

International Council for Science

# SCAR

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November 2008

## Implementation Plan 2008-2010



**SCIENTIFIC COMMITTEE ON ANTARCTIC RESEARCH**

at the

**Scott Polar Research Institute, Cambridge, United Kingdom**

## THE SCAR 'IMPLEMENTATION PLAN' JULY 2008-JULY 2010

### 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 = action from 2008 Delegates meeting

R = Recommendation from 2008 Delegates meeting

E = Action from 2008 old EXCOM meeting

N = Action from 2008 new EXCOM meeting

SP = Action from 2008 Joint SCAR COMNAP EXCOMs meeting

2007 EC – actions from 2007 EXCOM meeting

HOB D = actions from 2006 Delegates 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 Science Tasks and Milestones

No.	Action	Whom	By When
	<b>LIFE SCIENCES</b>		
D-12	SSG-LS and SSG-PS to establish a Cross-SSG Action Group on Prediction of Changes in the Physical and Biological Environment of the Antarctic (SSG-LS and SSG-PS).	M Candid, J. Turner, K. Conlan, P. Convey	Nov 1
D-14	An Action Group be formed with members from SALE and representatives from the 3 SSGs to develop a code of conduct for the exploration of subglacial hydrological systems. The recommendations from the US National Research Council report on environmental stewardship provides an excellent starting point. A preliminary draft of the code to be presented to the SCAR Ex Com in 2009.	C Kennicutt & K Conlan	EXCOM 2009
D-25	Y. Le Maho to provide some appropriate report language regarding fundamental biological advice on responses of organisms to change and limits of responses (for CEP, ACCE and SCAR Cross-Linkages).	Y Le Maho	ASAP
	<b>PHYSICAL SCIENCES</b>		
D-4	Ask Kees Ven Der Veen to provide new Terms of References for ISMASS (the Ice Sheet Mass Balance and Sea Level Expert Group) in line with the new focus of the group on ice sheet modeling, for consideration at the EXCOM meeting in 2009, to include possible co-sponsorship by IASC.	M Candidi & K vdVeen	EXCOM 2009
D-11	Delegates to circulate the draft ACCE document for comment and to provide feedback to the Secretariat by September 1.	Delegates	Sept 1
D-12	SSG-LS and SSG-PS to establish a Cross-SSG Action Group on Prediction of Changes in the Physical and Biological Environment of the Antarctic (SSG-LS and SSG-	See SSG-LS (above)	

	PS).		
SP-9	SCAR to invite COMNAP to participate in PAntOS meetings and to assist in the development of PAntOS.	Exec Dir	Sept 1
SP-5	SCAR Secretariat ask COMNAP to comment on the ACCE draft before September 1 <sup>st</sup> .	Exec Dir	ASAP
	<b>GEOSCIENCES</b>		
D-12	Plans for SERCE as an SRP should be presented to XXXI SCAR.	A Capra	XXXI SCAR
	<b>SSG GENERAL REQUIREMENTS</b>		
D-7	Organise Cross-linkages workshop in late 2008/early 2009.	Exec Dir	ASAP
D-8	(a) enrol the Chief Officers of the SCAR SSGs or their representatives as part of the SCAR KGI Action Group to provide a close connection to SCAR science programmes; (b) the SCAR KGI Action Group continue to compile information to complete the inventory of KGI science by XXXI SCAR; (c) Jefferson Simões to contact Tania Brito to explore ways to integrate Admiralty Bay ASMA research and monitoring activities with those of the KGI Action Group, and to see to what extent the work of the AG could provide a model for other scientific activities across KGI; (d) national SCAR representatives be urge to broadcast widely the message that to the extent possible we need local (i.e. KGI) science to be devised in so as to make a significant contribution to SCAR science programmes.	(a) Exec Dir; (b) KGI AG; © J Simoes; (d) Delegates and Nat Comms	(a) ASAP; (b) ongoing © ASAP (d) ASAP
N-2	(i) SCAR Secretariat and COMNAP to work on a paper on KGI science (see Recommendation SCAR XXX-11), (ii) EXCOM and SCAR Secretariat to suggest names to present the paper.	Exec Dir and COMNAP	Nov 1
	<b>SRP GENERAL REQUIREMENTS</b>		
D-10	The Secretariat will (i) notify the Leaders of each SRP of the Delegates decisions regarding that SRP; (ii) send appointment letters to all new SRP members, noting their terms of appointment and (iii) send a letters of thanks to those SRP members rotating off each SRP.	Exec Dir	Sept 15
D-14	SALE and SSG-LS to develop a code of conduct for the exploration of subglacial hydrological systems (see also SSG-LS)	C Kennicutt and K Conlan	EXCOM 2009
D-15	Each SRP is to provide EXCOM with a response to the external reviews, paying particular attention to identified shortcomings and including an explicit plan to address these issues. The next 2-year programme review to specifically consider progress on these issues.	SRP leaders	Dec 1
D-16	The SCAR Secretariat will notify the Convener of the SRP AAA of the Delegates decision, and send appointment letters to the new SRP members noting their terms of appointment.	Exec Dir	Sept 15

