

INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH



EC-XXXV - CoP-XXI – EC XXXVI

11-14 June 2013

Montevideo, Uruguay

Minutes of the CoP-XX

5_CoPXX/English/13 March 2013

Minutes of the Twentieth IAI Conference of the Parties (CoP)
Arlington, VA, USA, 27-29 June 2012

TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
<i>Agenda.....</i>	<i>3</i>
<i>1. Opening Session.....</i>	<i>6</i>
<i>2. Election of Bureau.....</i>	<i>7</i>
<i>3. Approval of the Agenda.....</i>	<i>7</i>
<i>4. Approval of the Reports of the 18th and 19th CoP</i>	<i>7</i>
<i>5. Member country presentations.....</i>	<i>7</i>
<i>6. Progress report of the Executive Council</i>	<i>8</i>
6.1. Issues brought forward from the 33rd EC meeting for approval of the CoP.....	8
6.2. Other brought forward from the 33rd EC meeting	9
<i>7. Report of the Credentials Committee.....</i>	<i>9</i>
<i>8. Progress report of the IAI Directorate.....</i>	<i>9</i>
8.1. Science and Capacity Building.....	9
8.2. Annual program for FY 2012-2013.....	10
8.3. Core Budget & Country Contribution for FY 2012-2013.....	11
<i>9. Report of the Scientific Advisory Committee (SAC) and approval of CRN 3 projects.....</i>	<i>13</i>
<i>10. Outcome of the Science-Policy Dialogue.....</i>	<i>16</i>
<i>11. Tripartite proposal for hosting the IAI Directorate</i>	<i>18</i>
11.1. Establishment of the Implementation Committee for the Tripartite IAI Directorate	21
<i>12. Approval of the Action List of day 1.....</i>	<i>22</i>
<i>13. Report of the Standing Committee for Rules and Procedures (SCRP).....</i>	<i>23</i>
13.1. Changes to the Rules of Procedure of the Conference of the Parties.....	23
13.2. Changes to the Rules of Procedure of the Executive Council.....	25
<i>14. Report of the Committee for the recommendation of SAC candidates.....</i>	<i>26</i>
<i>15. Election of SAC Members.....</i>	<i>26</i>
<i>16. Election of Executive Council members.....</i>	<i>27</i>
<i>17. Donor's session.....</i>	<i>28</i>
<i>18. Suspension of the CoP session.....</i>	<i>28</i>
<i>19. Future meetings.....</i>	<i>28</i>
<i>20. Adjournment.....</i>	<i>28</i>

<i>Annex I – Action List</i>	29
<i>Annex II – Resolutions</i>	32
<i>Annex III – Proposal for a Tripartite Governance Structure</i>	34
<i>1.Introduction</i>	36
<i>2.Objectives of the Tripartite Governance Structure</i>	36
<i>3.The Tripartite Governance Structure and Accountability</i>	37
<i>4.Roles, Responsibilities, Conditions, Infrastructure and Other Resources to be provided under the Tripartite Governance Structure</i>	38
The role of the Executive Director will be to:.....	39
The role of the Assistant Director Science Programs will be to:.....	40
<i>5.Costs</i>	58
<i>8.Legal Agreements between each host country and THE IAI</i>	62
<i>9.Languages of communications, and translation</i>	62
<i>Annex IV – Standing rules of the Conference of the Parties (CoP)</i>	65
<i>ACRONYMS</i>	66



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Note: This report is not strictly a chronological record. For completeness, greater clarity and readability the IAI Directorate has grouped discussions of each agenda item together.

20th IAI Conference of the Parties (CoP) 27-29 June 2012 – Arlington, VA, USA

Agenda

Wednesday– 27 June 2012	Day 1
-------------------------	-------

09:00am – 05:00pm IAI Science-Policy Dialogue

Thursday – 28 June 2012	Day 2
-------------------------	-------

- Morning session (08:30 – 12:30)

08:30 - 09:00 Registration

Opening ceremony

- *Welcome by USA Representative*

Organizational Issues:

- *Election of the CoP Bureau*
- *Election of the Credentials Committee*
- *Verify nominations from SAC members*

Approval of the Agenda

Approval of the Reports of the 18th and 19th Conferences of the Parties

10:30 – 10:45 Coffee Break



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Progress Report of the Executive Council:

EC Chair

- Activities charged to the EC by the last CoP
- EC activities, actions, and decisions
- Issues brought forward from the 33rd EC meeting

12:45 Lunch break

- Afternoon Session (14:00 – 18:00)

Report of the Credentials Committee

Progress Report of the IAI Scientific Advisory Committee (SAC),
CRN3 recommendations and implementation

SAC Chair/IAI Directorate

Outcome of the Science-Policy Dialogue

Nicolas Lucas

Progress Report by the IAI Directorate:

- Activities and funding in 2011-2012;
- Annual Program for FY 2012-2013;
- Core Budget for FY 2012-2013;
- Directorate operation and location

15:30 – 15:45 Coffee Break

Tripartite Proposal for hosting the IAI directorate

Ad hoc Committee Chair

Welcome reception

Friday – 29 June 2012

Day 3

- Morning session (08:30 – 12:30)

Approval of the Action List of day 1



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Approval of the Core Budget for FY 2012-2013 and Country Contribution for 2012-2013

Approval of the other items forwarded from EC-33

Review and approval of EC and CoP Standing Rules

Lou Brown

Review of CoP items for action by EC-34

Donor's session

- Country contributions to:
 - Program and Project Activities
 - Core Budget

Election of SAC members

Election of EC members (*)

Other decisions arising

Future meetings and sites

Adjourn

Debriefing session – IAI CoP Bureau and the IAI Directorate

(*) After the CoP meeting, the new EC will meet to elect its bureau

Meetings of Working Groups, as necessary

Participants at the meeting were:

CoP Country Representatives

- Argentina: Carlos Ereño
- Brazil: Maria Virginia Alves, Carlos Alfonso Nobre, Carmen Lidia Richter Ribeiro, Eduardo Maragna Guimaraes Lessa
- Canada: Javier Gracia Garza, Kathryn Lundy
- Chile: Felipe Cousiño



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

- Colombia: Yadir Salazar
- Costa Rica: Roberto Villalobos
- Dominican Rep: Abel Moreno
- Ecuador: Juan Carlos Moreno
- Guatemala: Luis Ricardo Álvarez Girón
- Paraguay: Francisco Barreiro
- Peru: Mijail Quispe, Juan Montoya
- United States: Trigg Tilley, Maria Uhle, Frances A. Colón, David Reidmiller, Paul Filmer, Vanessa Richardson, Erica von Schneidemesser
- Uruguay: Jorge Rucks, Beatriz Ana Silva Prestinar

SAC Members

Frank Müller Karger (Chair)

Observers

Rodney Martínez Güingla, CIIFEN

IAI Directorate Staff

- Holm Tiessen (Director)
- Marcella Ohira (Assistant Director for Capacity Building)
- Rafael Atmetlla (Assistant Director for Finance and Administration)
- Nicolas Lucas (Communications and Policy Specialist)
- Louis Brown (Chair of the Committee for Rules and Procedures)
- Ione Anderson (Science Program Manager)
- Luis Marcelo Achite (IT Manager)
- Tânia Regina Freire Sanchez (Executive Assistant to the IAI Director)
- Paula Richter
- Elvira Gentile

1. Opening Session

The representative of the US, Dr. Trigg Talley, Director of the Climate Office of the US State Department welcomed all participants to the Conference of the Parties of the IAI. The IAI is about to embark in a new set of activities that will broaden the scope of the Institute. This comes at a very important time, when decision makers are concerned about how to promote development with lower emissions and how to increase resilience against the threat of climate change and the problems it presents. As a result there is much more demand for information to help decision-making and that demand will only increase. The IAI is well positioned to provide that kind of information throughout the hemisphere, and it



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

will become more important over time.

2. Election of Bureau

The CoP elected the following members as the Bureau for its Twentieth Meeting: Frances Colón from the USA as the Chair, Carlos Nobre from Brazil as the First Vice-Chair, and Kathryn Lundy from Canada as the Second Vice-Chair. *(Action 1, day 1)*

3. Approval of the Agenda

The CoP approved the agenda of its Twentieth Meeting.

(Action 2, day 1)

4. Approval of the Reports of the 18th and 19th CoP

The CoP approved the report of its Eighteenth and Nineteenth Meetings without modifications.

