouraged to refer to SCAR Strategic and Implementation Plans and to suggest changes as appropriate
Create an Implementation Plan	Created Nov 2006; updated July 2007, and May 2008.
Keep under review the timing and location of the Science and Delegates' Meetings	This is reviewed biennially at Delegates meetings.
Ask each subsidiary group and the Secretariat to produce a plan indicating the activities it expects to carry out, the results it expects to achieve, and the time frame in which they should be reached, and monitor progress	Secretariat provides plans to EXCOM, and quarterly reports. Other groups do not yet follow this procedure in detail, though SSGs do produce plans at their biennial meetings.
All meetings of the governing and subsidiary bodies should produce action lists indicating the actions required, the person or organisation responsible for carrying them out, and the time frame in which each action is to be discharged, as the basis for regular review	Routinely done at EXCOM, Delegates, and SSG meetings.
Circulate documents for plenary sessions to Delegates at least one month in advance of the Delegates meeting	Around 95% of documents are made available in this time frame. It is accepted that where SSG and Delegates meetings are close together this delay is not feasible for SSG reports.
9. Resources	
Apply the following financial strategy:	
raise the level of contributions	Done in 2006
maintain as far as possible an even	2006 = 203k:232k

balance between expenditure on science and administration	2007 = 210k:308k 2008 = 263k:275k (est) 2009 = 255k:295k (est) 2010 = 257k:287k (est)
maintain a cash reserve of around $100,000, so as to ensure that salaries can be paid at the beginning of each year	The reserve is larger, but not worth as much because of the decline in the US$ and the payment of salaries in UK£
obtain targeted funds from appropriate external funding sources to support selected activities within the SCAR programme	As noted above: Sloan Foundation funding for CAML; NOAA funding for SOOS; US funding for ISAES; ICSU finding for ISMASS, etc
levy a small overhead charge on all external funds handled by SCAR	Done with Sloan Foundation.
encourage Members to provide additional voluntary contributions to provide extra flexibility and support for science	UK and Germany provided 3 years double contribution in 2005,6 and 7. S. Africa provided $2000 for fellowships in 2007
attract new Members	Malaysia 2004; Denmark and Portugal 2006; Romania applied 2008. Upgrades: Peru, Switzerland 2004; Ukraine, Bulgaria, 2006; Malaysia applied 2008.
save where possible on administrative costs	Change from paper publications to electronic to save printing costs. Cut travel budget for Secretariat.