D-17	Plans for SERCE as an SRP should be presented to XXXI SCAR.	A Capra	XXXI SCAR
	<b>SCIENCE RECOMMENDATIONS</b>		
XXX-1	National Committees to urge their national funding agencies to consider contributing to SCAR-MarBIN funding for the period 2010-2014	Nat Comms	ASAP
XXX-2	National Committees to urge researchers to give careful consideration as to whether flipper bands should be used, and under what circumstances.	Nat Comms	ASAP
XXX-3	national funding agencies urged to support continued operation of geospace observatories and for archiving the data	Nat Comms	ASAP
XXX-4	(i) countries doing upper air observations along the Antarctic Peninsula coordinate operations to secure continuous daily sounding; (ii) countries that have done ionospheric sounding over the Antarctic Peninsula restart observations, and those that are currently doing them upgrade their installations.	Nat Comms	ASAP
XXX-5	Ask COMNAP to urge national programmes to contribute sea ice observations made from their icebreaking research and supply vessels, and to train ship officers to make such observations.	COMNAP & Nat Comms	ASAP
XXX-6	Members commit funding for one or more data buoys to be deployed through the logistic activities coordinated by the International Programme for Antarctic Buoys.	Nat Comms	ASAP
XXX-7	(a) All research and supply ships and traverse parties should contribute real-time meteorological observations to the WMO GTS; (b) Climatic data from land stations should be submitted to GCOS via the WMO GTS shortly after the end of each month; (c) COMNAP construct a web page listing intended ship movements; (d) Aircraft operating on long distance flights in Antarctica should report to AIREPS	Nat Comms	Ongoing
XXX-8	(i) that support be provided (perhaps multi-operator) for a KGI radiosonde programme; (ii) that a wide range of climate parameters be collected at 3-hourly and 6-hourly intervals by all KGI stations, and routinely exchanged; (iii) that SCAR and COMNAP to be asked to consider the proposal that a working paper on “Major scientific themes that could be addressed by a coordinated approach to KGI science” (or some such title) should be addressed to the COMNAP meeting in Punta Arenas (Aug 2009), as the basis for discussing how such coordination might be achieved, and by what means; (iv) that SCAR recommend through COMNAP that consideration be given to applying the experience of Svalbard area science programme coordination for	(i) National Operators (? via COMNAP); (ii) ditto; (iii) Exec Dir and EXCOM; (iv) Exec Dir and EXCOM	ASAP

	optimization of KGI investigations		
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### 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 Treaty Link Tasks and Milestones:**