(Action 3, day 1)

5. Member country presentations

Brazil: The outcomes from Rio+20 will affect the research agenda for the next decade. This is closely related with the mission of the IAI, if the IAI wants to adhere to what Rio+20 delivered. From a political standpoint, although the event came a little bit short in delivering more concrete results or as to display the fundamental role of science for sustainable development, the 2015 new set of sustainable development goals was decided to be a science-based process. This was a major progress. On the other hand, although slow, the general sense was one of political progress. Countries can set these general agreements as principles and make great progress. The Government of Brazil adheres to the principles of sustainable development, and is defining new science programs to adhere to the sustainable development goals, and to seek solutions for a transition to a green economy. The three pillars of sustainable development -social, economic and environmental- should be undistinguishable in terms of real sustainable development, but they are still seen as three very different things. For Brazil, and surely for many Latin American countries, the eradication of poverty is a central element. The challenge is now to develop science that will provide solutions to many of the related problems such as land use change, sustainable agriculture, resilient cities, and other issues. After 15 years under its current science agenda, perhaps the IAI may also want to include the issues of poverty, equity and gender in its agenda for the next 15 years. This will



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

allow the Institute to play a much stronger role as reference institution for sustainable development in the Americas.

USA agrees with the idea of looking at the achievements and future directions of the IAI. The human dimensions are very important, but if that is the direction the IAI wants to take, then it will also have to look for alternative funding sources (World Bank or development aid agencies). The IAI is being targeted as one of the key regional nodes in this new way of doing global environmental change research and perhaps it should take advantage of that. The funding issue is one of the key themes the IAI needs to address.

SAC Chair: This is a very good timing to look into this, and I invite member countries to provide feedback, to the directorate and the SAC on the lines of research that we could start looking into and maybe defining calls for proposals.

Uruguay: The Government of Uruguay has an inter-institutional structure to address climate change and variability issues through a national system integrated by the different actors of the executive branch of government more directly related with adaptation, climate change and climate change mitigation aspects. The country is small and highly vulnerable to climate change and it is highly dependent on agriculture and cattle production. This is why there is concern about the effects of climate variability and change on production capacity, as well as on economic and social development. There is a need to generate adaptation mechanisms to mitigate the effects of the recurrent droughts that affect the management of water resources, soil and biodiversity. The National System to Respond to Climate Change is aimed at addressing the cross-cutting character of global change issues, giving priority to social aspects. In particular, Uruguay has worked with the IAI in the health sector and its relation to climate change, which allowed identifying important research topics. Another area identified is the use of water resources for power generation, which is also related with the management of groundwater. Uruguay has established a category II center that was approved by UNESCO, to develop knowledge, research and groundwater management tools. This center will provide the possibility to work regionally and might link with IAI research. Other key themes related to the economic and social uninterrupted development that the country has seen in the last 10 years are waste disposal and recycling for power generation or the improvement of the capacity to deal with dangerous residues, the development of new technologies and the recycling of electronic products. In that sense, the efforts of Uruguay require the definition of indicators of progress in adaptation to climate change and variability. This is something the IAI has been working on and we would like to learn from this experience. In this sense, we have submitted a request to host or participate in workshops or seminars on these topics to respond to several important challenges that the country and the region are facing.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

6. Progress report of the Executive Council

The Chair of the EC related that since the 18th CoP, the EC Bureau had been busy with the Directorate location issue. The CoP 19 decided to combine the proposals of Argentina, Brazil and Uruguay to host the IAI Directorate into one tripartite proposal, with a distributed structure for the Directorate. An ad hoc committee was established composed of Argentina, Brazil, Canada, Uruguay and the US, to elaborate a detailed integrated proposal for the tripartite setting, to be presented for consideration at CoP-20.

6.1. Issues brought forward from the 33rd EC meeting for approval of the CoP

- Core Budget request for 2012-2013
- unchanged level of Country Contributions for 2012-2013
- list of projects recommended by the SAC for funding under the Third Round of the Collaborative Research Network Program (CRN 3)
- changes to the rules of procedure of the EC and CoP proposed by the Standing Committee for Rules and Procedures
- consensus tripartite proposal to host the IAI Directorate

The Financial and Administrative Committee (FAC) recommends the approval of the Core Budget, Country contributions and acceptance of the Financial Statements corresponding to this fiscal year.

6.2. Other brought forward from the 33rd EC meeting

- Financial Report and the Financial Statements for the fiscal year ending June 30, 2012.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

- The EC decided to renew the charter and composition of the FAC for the next two years. Parties are invited to be part of this committee.

7. Report of the Credentials Committee

The Credentials Committee, composed by Colombia, Costa Rica and USA, informed the CoP that thirteen delegations had submitted the official credentials to participate in the meeting: Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Paraguay, Peru, the United States and Uruguay. Required number of accredited Parties to constitute quorum is nine. *(Action 4, day 1)*

8. Progress report of the IAI Directorate

8.1. Science and Capacity Building

The IAI Director provided a summary overview of the new science developments.

The CRN II –100% NSF funded- has closed in 2012 and the directorate is still complying with reporting requirements. The productivity of the program has been very high, with hundreds of publications and excellent science output. The human dimensions program closed at the same time and was integrated very nicely at this stage into the natural sciences. The value-added activity of the IAI directorate and the SAC to the science programs is the attempt of a synthesis of the science to link knowledge from different CRN projects integrating the social science components. In part this has been achieved through an IDRC funded project, which gave an additional dimension of economic analysis, and through synthesis meetings with the scientists on dry ecosystem management: e.g., the agriculture pressures on dry ecosystems are very high because they are suitable to agriculture production -relatively disease free with relatively fertile soils. This is why agriculture pressures on semiarid systems are often greater than on humid systems like the Amazonian system, and that is reflected in the political aspect. The pressure, for instance, on the Chaco in Argentina and Paraguay is extremely strong. And there is the case of the dry forests in Minas Gerais in Brazil: CRN Tropi-Dry contributed to a Federal Court decision by providing results which confirm the classification of these forests as Mata Atlantica which is a protected ecosystem in Brazil. On the other hand, the Parliament of the province of Cordoba in Argentina decided to protect only pristine reservations and leave slightly degraded forests unprotected, thus not following recommendations by another CRN project. We've also learnt that as we go towards more extreme conditions in NE Brazil, even though the Caatinga is not a protected ecosystem, the development pressures on these



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

very dry areas are much less because the potential productivity is much lower. It is the combination of projects on agriculture and on ecosystems what revealed those gradients across the continent.

The essential conclusion is that this continent still lacks a clear understanding of the social utility, the economic context and the need for conservation vs. productivity for many of its dry ecosystems. Considerable progress is needed in understanding what kind of protection the drier regions of the continent require. The Chaco and some dry forests are under a legally uncertain state of protection and the same is true in Mexico. It would have been very useful if we could have taken this further. One of the comments from PI Sandra Diaz is while this is a learning process in the end it was not thoroughly satisfactory because we simply do not have the capacity to lead this sort of integration process and then feed it into the next stage of policy relevance.

The need for knowledge integration and synthesis has led the IAI to the tripartite proposal and to the additional efforts that are needed for value-added activities. The SAC and the directorate drafted a call for proposals for the third round of the CRN that was sent out in the middle of 2011, initially for pre-proposals. Then the SAC invited full proposals. At the same time the Assistant Director for Science Programs resigned, so the previous IAI Interim Director, John Stewart, was engaged to help with the process of closing the old programs and initiating the new one. Without that additional manpower the directorate would not have achieved the results it has.

8.2. Annual program for FY 2012-2013

Research

The IAI has an agreement with the Program for International Research and Education (PIRE) for co-funding of proposals. One or two CRN projects are expected to be co-funded with PIRE as well. Funding from this program will be two to four times larger than the individual CRN funding. During the coming year, the new CRN3 and new training programs will be implemented.

Several projects have been fully recommended by the SAC, several will need additional work together with the directorate and SAC to refine proposals and work plans. Start-up meetings are planned for September and October.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Decisions on NSF's Program for International Research and Education are being taken at the end of June 2012. We expect one of two CRN programs to link to this initiative and will coordinate efforts with NSF during project implementation.

Grant agreements for the new Small Grants Program have just been signed, and implementation will be coordinated with the CRN3 activities.

The Directorate-led MacArthur Foundation funded project on impacts of climate change on biodiversity in the tropical Andes is continuing throughout the year.

Final reporting and synthesis for CRN2 will be done in July and August.

