

**From:** Paul E. Filmer  
**To:** IAI Executive Council  
**Via:** Antonio MacDowell, EC Chair  
**Date:** December 2, 2002  
**Re:** *An Analysis of IAI ad hoc Committees*

In response to comments made by the interim Director at its Fifteenth meeting, the Executive Council asked for an analysis of the terms of reference for the various committees, task forces, and working groups it has created, recommending adjustments or dissolutions.

As consulted with the affected Chairs, and the interim and newly appointed Directors, I am recommending the dissolution of the majority of these groups as described below, since these groups have either completed their assignments, are inactive, or are covering functions assigned by the Agreement to the Directorate.

Some fundamental observations:

- Article V, Section k.4 of the IAI Agreement states that committees shall be *ad hoc*.
- The *ad hoc* nature of these committees is reflected in the Rules of Procedure of the Executive Council (Chapter VII) and the Rules of Procedure of the Conference of the Parties (Chapter VI).
- The *ad hoc* Committees are formed as necessary to give advice to the Council or Conference, in order to reach an agreement or decision.
- Article VIII of the IAI Agreement defines the responsibilities of the IAI Directorate.
- The various groups active at the time of the request were as follows:
  - Accreditation;
  - EC Bureau,
  - Communications;
  - Country Commitment;
  - Country Contributions;
  - Data Policy;
  - Director Selection;
  - External Evaluation,
  - Financial and Administrative;
  - Fund Raising;
  - Rules;
  - Suspension and Termination, and
  - Training and Education.

Two of these groups were dissolved immediately after EC-XV, and will not be considered further in this analysis: Director Selection, and Suspension and Termination. In addition, the Country Commitment working group has presented its final report to EC-XVI, and so also may be considered dissolved.

Three other groups will not be considered further because they are ongoing activities either approved by the Conference directly (Accreditation, External Evaluation), and/or are explicitly required by the Rules of Procedure (Accreditation, EC Bureau).

The remaining groups, Communications, Country Contributions, Data Policy, Financial and Administrative, Fund Raising, Rules, and Training and Education can be divided into two categories: those who cover areas governed by the Council or Conference (Financial and Administrative, Rules), and those who are currently providing advice mainly to the Directorate (Communications, Country Contributions, Data Policy, Fund Raising, and Training and Education). I am recommending the dissolution of the second group.

Some facts and observations from the attached Table:

- Most groups are operating with a vacancy;
- One group (T&E) has not been active for four years;
- There are overlaps in areas of responsibility;
- Three groups have no Charter or Terms of Reference; and
- Several are still operating after the date set for dissolution in their Charters.

In addition, it should be noted that the work of many of these groups is carried out by a small number of individuals. Many of the groups have members who are not able to dedicate much time to IAI matters when they return to their home institutions. These groups also put an additional burden on the IAI Directorate staff for support of their meetings, and on the core budget of the IAI. The Directorate also has, for the first time in several years, a complete complement of staff and a new Director who has stated his intent to realign the internal responsibilities of the staff with those assigned by the IAI Agreement.

The case of the Training and Education working group is instructive. Although the group has no Chair and is now inactive, the IAI continues to have a successful Training and Education program. Why? Because the function is part of the Directorate's responsibilities according to the Agreement, and a specific assignation of that responsibility has been made (to one of the Directorate Officers). It is my recommendation that this group be dissolved.

The areas of responsibility covered by Country Contributions and Fund Raising groups overlap between themselves and with those of the Directorate. The responsibilities of the Country Contributions and Fund Raising groups are largely functions of the Director according to the Agreement, and I suggest these groups be dissolved. The Director should decide how these functions are to be accomplished.

It is my recommendation that the Financial and Administrative group continue, as this group provides valuable advice to the Conference on the annual budget and administrative policy. However, the Terms of Reference for this group should be revised to include all elements as outlined at the end of this paper.

The Communications group has provided a great deal of information and guidance to both the Directorate and Council which has led to an additional Officer position at the Directorate, as well as many of the publications presented at meetings of the Council and Conference. The Agreement states that responsibility for promoting the Institute lies with the Director, and the Communications group feels that it has completed as much as feasible of its Charter. I recommend that this group be dissolved.

The Data Policy group also covers responsibilities of the Directorate's officers, and for which newly created positions now exist. I recommend that this group be dissolved.

The Rules committee provides guidance and advice to the Council and to the Conference, and should clearly continue in this function, as it does not overlap with any other group or with stated functions of the Directorate.

Finally, should the Director, Council or Conference decide that *ad hoc* committees with responsibilities similar to those that are recommended for dissolution are needed, they can always be reconvened. However, I would recommend that a standard format be used for all Charters or Terms of Reference, as follows:

- The date of the document's approval should appear on the document itself.

- The composition of the group should be clearly indicated, including whether these appointments are by country or by person.
- The rotation of members and/or the position of the Chair should be clear.
- The purpose and objectives of the committee should be clearly stated.
- Where appropriate, a description of method to be followed should be stated.
- A date or event for reporting, and a body to whom the report should be submitted should be stated.
- A fixed date of dissolution or review should be set and followed.

Arlington and Panamá, 2002

<i>Ad hoc</i> Committee Name	Chair / Membership	Last Renewed / Last Report	Charter or Terms	Date limit
Accreditation	Brown/USA Brazil Cuba USA Uruguay	At each CoP CoP-XI	No	2 years
Communications “Task Force”	Garea/Cuba Filmer/USA Richardson/USA <i>Newsletter Editor</i> <i>IAI Director</i> <i>Communications Officer</i> <i>CRN Project Manager</i> <i>SAC Member</i>	June 1997  EC-XV/CoP-IX	Yes	
Increasing Country Commitment	Ereño/Argentina Zárate/Costa Rica Garea/Cuba Castro/Panama Farrow/USA Brow/USA	July 2001  EC-XV	- Composition - Purpose - No date - Method - Date of Report	November 2001
Country Contributions	Filmer/USA Kayano/Brazil Garea/Cuba Donoso/Panama	July 2001  EC-XV	No	
Data Policy “Task Force”	Filmer/USA <i>Scientific Officer</i> <i>CRN Project Manager</i> <i>IAI DIS Manager</i>	September 1996 EC-XV	- Date - Membership - Reporting responsibilities	~2 years

Financial and Administrative “Working Group”	Richardson/USA Michellini/Uruguay MacDowell/Brazil Garea/Cuba <i>Financial Officer</i>	January 1997 EC-XV	- Date - Composition	Membership 2 years
Fund Raising “Working Group”	Past EC Chair MacDowell/Brazil Ereño/Argentina Filmer/USA 2 (?) SAC Member(s) <i>IAI Director</i> <i>Financial Officer</i> <i>CRN Project Manager</i> <i>Virji/START</i> <i>Malone</i>	June 1999 EC-XV	Yes ~ - Composition - Responsibilities	No
Rules and Procedures Standing Committee	Brown/USA ?/Argentina MacDowell/Brazil Castro/Panama ?/Cuba	September 1994 EC-XV	No	No
Training and Education “Working Group”	Chair(vacant) Donoso/Panama Necco/WMO 2 SAC Members <i>IAI Director</i> <i>T&amp;E/Comm. Officer</i>	1999 EC-X	- No date - Objectives - Composition	2 years then review