No.	Action	Whom	By When
	<b>SC-ATS</b>		
2007 EC 12	When presenting papers to ATCM/CEP SCAR should take a conservative approach by relying only on-peer reviewed material.	All SCAR	Ongoing
D-21	Secretariat and EXCOM to work with USA to devise an appropriate lecture topic and speaker for Washington or Baltimore in April 2009.	Exec Dir and EXCOM	By end Dec 2008
D-22	SCAR to consider preparing poster boards for the Baltimore convention centre to highlight different aspects of SCAR science.	Exec Dir and SC-ATS	By end Dec 2008
D-23	(a) Increase SC-ATS funding to facilitate the provision of timely advice in key areas; (b) Prepare a paper for next ATCM/CEP on SCAR's role and capabilities; (c) Interact with CEP to establish how SCAR may respond to CEP plans, and hold regular discussions with CEP about upcoming issues; (d) Inform ATCM/CEP about SCAR's products and services; (e) Consider providing an annual Antarctic report card (especially on climate change and its effects); (f) Re-engage with evaluating the scientific aspects of management plans; (g) Urge national committees to connect with ATS national committees regarding SCAR contributions.	(a) Delegates (b) SC-ATS © SC-ATS (d) Exec Dir & SC-ATS (e) AGCS (f) SC-ATS (g) Exec Dir and Nat Comms	(a) now; (b) now; © pre ATCM/C EP (d) ASAP (e) pre ATCM/C EP (f) ASAP
SP-3	Secretariats and SC-ATS to consider the desirability and effectiveness of producing for ATCM/CEP a joint paper with COMNAP on Aliens in Antarctica.	Exec Dir & SC-ATS	ASAP
SP-4	Secretariat to consider how best to develop a joint paper for	Exec Dir &	ASAP

	Baltimore 2009 on scientific advances in relation to oil price effects, bearing in mind the need for an appropriate audience, and consider whether it should or could be the basis of the SCAR Lecture or a joint SCAR-COMNAP presentation.	EXCOM	
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#### 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 Data Tasks and Milestones:**

No.	Action	Whom	By When
	<b>JCADM</b>		
D-5	(i) An intersessional Action Group on SCAR Data and Information Management Strategy (AG-SDIMS) be formed to prepare the next version of the DIM strategy, and report on progress to EXCOM in 2009. The AG is to include representatives of the 3 SSGs, JCADM and SC-AGI; (ii) Once a revised strategy is agreed, the AG should prepare a phased implementation plan explicitly outlining resource implications. The context should include developments on data sharing within WMO, and considerations of the IPY Legacy discussions. (iii) To keep costs down the group should preferably meet in association with the Cross-SG Workshop.	(i) Exec Dir with Chief Officers; (ii) AG;	(i) ASAP; (ii) post EXCOM 2009;
D-6	Delegates will circulate the draft DIM strategy document for consultation within their national communities, and feed comments on and additions to the paper to the Secretariat by September 1, 2008.	Delegates	Sept 1
D-15	(iv) charge JCADM with the responsibility for liaising with bipolar or Antarctic IPY programmes and national IPY committees to ensure that IPY data goes into appropriate databases (e.g. NADCs) and that metadata end up in the AMD;	JCADM	Ongoing: See D-15 below

SP-8	SCAR to send the draft data and information management strategy document to COMNAP to circulate for comment, preferably by September 1.	Exec Dir	ASAP
	<b>SC-AGI</b>		
D-35	Secretariat to work with Members to ensure that they nominate representatives from their countries to SC-AGI, in order for SC-AGI to continue to make progress.	Exec Officer	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 Capacity Building and Education Tasks and Milestones:

No.	Action	Whom	By When
2007 EC 41	The Executive Officer will revive efforts to build the CBET Committee, and monitor the progress of the International Antarctic Institute (IAI).	Executive Officer	Ongoing
D-30	Secretariat (i) to examine the fellowship proposals, decide where cuts can be made, and (ii) to notify successful and unsuccessful candidates.	Executive Officer	ASAP
D-31	(i) encourage national committees to contribute extra resources to SCAR Fellowship programme; (ii) Secretariat to solicit external funds to support SCAR education programmes.	Exec Officer	(i) Pre Sept 30; (ii) 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 Communication Tasks and Milestones:**