Capacity Building

Three training events are being prepared for the period July 2012-June 2013: on Adaptive Management of Water Resources under Climate Change in Vulnerable River Basins (October 8-17, 2012, La Serena, Chile), and two Colloquia on Knowledge Integration at the Science-Policy Interface (joint with the National Center for Atmospheric Research) will be conducted in the Dominican Republic and in Ecuador.

An editorial forum will be held with UN ECLAC October 28-30 in Buenos Aires to develop a book resulting from the Training Institute on Cities and Climate Change.

Research Internships are continuing under the agreement between IAI and INPE/CPTEC. For 2013 the IAI will support 2 scientists from Venezuela and from CIP in Peru.

Administration

The instabilities in operations that have plagued the Directorate for the past 9 years will require resolution over the coming year. As activities of the Directorate have expanded, and Directors have taken direct responsibility for conducting some of the research in addition to running the long-standing programs, workloads have increased and greater operational stability is needed. The directorate is still operating with volunteer external consultants and a highly volatile support staff. It is hoped that this can be corrected in conjunction with a move to Montevideo during 2012/13.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Brazil: How well is the strategic plan for the next year aligned with the recommendations of the science-policy dialogue?

IAI Director: The IAI Strategic Plan adopted last year needs an implementation plan. The two new directorates with the defined functions are a very major part of that implementation plan. The science-policy dialogue clearly showed the need for that work to be done. The directorate will also work on the implementation of the CRN 3 program, the other science programs and the establishment the directorates. The expectation for a year from now, is to have consolidated offices and a more solid idea of how the new people will want to tackle the mandates that up to now remain only partially fulfilled.

Canada would like to see an outline of how the strategic plan will be developed in the next year or so, using the input from the science-policy dialogue.

IAI Director: The mandate of the IAI, the suggestions made during the science policy dialogue and the IAI strategic plan are the base for the new tasks, but we want to involve the incoming people from the beginning in defining their own work for them to be truly committed to it.

The CoP approved the Annual Program for FY 2012-2013.

(Action 9, day 1)

8.3. Core Budget & Country Contribution for FY 2012-2013

The Assistant Director for Finance and Administration gave an outlook of the finances, contributions collected, and the administration area. As of 30-Apr-2012 the IAI has collected 99.5% of the approved contributions for FY 2011/2012. However, this does not mean that 99.5% of the countries paid during this fiscal year, but that there is an extra grant to collect from the US related to past expenses. There has been limited response from the countries, although positive signs come from Bolivia, Ecuador and Peru. Paraguay paid the current year and part of the previous years. Colombia paid all due contributions. Pending contributions from Mexico –which has not paid for four years- amount to US\$294,000. Venezuela since the beginning of the IAI has only paid about 20% of their contributions, so pending contributions amount to US\$295,000. Contributions by Brazil, Canada and Panama have been paid regularly. Chile has advanced some funds, and Uruguay has paid part of its due.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Contacts with country representatives have been increased. During those meetings, countries receive a profile of their involvement in the IAI. IAI still needs strong support from its member countries. The total amount of pending contributions is now about US\$1.3 million.

At the close of February 2012, the expenses were 11% lower than the 8-month budget, in all categories except salaries and benefits (effect of severance and relocation not yet offset by saving on the vacant position of the Assistant Director for Science programs). Total annual performance is expected at 10% under the full-year budget. Dissemination and Outreach is lower because the Bi-annual Report has been delayed to later in 2012. All funds from the Director's Special Fund have been delayed or frozen, awaiting contribution payments from member countries.

Cash balance at the end of March 2012 was 50.7% lower than the previous year due to Program Funds not yet requested and the inclusion of a possible tax liability with the Brazilian Government for 2010 and 2011. Core Budget funds were 60.9% higher than the previous year due to the US contribution grants.

Reserves at the end of March 2012 are enough to cover 3.8 months of operations or to cancel contractual obligations. If the funds committed by the US are included, the reserves cover 9.2 months of operations.

Administrative issues

Local staff hired by INPE: A new emergency contract was issued in April 2012. Such emergency measures had to be taken 4 times in the past 3 years. There have been interruptions in services between contracts. The IAI cannot take on any difference in salaries as it did in the past. The legality is questionable under Brazilian law and it was not in the budget.

Income tax liabilities: The situation is still unresolved and could amount to additional tax payments of over US\$200,000.

Internal Controls and External Audit

- No pending items on internal controls from the FAC or External Auditors
- External Audit report is delayed and is not included in the EC/CoP meeting documentation. However based on recent meetings with the auditors, a clean audit is likely and the report will be forwarded to the FAC, EC and CoP once it is received.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

The budget request for this FY includes a preliminary request for the next two fiscal years, for planning purposes only. The budget that has been forwarded to the CoP is at the same level as the previous year, and will not require changes to the member country contributions. It does include some savings in operational expenses with the expected relocation of the Directorate in Uruguay, for half of the year.

USA asked about the efforts made to collect past contributions from countries.

IAI Director: Every time an event is held in a country, representatives are contacted and informed on the status of their contributions and the benefits they receive from the IAI. That is reflected in the increase in contributions made mostly by the smaller countries (including paying back dues). Agreements have been made with some countries that, over the coming years, will pay two or three annual contributions until the back dues are eliminated. There are concerns specifically with two mid-size countries, Mexico and Venezuela. The problem of the payments of Venezuela could not be solved for many years. Two years ago, after INE had major budget cuts Mexico has not been able to move funding commitments to a higher level, and the IAI is still struggling with this. 50-60% of the total unpaid dues corresponds these two countries.

Brazil: Do the budgets proposed until 2015 take into consideration the tripartite structure of the directorate?

IAI Director: There is a separate budgetary comparison for the tripartite proposal that is not part of the regular core budget report. Since the tripartite structure has been mandated to be cost neutral, there will not be substantial increases in expenditures.

The CoP approved the Core Budget Request for FY 2012-2013.

(Action 5, day 1)

The CoP approved the level of Country Contributions for FY 2012-2013.

(Action 6, day 1)

The CoP accepted the Financial Statements for the Fiscal Year ending June 30, 2012.

(Action 7, day 1)



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

9. Report of the Scientific Advisory Committee (SAC) and approval of CRN 3 projects

The SAC Chair informed that two members were needed to complete the committee's membership. The two members that left the SAC are Juan Valdes and Silvio Pantoja who resigned some weeks before the CoP. The SAC Chair requested the CoP to consider that expertise is needed in social sciences.

During the past and current year, the SAC was fully engaged in the discussion of the strategic plan of the IAI, and defined the CRN 3 selection process. To help with the implementation of the Strategic Plan, the SAC included key elements in the call of proposals for CRN 3: science excellence above all, multinational networks with at least four countries participating, equitable participation of countries and institutions, strong training component, strong human dimensions component, and a strategy to link the science with the policy and decision making sector.

In November 2011, the IAI received 88 pre-proposals and the SAC was in charge of the review with external help, when needed. 32 pre-proposals were selected for submission of full proposals in a two-day meeting in Cuernavaca. 26 full proposals were received. The evaluation was made by the SAC and external experts (email and panel reviews). 8 proposals were selected for recommendation for funding. These proposals involve 16 countries, 75 institutions, 117 researchers and do not exhaust the funding available. In other words, there was no proposal left that was considered fundable that did not get funded because of lack of funding. The SAC was very rigorous in applying the scientific excellence criterion and all the other criteria that were published –scientific integration, interdisciplinarity, internationality and so on.

The recommended proposals are

Nitrogen Cycling in Latin America: Drivers, Impacts and vulnerabilities

Jean Pierre Ometto (PI), Instituto Nacional de Pesquisas Espaciais, INPE, Brazil

Other countries participating: Argentina, Bolivia, Chile, Mexico, USA, Venezuela

Integrated assessment of potential impacts of climate change on the water supplies in Andean Basins – Case studies 1) El Santa (Peru) 2) Pirai (Bolivia) and 3) Paute (Ecuador)

Other countries participating: Bolivia, USA, Brazil, Ecuador, Canada - Belgium

ENVIRO-NET: Eco-Informatics for decision-making in a changing world

Arturo Sanchez-Azofeifa (PI), University of Alberta, Canada

Other countries participating: Mexico, Costa Rica, Brazil, USA



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Towards usable climate science – Informing sustainable decisions and provision of climate services to the agriculture and water sectors of southeastern South America

Cecilia Hidalgo (PI), Universidad de Buenos Aires, Argentina

Other countries participating: Paraguay, Brazil, USA

“LUCIA” - Land use, climate and infections in Western Amazonia

Ulisses E Confalonieri (PI), UFMG/CEDEPLAR, Brazil

Other countries participating: Peru, Ecuador, USA

Sensing the America's Freshwater Ecosystem Risk (SAFER) from climate change

Gerardo M E Perillo (PI), Instituto Argentino de Oceanografía (CONICET-UNS), Argentina

Other countries participating: Brazil, Canada, Chile, Colombia, Costa Rica, Mexico, USA

Strengthening Water Security for Global Change Adaptation in the Americas

Francisco J. Meza (PI), Pontificia Universidad Católica de Chile, Chile

Other countries participating: USA, Mexico, Brazil, Argentina

Climate variability of major marine ecosystems around South America

Alberto Piola (PI), Servicio de Hidrografía Naval, Argentina

Other countries participating: Brazil, Chile, Peru, USA and Uruguay

IAI Director: Among the proposals received there were some on urban contamination, sewage treatment and ecosystem services issues. But they were very weak in science and in the integration between the social and the natural sciences. This gap will have to be addressed either within the CRN call or within an expected small grants call for the coming year. There was also a proposal to analyze the science-policy interface, involving four IAI member countries. The recommendation of the SAC was not to fund it, because the scientists involved did not have the needed qualifications. In the context of the tripartite structure of the IAI and the policy relevance development, the conclusions of such a project would be of paramount importance to the IAI. The SAC is working with the team to improve the proposal and include the IAI itself in the analysis. That proposal is not ready yet and we don't know yet if it will be fundable.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

USA is pleased with the selection process for CRN 3 and hopes the IAI will go beyond what was achieved in the last two CRN rounds, and improve its policy relevance and engagement of stakeholders.

Costa Rica thanked the SAC for their work and asked the IAI to consider geographic balance for project resource distribution.

IAI Director: In the process of preparing the proposals researchers discuss who is going to lead the project according to the support they may have from their institutions. The involvement of researchers by country is better given by the total distribution of researchers than of the PIs. One of the requirements in the call is the equitable participation of project partners (proposals asking 80% of the budget for one institution are unacceptable). The IAI has to uphold these criteria to maintain its credibility.

SAC Chair: Some countries have not submitted proposals, and the IAI would like to know why. It is very important that CoP representatives help disseminating the calls for proposals in order for scientists in their countries participate in the process.

USA: A key message that needs to be given to the scientific community is that they have to integrate seriously the human dimensions from the beginning. The other issue is capacity building, e.g., workshops with practitioners and the community.

Canada: Transparency in terms of the criteria used to evaluate proposals is critical.

SAC Chair: Transparency in the proposal review process is very important and the SAC has made all efforts from the call for pre-proposals to clearly explain the criteria and the selection process. The feedback to researchers was very precise, they were told what aspects to improve. Some pre-proposals had to be rejected because they were not good at all.

IAI Director is pleased at the rigor and the communication between the SAC and the science community. The teams whose proposals were rejected will receive anonymized versions of the external reviews as well as an abstract of the deliberations of the SAC.

SAC Chair: The integration of natural sciences and human dimensions needs further development. The SAC recommends that the IAI complement the proposals that were selected.

Ecuador: It would be interesting to know how many proposals were submitted by each of the countries and the results of the reviews. How are the calls for proposals disseminated? Is there enough time for researchers to prepare the proposals? How can country representatives help to improve proposals?

USA: The process has to be open and the scientific community needs to be free to submit proposals directly to the IAI without any pre-screening within countries. Scientists should be encouraged to contact the IAI Directorate directly for information.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

IAI Director: The calls for proposals are sent to all country representatives, as well as to the listserv. The Directorate hopes that country representatives distribute the calls more widely within their countries. Criterion number one is scientific excellence, and it depends on the scientific community. If we lose the scientific credibility that goes with scientific excellence, all the other purposes become irrelevant. The IAI is very careful in the peer-review process, to make sure that there is no country or regional interference, no political considerations, not even geographic balance. Additional criteria are applied after excellent proposals are identified.

SAC Chair: Many scientists don't know how to write proposals. The call for CRN 3 pre-proposals was launch in August with deadline in November. The teams received feedback in December to submit their full proposals by mid April, i.e., 6 months in total.

IAI Director: The IAI has a capacity building program. Every capacity building event on interdisciplinary topics usually includes a session on proposal writing. The teams write proposals for seed grants, which are evaluated during the capacity building event. So, participants learn how proposals are written and evaluated, and they are even invited to evaluate each other's proposals and compare these to the official evaluation. The IAI pursues established evaluation procedures. In addition to the large CRN program, that is very complex to run, there are small grant programs that are announced on an annual basis. The next one is expected to be announced in the coming year. These small grants are targeted much more narrowly and the criteria are much easier to achieve. Sometimes in the past the small grants were specifically targeted at countries and geographic regions that are underrepresented in the CRN program. There is a series of strategies in place to build the capacity, and they are working. Many scientists that participated in a training event or a small project are now involved in CRN projects.

Uruguay: what mechanism can be implemented to increase country participation in the IAI and IAI calls. Maybe the projects that were approved can be opened to include scientists from underrepresented countries under the supervision of the SAC.

IAI Director: this was done with CRN 2, where the principal weakness was the lack of integration of human dimensions. The IAI announced a separate call specifically for projects of human dimensions to interact with the CRN projects. The proposals had to be endorsed by the principal investigators of the CRN projects. So we knew that the CRN was collaborating with the human sciences teams to develop proposals that were acceptable to both.

USA: Maybe the IAI should identify the gaps in the portfolio of topics and use some of the leftover funds for a narrower call. From the NSF point of view, CRN 3 funds are available to do that.

SAC Chair: After the science-policy dialogue, governments of IAI member countries –at any level of government- should state the issues that need to be addressed, the format in which information will be useful to them, the timing, so on. If there is feedback from the countries, science can address concrete problems. New calls for proposals should be also open to the



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

teams that have been selected for the CRN 3, so they can address gaps in their research or add new regions or countries to their networks.

Colombia: Diplomatic missions can be used as a mean of dissemination of IAI activities. IAI member countries should support the efforts of the IAI for their own benefit.

IAI Director: The external evaluation of the IAI by the AAAS pointed that one of the weakest points of the IAI is the Conference of the Parties. Many appeals were made to representatives of the countries to see themselves not only as representatives of their countries to the IAI, but also as representatives of the IAI in their countries. Some opportunities have been missed because of the lack of country participation: in the case of a training program jointly with UNESCO, the only country that established the necessary contacts with UNESCO was Brazil. When the IAI asked all countries to designate a focal point, particularly to develop links with the conventions, the only country that designated a focal point was Colombia. This is an appeal to the country representatives to rethink their role of ambassadors of the IAI in their countries.

The CoP accepted the recommendation by the SAC of eight projects for funding under the Third Round of the Collaborative Research Network Program (CRN 3).

(Action 8, day 1)

10. Outcome of the Science-Policy Dialogue

The communication and policy specialist presented the outcomes of science-policy dialogue held on the first day of the Conference of the Parties (for further details, see the report of the event).

There was general recognition of the scientific excellence of the IAI and the relevance of its global change research. There was also consensus on the need of enhancing the links between the IAI science process and the decision-making sectors at different levels. There is increasing coincidence between the themes of the IAI science agenda and the central issues on the development agenda, and therefore it becomes particularly important to foster the work of the Institute in the science-policy interface.