<b>No.</b>	<b>Action</b>	<b>Whom</b>	<b>By When</b>
D-44	Secretariat and EXCOM to continue developing ideas for popular publications in Antarctic Science.	Exec Officer	End Sept
SP-11	COMNAP Secretariat to make available the section of the INFONET meeting report summarising the outcomes of the session on Briefing Notes on Science, as the basis for exploring a joint approach to developing such notes.	COMNAP	End Aug
D-26	David Walton and Peter Clarkson to seek input and feedback from national committees and delegates on each of the chapters of the proposed SCAR Anniversary book, and to consult with the Antarctic History group. Feedback to be provided by September 1.	D Walton & P Clarkson	ongoing
D-39	Secretariat to give high profile to 50 <sup>th</sup> anniversary on SCAR web page.	Exec Officer	End Sept
D-40	Secretariat to consider what items need to be kept on the password protected Members page, and to make recommendations to EXCOM with the objective of making changes as appropriate prior to XXXI SCAR.	Exec Officer	End Dec 08
D-41	Secretariat to arrange more prominent links to national committees' web pages.	Exec Officer	End Dec 08
D-42	Secretariat and EXCOM to review web site to emphasize achievements and the contributions of science to the solution of major issues.	Exec Dir & EXCOM	2009 EXCOM
SP-1	SCAR to consider developing a presentation for COMNAP highlighting scientific progress and plans and the foreseeable needs for infrastructure and logistical support and cooperation, addressing what worked, what did not, and what were the lessons learned.	Exec Dir & EXCOM	End Sept 2008
D-48	discuss with COMNAP the presentation of a paper on future directions in Antarctic science.	ditto	ditto
XXX-8	(iii) that SCAR and COMNAP to be asked to consider the proposal that a working paper on "Major scientific themes that could be addressed by a coordinated approach to KGI science" (or some such title) should be addressed to the COMNAP meeting in Punta Arenas (Aug 2009), as the basis for discussing how such coordination might be achieved, and by what means; (iv) that SCAR recommend through COMNAP that	Exec Dir and COMNAP	2009 COMNAP and EXCOM mtgs

	consideration be given to applying the experience of Svalbard area science programme coordination for optimization of KGI investigations		
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## 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 Management Tasks and Milestones:

No.	Action	Whom	By When
	<b>LEGAL</b>		
D-33	EXCOM and Secretariat to work with Delegates in the intersessional period to explore constitutional procedural matters.	EXCOM & Exec Dir	XXXI SCAR
	<b>MEDALS</b>		
D-28	national committees to be more diligent in nominating candidates for SCAR medals.	Nat Comms	March 2010
D-29	The Secretariat and EXCOM to explore ways to make the SCAR medals more prestigious, widely recognized, and increase the impact of the award for SCAR and the recipients. The Secretariat is to develop a plan for approval by EXCOM to elevate the SCAR medals and medal ceremony.	Exec Officer and EXCOM	2009 EXCOM
	<b>OSC and XXXI SCAR</b>		
D-3	(ii) acidification of the Southern Ocean is to be addressed as a key topic at the next OSC	Exec Dir	XXXI SCAR
D-36	The local organisers will provide a comprehensive report on the OSC and SCAR business week, and will work with the Executive Director to identify the lessons learned.	A.Klepikov	ASAP
D-37	(i) Secretariat should prepare more detailed plans for possible in-house management of OSCs, for EXCOM to examine in 2009 and Delegates to review in 2010; (ii) A	(i) Exec Dir; (ii) EXCOM	(i) 2009 EXCOM (ii) ditto

	possible change in the cycle to 4 years should be put to the EXCOM in 2009, for consideration by the Delegates in 2010. (iii) in parallel with this exercise, EXCOM should examine the major meetings structure to see if some alternative model might replace the pattern of OSCs interspersed with biology and earth science symposia.	(iii) EXCOM	(iii) ditto
E-9	Secretariat to invite APECS to next SCAR meeting as observer.	Exec Officer	XXXI SCAR
SP-6	Secretariats to review the results of the experiment of organising the COMNAP and SCAR meetings back to back in the same place, outline options for the future and report back to both Executives	Exec Dir and COMNAP	Pre end Dec 2008
	<b>MANAGEMENT RECOMMENDATIONS</b>		
HOB 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 & Exec. Dir.	Ongoing
D-2	Secretariat to bring the internal and external Recommendations of the SSGs to the attention of the appropriate bodies	Exec Dir	ASAP
D-9	Executive Director to report to EXCOM in 2009 on the status of recommendations	Exec Dir	2009 EXCOM
	<b>GENERAL</b>		
D-3	(i) provide more focus on chemistry, including on the SCAR web site;	Exec Officer	End Dec 2008
D-46	(i) Secretariat in consultation with COs and EXCOM to develop plans to review SCAR's products and services, (ii) to draft service level agreements for discussion with agencies, (iii) to make products and services more prominent on the web page. (iv) SSGs to review products and services annually.	Exec Dir	End 2008
D-38	(i) EXCOM to appoint a Review Panel with the following terms of reference:- 1. To report on the extent to which SCAR has, since 2004, achieved its objectives; 2. To provide advice about what SCAR must do to achieve those objectives which remain unachieved; 3. To provide such advice about the operation and management of SCAR as it sees fit, for the improvement of SCAR. (ii) The Review Panel should (a) receive reports electronically from the 5 SRPs and SCAR's many science activities; (b) participate in a 2-day meeting at SCAR in Cambridge during 2009; (c) report electronically at least 2 months before the XXXI SCAR Meeting.	EXCOM	ASAP
E-7	the Executive Director should draft a plan for developing a new strategic plan (2010-2016), for discussion at EXCOM in	Exe Dir	2009 EXCOM