Although there were multiple and different statements, the discussions provided some major issues that can be organized around two themes: the scientific production of the IAI and the science-policy interface.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

i. Scientific production:

- The IAI has clearly fulfilled the role of strengthening institutional and research capacities within its member countries and this function needs to be maintained.
- The process of evaluation, integration and synthesis of the IAI science needs strengthening. The format of science assessments as a way of presenting scientific findings to user communities is highly effective and the IAI should consider the use of such format.
- IAI scientific results have to be presented in a way that they are useful or applicable to decision makers in different sectors. The science has to be oriented towards their needs and the results should be applicable.
- The IAI has played a unique role in the promotion of science research that cannot be funded with other funding sources, in particular, transnational and interdisciplinary research.
- The IAI should seek the advice of experts to adequately develop the science-policy interface, and promote research specifically aimed at understanding the shaping of public policies.

ii. Development of the science-policy interface:

- The IAI needs to have differentiated capacities and functions that are coordinated with the science agenda in order to develop a strategy for the science-policy interface.
- The efforts to develop the science-policy interaction have to be ‘nested’ or located with the cultural and political context of the region where the potential users of the IAI science outcomes act.
- The dialogue within this interface has to make sure that both sides correctly understand the messages. Thus, for example, a science-policy liaison strategy should consider interactions between decision-makers and researchers in small high-level meetings. It should also enhance the dissemination and regionalization of the work of the IAI.
- There are in the hemisphere several international and regional institutions with mandates that are complementary to that of the IAI. Relations with those institutions need to be strengthened in a network fashion. In this sense, the IAI might define a strategy to establish relations with the society and the private sector as part of the decision-making process, seeking strategic alliances given that global change issues usually go beyond government periods.
- The Conference of the Parties and the IAI country delegates should be channels that allow the appropriation of IAI science results by the economic, social and policy sectors in each country. The CoP should help the IAI to broaden the legitimacy and relevance of the scientific results as well as the policy basis of the Institute.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

- The IAI must find mechanisms to provide information on a timely manner to decision-makers. Moreover, the communication of scientific results needs to be made using adequate language and tone and concentrate on the opportunities rather than on the problems, in order to favor action over resignation. Given the democratic consolidation of the last 20 years in the region, communicating the information generated by the IAI to the general public becomes increasingly important. In any case, the information conveyed needs to be based on scientific rigor, institutional legitimacy, which gives credibility and authority to communications.
- The IAI can be an instrument that will facilitate and strengthen the relations of countries with international processes and conventions, e.g. summit outcomes, international development agendas and the convention on biological diversity.
- The development of the science-policy interface will require expanding the base of funding sources, sources that are available. Additionally, the IAI could optimize and catalyze available local funding through strategic alliances.

11. Tripartite proposal for hosting the IAI Directorate

The Chair of the Ad Hoc Committee presented the final tripartite proposal for hosting the IAI Directorate, which was prepared by the ad hoc committee over the 24 hours prior to the CoP (Annex III). The Chair of the committee thanked all the members for the collaboration and commitment during the entire process. The document contains a consensus proposal and replaces the document that had been presented with two alternatives for the new structure of the directorate. This document should be used as a reference for the implementation of the new structure.

History of the process

Resolution of CoP19: The tripartite structure of the IAI

Strengthening the capacity of the IAI will be best fulfilled by a tripartite IAI Directorate

- Coordination and integration of the IAI to be based in Uruguay
- New science development and science-policy liaison activities will be based in Brazil and Argentina
- New Directors of Science Development and Science-Policy Liaison will report to the Director General of the IAI
- The tripartite structure has to be neutral to the core budget
- The Ad Hoc Committee was tasked to develop a detailed integrated proposal for the tripartite structure

Roles and responsibilities under the tripartite structure

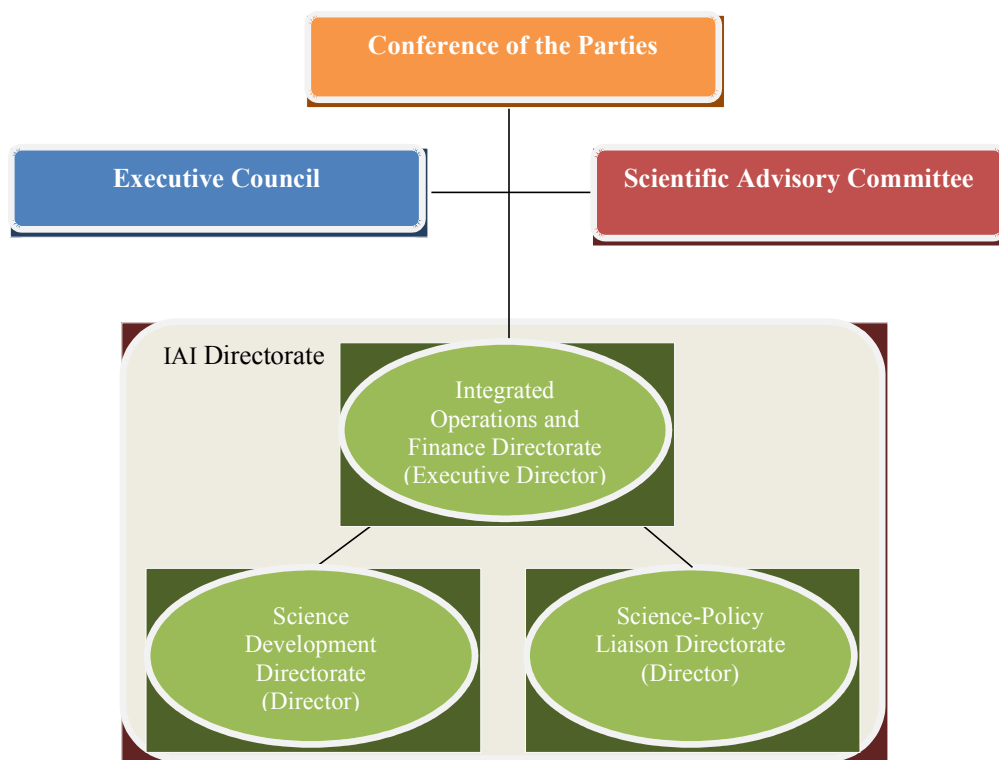
- Members of the Ad Hoc Committee reached agreement on the overall structure and lines of accountability



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

- However, consensus could not be reached in the time allotted on the specific roles and responsibilities of the individual directorates, particularly with respect to the IAI's science program management and science development activities
- Ad Hoc Committee agreed to present CoP-20 with two options for how to distribute science management and development activities across the Directorate. Finally, consensus was reached at EC 33 and the document presented only contains one option.

Proposed governance structure for the IAI



The Executive Directorate in Montevideo Uruguay will develop all the activities and responsibilities that are currently with the IAI directorate (including the management of IAI science programs) and will add the supervision of the two new directorates. The Science Development Directorate (Sao Jose dos Campos, Brazil) will be in charge of developing the strategic vision of the science program, and will expand the science network in the Americas to foster the impact of the work that is being done in the IAI. The Science-Policy Liaison Directorate (Buenos Aires, Argentina) will be responsible for expanding the outreach and communication activities of the IAI and will establish dialogues with users of scientific information and decision and policy makers.

All positions in the directorates of Argentina and Brazil will be new. In the case of the Director for Science Development, if the person is a Brazilian citizen or resident, the salary will be paid



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

by the Government of Brazil. All the other positions in that directorate will be paid by Brazil. In the case of the Directorate in Argentina, the costs associated with the Director position will be shared between the Government of Argentina and the IAI. The other positions in that directorate will be supported by Argentina.

Logistical, financial and legal considerations

Information presented by all three host-countries demonstrates their logistical capacity to host the respective Directorates. Based on the estimates of the Director and the host country governments, it is expected that the tripartite structure will yield a small cost saving to the IAI core budget (the only unknown increase will be in travel costs, but this cannot be estimated at this point). Legal experts have agreed that transitioning to a tripartite Directorate structure will not require any modifications to the Agreement Establishing the IAI.

Implementation of the tripartite structure

- The current staff of the IAI Directorate should immediately begin the process of moving to Uruguay and become the Integrated Operations and Finance Directorate
 - Estimate that legal agreement between IAI and Uruguay can be ratified within 5 months
 - Important to make this transition smoothly and quickly in order to ensure integrity of Collaborative Research Network (CRNIII) program
- The Directorates of Science Development and Science-Policy Liaison will be established as soon as possible, hopefully by the end of 2012.
 - Legal agreements between host countries and the IAI should be developed as soon as possible
- Suggest that a new committee be tasked to oversee the implementation of tripartite structure
 - The Committee could also lead an evaluation of the tripartite structure's effectiveness after one year of operation

Brazil indicated a mistake on page 19 of the tripartite proposal document: one of the three positions offered by Brazil is not Science Development Assistant but IT manager. The offices in Brazil and Argentina are not only going to have new functions. The “new” function is perhaps the reinforcement of the regional integration of institutions and synthesis of the work of the IAI. But the office in Brazil will continue to have a scientific role, and this is why we need to keep an IT technician. The three positions can be paid completely by the Government of Brazil. If the Director for Science Development is not a Brazilian or a resident in Brazil, part of the salary could be paid by Brazil and part by the IAI.

Argentina: Since the directorate structure approved is completely new, it is very important that the implementation committee monitor the progress of the tripartite structure. The input from the other IAI member countries is also important.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Peru supports the tripartite governance structure.

Brazil: The tripartite structure is a trial and what we believe it is the minimum needed to develop the new functions and the integration of some of the old functions. Everything will be subordinated to the Executive Directorate in strict coordination with the office in Argentina. This will be a learning process.

Uruguay: The financial support that implies the opening of the new offices and the staff that will be added will be a substantial increase to the current manpower.

USA offered the help of the NSF Office of International Science and Engineering to develop new science directions and work with the Director for Science Development. The US representative hopes that other countries also collaborate.

The CoP approved the Tripartite Proposal for hosting the IAI Directorate.

(Action 10, day 1)

Argentina thanked the *ad hoc* committee and all who have participated in the preparation of the tripartite proposal.

Uruguay thanked member countries for approving the tripartite structure for the IAI and the *ad hoc* committee and Canada for their work, which made this solution possible. The country has already prepared a draft host country agreement, in collaboration with the IAI Directorate. The agreement will be sent to the Congress of Uruguay for approval –which is expected to happen in about 5 months.

USA also thanked Canada for its stewardship, diplomacy and undying dedication. The US is very pleased with the result and is looking forward to helping the IAI reach its mandate.

Canada is very pleased with the work done and with the result achieved. The representative highlighted the efforts of Kathryn Lundy and her colleagues.

First Vice Chair of the CoP: The new structure will make the IAI stronger. Perhaps the trigger for seeking that solution was not an ideal one, but all is well when it ends well. The Brazilian Government will do its best to help Uruguay in the transition. Besides the problems that the IAI encountered in Brazil, there were also positive aspects. Brazil has supported the IAI for 16 years, and to some degree the success of the IAI was thanks to that support. Brazil is firmly committed to the continuation of the tripartite structure and will try



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

to correct the problems of the past for the Science Development Directorate. The new structure will make the IAI much more functional.

IAI Director: The approval of the tripartite proposal is a breakthrough that the IAI has achieved. For many years, Brazil has been a very strong supporter of the IAI science. Some CRN projects collaborate very closely with INPE/CPTEC, and have made significant contributions to the Weather Services and the day-to-day information available to people in Colombia, Peru, Chile, Argentina, applying information and knowledge that had been developed in the city of São Paulo and was made available through computational and modeling facilities of INPE/CPTEC. Therefore, the structure of the tripartite directorate is an excellent opportunity to consolidate the very strong support that the IAI has had, not only at the directorate itself, but throughout the science.

11.1. Establishment of the Implementation Committee for the Tripartite IAI Directorate

The CoP decided to establish an Implementation Committee for the Tripartite IAI Directorate whose terms of reference would be drafted by the Ad Hoc Committee that had prepared the tripartite proposal.

(Action 11, day1)

On the last day of the CoP, the Chair of the ad hoc committee presented the Terms of Reference for the Implementation Committee for the tripartite directorate.

Terms of reference

The Committee is open to participation by any member of the IAI. The Executive Director of the IAI will participate in the Committee in an ex-officio capacity.

The Committee shall be led by a Chair and a Vice-Chair.

The Committee is charged overall with ensuring that the implementation of the tripartite directorate is carried out as expeditiously and effectively as possible, and in a manner consistent with the tripartite proposal approved by the 20th CoP of the IAI. The Executive Director and the host countries of the tripartite directorate will report to the Committee on the progress made on the implementation of the tripartite structure on a bimonthly basis.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

The Committee is also charged with the following specific tasks:

- Elaborating the processes to be used for the nomination, selection and appointment of the Directors of Science Development and Science-Policy Liaison
- Reviewing and approving job descriptions for the Directors of Science Development and Science Policy Liaison, which will be prepared by the Executive Director in line with the tripartite proposal approved at the 20th CoP of the IAI
- Reviewing legal agreements prepared between the host countries of the tripartite directorate and the IAI, and providing a recommendation to the Executive Council on the approval of these agreements (as agreed at the 20th CoP of the IAI, the Executive Council has the authority to approve the legal agreements on behalf of the CoP and the Chair of the Executive Council has the authority to co-sign these agreements with the Executive Director; approval of the Executive Council will be sought by electronic means)
- Seeking and reviewing reports of the Financial and Administrative Committee on the status of the IAI core budget throughout the transition to the tripartite structure to ensure that expenditures are consistent with those projected under the tripartite proposal approved by the 20th CoP of the IAI
- Developing indicators to evaluate the success of the tripartite structure against the vision and goals set out for it in the tripartite proposal approved by the 20th CoP of the IAI.

The Committee shall report to the Executive Council bimonthly on the progress in completing the above-mentioned tasks and the overall progress in implementing the tripartite structure.

The Committee shall seek the advice of the Science Advisory Committee, the Financial and Administrative Committee and legal advice where appropriate.

The Committee shall carry out its work by electronic correspondence to the extent possible, but may consider meeting face-to-face where necessary.

The Committee's mandate shall run from the end of the 20th CoP of the IAI to the end of the 21st CoP of the IAI.

The above is the approved version of the Terms of Reference of the Implementation Committee, with minor changes from the original.

IAI Director: since the directorates have to be implemented by the end of 2012, the EC will have to approve the agreements by electronic means.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Canada supported the suggestion made by the Director, and added that the CoP should authorize the EC to approve the host country agreements so that they are signed before the next CoP.

The CoP approved the Terms of Reference of the Committee for the Implementation of the IAI Tripartite Directorate. Members are: Argentina, Brazil, Canada, Colombia, Costa Rica, Ecuador, USA, and Uruguay. The USA was elected as the Chair of the Committee and Ecuador as Vice-Chair.

(Action 4, day 2)

12. Approval of the Action List of day 1

The CoP approved the Action List of Day 1 with some modifications.

(Action 1, day 2)

13. Report of the Standing Committee for Rules and Procedures (SCRP)

The Chair of the SCRП informed that after the improvements made over the years, the rules of procedure of the EC and the CoP need renumbering in a logical and consistent manner. In addition, after the approval of the tripartite structure for the Directorate, the references to "the Director" need to be changed to "the Executive Director" in both the EC and CoP rules of procedure. The CoP authorized the SCRП Chair to make these changes in consultation with the Directorate.

13.1. Changes to the Rules of Procedure of the Conference of the Parties

Changes to the Rules of the CoP were made in response to an assignment from the EC at the meeting in Paraguay. The rules were reviewed by the Committee, with substantial input from Samuel Ortiz Basualdo from Argentina. Consultations were made with the IAI Director, especially with regard to the improvements that are suggested in order to enable the CoP to work more by electronic correspondence. The document analyzed includes some changes proposed by the representative from Costa Rica at EC 33.

Former Rule 2:

Each Party shall designate one Permanent Representative and one or more Alternate Permanent Representatives to the IAI. Each Party shall submit such designations to the Director through its competent diplomatic authority (Ministry of Foreign



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Affairs, Embassy or Consulate). The note of designation shall bear an expiration date.

Proposed Rule 2

Each Party shall designate one Permanent Representative and one or more Alternate Permanent Representatives to the IAI. Each Party shall *send* such designations to the Director through its competent diplomatic authority (Ministry of Foreign Affairs, Embassy or Consulate). ~~The note of designation shall bear an expiration date.~~

The word *submit* was replaced by *send*. The last sentence was deleted.

Rule 7

Costa Rica: There is no indication on what are the responsibilities of a country that is hosting EC and CoP meetings.

IAI Director: There is a document that is provided to countries hosting IAI meetings. At the request of Costa Rica, this document will be posted on the IAI website in English and Spanish.

Former Rule 14

The provisional agenda of each Regular Meeting shall be prepared by the Director in consultation with the Chair of the Executive Council, taking into account the decisions of the previous Meeting, the recommendations of the Executive Council, and the proposals of the Parties. This provisional agenda shall be made available to the Parties and other participants together with supporting background documentation sufficient for the analysis of the agenda, at least 30 days before the date of the meeting.

Proposed Rule 14

The Director shall, in consultation with the Bureau of the Executive Council, prepare a provisional agenda for each Regular Meeting of the Conference of the Parties taking into account the decisions of the previous Meeting, the recommendations of the Executive Council, and the proposals of the Parties. The Director shall make this provisional agenda available to the Parties and other participants at least thirty (30) days before the date of the meeting. The provisional agenda shall be supported by background documentation sufficient for analysis of the agenda. This background documentation may include comments and advice from the Director as to the potential programmatic, administrative, and financial implications of agenda items.

Canada suggested replacing *comments and advice* for *information*.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Former Rule 19

Once the final agenda has been approved, only business considered urgent and important may be added only through approval by a majority vote of the Parties.