	2009.		
	<b>LINKS WITH NATIONAL COMMITTEES</b>		
HOB D-36	consult appropriate delegations about the possibility of visiting National Committees in South America.	Executive Officer	ASAP
HOB D-39	(iii) provide web links on the SCAR web site to all national programme web sites.	Exec. Officer	ASAP
	<b>LINKSWITH OTHER BODIES</b>		
E-2	Executive Director to advise BipAG at its meeting on July 9 about the implications of the possible rapid decline in funding for the IPY-JC and IPY-IPO, so that BipAG could consider the implications for SCAR in their report to the Delegates.	Exec Dir	July 9
D-18	EXCOM and the Secretariat, coordinating with other appropriate bodies, should pursue the question of how SCAR (with IASC) may take on responsibility for elements of the IPY Legacy in the post-IPY era, including defining the financial ramifications and obligations, and advise Delegates in 2010 how to proceed.	Exec Dir and EXCOM	2009 EXCOM
D-19	EXCOM should consider how SCAR might be involved with the International Polar Decade (IPD) as proposed by the WMO, depending on how the IPD develops	EXCOM	ongoing
D-20	EXCOM, IASC and the Secretariat and BipAG and IASC to implement the following actions as appropriate:- (i) establish links between SAON and PAntOS to ensure that they develop in a compatible way and learn from the best practice of each other; (ii) SCAR and IASC to consider applying for observer status with the IPCC; (iii) SCAR and IASC to prepare themselves as the existing polar coordination structures to take a prominent role in ensuring that IPY project data goes into national and international databases, to ensure the IPY Data Legacy; (iv) charge JCADM with the responsibility for liaising with bipolar or Antarctic IPY programmes and national IPY committees to ensure that IPY data goes into appropriate databases (e.g. NADCs) and that metadata end up in the AMD; (v) keep IASC informed about the development of the SCAR data and information management strategy, with a view to the two adopting the same strategy so as to facilitate interoperability between the two hemispheres; (vi) SCAR and IASC programmes to have a clearly specified data and information management plan that follows the IPY data policy of making all data eventually available to all, and a clearly specified education and outreach plan; and (vii) support the development of open access data journals.	(i) Exec Dir and IASC; (ii) Exec Dir and IASC; (iii) Exec Dir and EXCOM; (iv) JCADM; (v) Exec Dir;  (vi) Exec Dir and Chief Officers; (vii) Nat Comms and Delegates	(i) ASAP (ii) ASAP (iii) ongoing; (iv) ASAP (v) ongoing  (vi) ongoing  (vii) ongoing

## 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 Resources Tasks and Milestones**

<b>No.</b>	<b>Action</b>	<b>Whom</b>	<b>By When</b>
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
2007 EC 71	The Secretariat will develop a strategy for attracting external sources of funding.	Executive Director, Executive Officer	Ongoing
D-27	Finance Committee and Secretariat to finalise details of co-sponsorship of the film "Enterres Volontaires" with Roland Schlich and Claude Lorius.	Exec Officer and Finance Cttee	ASAP
D-50	EXCOM to review the Ethics Policy and revise it as appropriate for XXXI SCAR.	EXCOM	2009 EXCOM