Proposed Rule 19

Once the final agenda has been approved, only business considered urgent and important may be added ~~only through approval by a majority vote of the Parties.~~

Ecuador: Who will decide what an urgent or important matter is?

Argentina: The solution would be to delete only the part *majority vote*.

Change to Proposed Rule 19

Once the final agenda has been approved, only business considered urgent and important may be added *only if approved by the Parties*.

Rules 21 and 22

Costa Rica requested that the language in Rule 22 be changed to be the same as in corrected Rule 21.

Rule 21:

The Meeting Bureau of each meeting of the Conference of the Parties shall be composed of a Chair, a first and a second Vice-Chairs, and of the Director of the Institute in his role as Secretary to the Conference of the Parties.

Delete *a* before first and before second. Adds an *s* to Vice-Chairs.

Rule 22:

The election of the Chair and the *first and second* Vice-Chairs shall be carried out separately for each position at the beginning of the Conference of the Parties meeting. Each Party shall vote for only one candidate for each position to be filled.

first and second was added before Vice-Chairs.

Rule 45:

Costa Rica: Rule 45 states that the working documents shall be made available in at least two official languages of the IAI. However, the proposed changes to the standing rules are only available in English.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Brazil: Now that the tripartite proposal is approved, another change to the rules of procedure is to replace the term *Director* by *Executive Director*. This does not need to be done in Spanish, since already in the Agreement Establishing the IAI, there has always been discrepancy in the names of the Director in both languages.

Rule 60 b

Costa Rica: 120 days is a long time for having the meeting reports available.

IAI Director: 120 days are for the final version. The draft is circulated before, and there are the action lists and the resolutions that allow the Directorate and the EC Bureau to work immediately after the meetings. Since meetings are held once a year, the 120-day period still this gives representatives more than 6 months to analyze the reports before the next meeting.

Costa Rica suggested that the English version be circulated before the 120 days since it is important for country representatives to have the material available to report to their countries about the outcomes of the IAI meetings.

Argentina: To prepare reports for the countries, representatives usually work with the Action lists, which are summaries of the meeting activities. This is why, when approving the action lists during the meetings it is important to see that all the issues discussed are included.

IAI Director: Preparing the minutes takes time, because very often it requires going back to the tapes to check on details. We simply don't have the staff available to greatly speed the process. At the same time, important documents such as action lists are available the next morning. Certainly the tripartite agreement and the committee report will be available as quickly as possible. But very often also, the feedback from the countries takes very long. So it is a compromise between those two interactions.

No more comments were made to the changes proposed to the rules of the CoP. The document with all the amendments and changes (including renumbering of the rules and the replacement of IAI Director by IAI Executive Director) will be made available as soon as possible in English and Spanish. (Annex IV)

The CoP approved the amendments to the Standing Rules of the Conference of the Parties proposed by the Standing Committee for Rules and Procedures with some modifications.

(Action 2, day 2)

13.2. Changes to the Rules of Procedure of the Executive Council

The proposed changes to the rules of the Executive Council are intended to clarify how the EC can and should establish committees. It distinguishes the process by which the EC establishes committees while it is in session and how it establishes intersessional committees, referred to by the title advisory committee



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

The document analyzed includes all the points that were raised by the SCRP, the director and the discussions at the EC. The document submitted prior to the meetings has also been restructured and reorganized to the version that is proposed for approval.

Proposed new chapter of the EC Rules of Procedure to enable the EC to establish committees

CHAPTER VII – COMMITTEES

The Executive Council may establish any ad hoc Sessional Committee and designate its Chair as it deems necessary; determine its composition; assign to it specific tasks; and establish a deadline for it to complete its work. All EC Members may participate in such a Sessional Committee. The Executive Council or a Committee it establishes may invite the Executive Director; members of the Directorate staff; members of other established committees and/or observers to participate in the work of the Sessional Committee.

The Executive Council may establish any EC ad hoc Advisory Committee and designate its Chair, as it deems necessary; determine its initial composition; assign to it specific tasks; and establish a deadline(s) for it to complete its work at which its term ends. All EC Members may participate in such an Advisory Committee. The Executive Council or an Advisory Committee it establishes may also augment the Advisory Committee's initial membership by inviting other EC Members; other Parties; the Director; members of the Directorate staff; and/or experts in the work of the Advisory Committee.

Insofar as possible, Advisory Committees shall carry out their work by electronic correspondence.

Advisory Committees shall throughout their terms maintain communications with the EC Bureau and the Executive Director.

A Committee shall submit its report to the EC and make it available to the Directorate in accordance with the deadline(s) established above.

The activities of Committees shall be guided by the Rules and Procedures of the EC unless the EC specifies otherwise.

<p>The CoP approved the amendments to the Standing Rules of the Executive Council proposed by the Standing Committee for Rules and Procedures with some modifications. (Action 3, day 2)</p>
--



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Costa Rica requests that country representatives be informed when the rules are ready and the documents are translated.

14. Report of the Committee for the recommendation of SAC candidates

The chair of the committee for the recommendation of SAC candidates reported that there were two vacancies on the SAC, and that two candidates had been nominated. After analyzing the CVs received, the committee decided to recommend only one of the candidates: Scott Whiteford. The committee also informed that more candidates were needed to fill the remaining vacancy.

15. Election of SAC Members

The CoP elected Scott Whiteford as member of the Scientific Advisory Committee.
(Action 12, day 1)

Chair of the SCRP: According to Rule 66-A, the CoP can fill vacancies via electronic correspondence, taking into account nominations that have been presented earlier by the Parties and/or the SAC, but not limited to those nominations.

The CoP decided that after the SAC Chair informs the areas of expertise that need to be covered on the SAC, countries will have two months to send nominations.

Argentina asked for clarification on the electronic voting procedure, given that SAC members should be elected by secret ballot. What happens if some countries do not vote?

Brazil: INPE elected their Technical Advisory Committee through electronic voting. Each of the electors was given a password. Brazil can help the IAI develop a similar procedure.

Ecuador: How is a representative accredited for electronic voting?

IAI Director: The Directorate will send the passwords to accredited persons –either the permanent representatives or the representatives accredited for the 20th CoP. This means that even if not present at the meeting permanent representatives may vote.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Costa Rica: The credential of the representative from Costa Rica is valid only during the Conference of the Parties. In the period in between meetings, the representative is the Ministry of Foreign Affairs.

Chair of the SCRP: Countries are encouraged to designate permanent representatives to the IAI.

Brazil: A period needs to be defined for voting.

IAI Director: For countries that have not designated a permanent representative, accreditations are only valid for the Conference of the Parties, which only exists while in session. A rule needs to be established on how to refer back to a representative of a country outside of the period of the CoP, when that country has not designated a permanent representative. He suggested that the CoP charges the EC with finding a solution to this issue.

CoP Chair: This is a matter of priority, and the CoP requests that it be dealt with at the 34th session of the Executive Council.

The CoP decided to fill the vacant SAC position by electronic voting and will ask the Scientific Advisory Committee to provide recommendations regarding the areas to be covered at the earliest time possible.

(Action 13, day 1)

The CoP charged the EC with the defining of the procedure for electronic elections.

(Action 14, day 1)

16. Election of Executive Council members

The chair of the SCRP read the rules that apply to the election of the Executive Council. Majority to consider countries elected is 7.

The CoP elected the members of the EC for the next two years: Argentina, Brazil, Canada, Colombia, Dominican Republic, Ecuador, Paraguay, Uruguay and USA. Tellers of the election were Brazil and the USA.

(Action 15, day 1)



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

17. Donor's session

USA will continue to support the IAI at the appropriate levels for the Core Budget and the Science Programs. The US is extremely pleased with the results of the last two CRNs and is looking forward to the new CRN 3 projects, and to the progress of the Small Grant proposals and of the capacity building activities. The representative also urged delegates to contact their respective science and user communities and try to get them engaged in the IAI.

Guatemala: When Guatemala ratified the IAI agreement, the Congress did not specify the institution that would represent the country at the IAI. So, it has been difficult to find someone that would assume the commitment of paying the contributions. Despite the great benefits the country sees in being part of the IAI, Guatemala has one of the highest rates of child malnutrition in the world. Guatemala was very pleased with the recommendation from the science-policy dialogue about the IAI should starting to address issues as food security. The representative suggested that instead of paying the contributions to the IAI, Guatemala and other small countries in Central America and the Caribbean organize and develop a capacity building activity in Guatemala.

18. Suspension of the CoP session

The CoP suspended its session to allow the Executive Council to address the issues related to the election of SAC members and the rest of its agenda.

19. Future meetings

After resuming its session the CoP decided the following:

The CoP accepted the offer of Uruguay to host the EC and CoP meetings in 2013.
(Action 5, day 2)

20. Adjournment

The meeting was adjourned on the afternoon of June 29.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Annex I – Action List

Twentieth Conference of the Parties (CoP) of the IAI Arlington-VA, USA, 27-29 June 2012

Action List

Day 1: June 28

1. The CoP elected the following members as the Bureau for its Twentieth Meeting: Frances Colón from the USA as the Chair, Carlos Nobre from Brazil as the First Vice-Chair, and Kathryn Lundy from Canada as the Second Vice-Chair.
2. The CoP approved the agenda of its Twentieth Meeting.
3. The CoP approved the reports of its Eighteenth and Nineteenth Meetings.
4. The Credentials Committee, composed by Colombia, Costa Rica and USA, informed the CoP that thirteen delegations had submitted the official credentials to participate in the meeting: Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Paraguay, Peru, the United States and Uruguay. Required number of accredited Parties to constitute quorum is nine.
5. The CoP approved the Core Budget Request for FY 2012-2013.
6. The CoP approved the level of Country Contributions for 2012-2013.
7. The CoP accepted the Financial Statements for the Fiscal Year ending June 30, 2012.
8. The CoP accepted the recommendation by the SAC of eight projects for funding under the Third Round of the Collaborative Research Network Program (CRN 3).
9. The CoP approved the Annual Program for FY 2012-2013.
10. The CoP approved the Tripartite Proposal for hosting the IAI Directorate.
11. The CoP decided to establish an Implementation Committee for the Tripartite IAI Directorate whose terms of reference would be drafted by the Ad Hoc Committee that had prepared the tripartite proposal.
12. The CoP elected Scott Whiteford as member of the Scientific Advisory Committee.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

13. The CoP decided to fill the vacant SAC position by electronic voting and will ask the Scientific Advisory Committee to provide recommendations regarding the areas to be covered at the earliest time possible.
14. The CoP charged the EC with the defining of the procedure for electronic elections.
15. The CoP elected the members of the EC for the next two years: Argentina, Brazil, Canada, Colombia, Dominican Republic, Ecuador, Paraguay, Uruguay and USA. Tellers of the election were Brazil and the USA.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Twentieth Conference of the Parties (CoP) of the IAI Arlington-VA, USA, 27-29 June 2012

Action List Day 2: June 29

- 1) The CoP approved the Action List of Day 1 with some modifications.
- 2) The CoP approved the amendments to the Standing Rules of the Conference of the Parties proposed by the Standing Committee for Rules and Procedures with some modifications.
- 3) The CoP approved the amendments to the Standing Rules of the Executive Council proposed by the Standing Committee for Rules and Procedures with some modifications.
- 4) The CoP approved the Terms of Reference of the Committee for the Implementation of the IAI Tripartite Directorate. Members are: Argentina, Brazil, Canada, Colombia, Costa Rica, Ecuador, USA, and Uruguay. The USA was elected as the Chair of the Committee and Ecuador as Vice-Chair.
- 5) The CoP accepted the offer of Uruguay to host the EC and CoP meetings in 2013.



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

**TWENTIETH CONFERENCE OF THE PARTIES (CoP) OF THE IAI
27-29 June 2012 – Arlington, VA, US**

The IAI Conference of the Parties, at its twentieth meeting held on 27-29 June 2012, in Arlington, VA, US, adopted the following resolutions:

RESOLUTION 1

The CoP approved the Core Budget Request for FY 2012-2013.

RESOLUTION 2

The CoP approved the level of Country Contributions for FY 2012-2013.

RESOLUTION 3

The CoP approved the Annual Program for FY 2012-2013.

RESOLUTION 4

The CoP elected Scott Whiteford as member of the Scientific Advisory Committee.

Chair of the Executive Council

1st Vice-chair of the Executive Council

2nd Vice-chair of the Executive Council

Page 1/2



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

TWENTIETH CONFERENCE OF THE PARTIES (CoP) OF THE IAI
27-29 June 2012 – Arlington, VA, US

RESOLUTION 5

The CoP approved the Tripartite proposal for hosting the IAI Directorate.

RESOLUTION 6

The CoP elected the members of the EC for the next two years: Argentina, Brazil, Canada, Colombia, Dominican Republic, Ecuador, Paraguay, Uruguay and USA. Tellers of the election were Brazil and the US.

RESOLUTION 7

The CoP approved the Terms of Reference of the Committee for the Implementation of the IAI Tripartite Directorate. Members are: Argentina, Brazil, Canada, Colombia, Ecuador USA, and Uruguay. The USA was elected as the Chair of the Committee and Ecuador as Vice-Chair.

RESOLUTION 8

The CoP approved the modifications to the Standing Rules of the Conference of the Parties.

RESOLUTION 9

The CoP approved the modifications to the Standing Rules of the Executive Council.

Chair of the Executive Council

1st Vice-chair of the Executive Council

2nd Vice-chair of the Executive Council

Page 2/2



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Annex III – Proposal for a Tripartite Governance Structure

Strengthening Governance of the Inter-American Institute:

Tripartite Governance Structure

Prepared by the IAI Ad-Hoc Committee
approved by the

TWENTIETH CONFERENCE OF THE PARTIES OF THE IAI (CoP-20)
June 27-29 2012

STRENGTHENING GOVERNANCE OF THE INTER-AMERICAN INSTITUTE

Tripartite Governance Structure

CONTENTS

1.	Introduction	3
2.	Objectives of the Tripartite Governance Structure	3
3.	Tripartite Governance Structure and Accountability	4
4.	Roles, Responsibilities, Conditions, Infrastructure and Other Resources to be provided under the Tripartite Governance Structure	6
5.	Costs	30
6.	Legal considerations	32
7.	Timelines and milestones for implementation	32
8.	Legal Agreements between each host country and the IAI	34
9.	Languages of communications, and translation	34
10.	Evaluation of the success of the IAI Tripartite Governance Structure	34
11.	Summary And Conclusions	35
	ANNEX: Central Aims of the IAI	37

1. INTRODUCTION

At their nineteenth meeting on February 15, 2012 in Washington, USA, the Conference of the Parties (CoP) of the Inter-American Institute (IAI) agreed that the IAI Directorate is in need of a greater capacity to provide scientific knowledge to Governments for the development of public policy, to develop future science capacities and directions, and to increase public awareness of global change research conducted under the IAI.

The CoP agreed that the strengthening of the IAI's capacity would be best fulfilled by implementing a distributed Directorate based on a tripartite approach to host the IAI in the three countries of Argentina, Brazil, and Uruguay. Overall coordination and integrated operations for the IAI Directorate would be based in Uruguay, while new science development activities and new science-policy liaison activities for the IAI Directorate would be based in Brazil and Argentina respectively.

The CoP agreed that a stronger structure would be necessary to manage a tripartite IAI Directorate, including the creation of two Director-level positions: one to oversee science development activities and one to oversee science-policy liaison activities. The two Directors would report to the IAI Executive Director (formerly termed Director General in the Resolution of CoP-19).

The CoP agreed that an Ad-Hoc Committee consisting of representatives from Argentina, Brazil, Canada, Uruguay, and the United States would prepare a detailed proposal for a tripartite governance arrangement that would be compatible with the 1992 Agreement Establishing the IAI. The tripartite governance proposal was presented to CoP-20 in June 27-29, 2012 for consideration and approval.

This proposal is intended to provide a clear, detailed description of the tripartite governance structure by the Ad-Hoc Committee along with the steps necessary to implement this governance structure and monitor its success.

2. OBJECTIVES OF THE TRIPARTITE GOVERNANCE STRUCTURE

In 1992, the Parties came together to establish the IAI “as a regional network of cooperating research entities” that “shall pursue the principles of scientific excellence, international cooperation, and the full and open exchange of scientific information, relevant to global change.” The IAI has the unique mission to develop the Americas’ capacity to understand the integrated impact of past, present and future global change on regional and continental environments and to promote collaborative, well informed actions at all levels. The intent behind this mission is to enable scientists and decision makers throughout the Americas to jointly address the critical issues associated with global change.

A newly structured IAI Directorate with functions distributed among three South American countries offers new opportunities. A tripartite arrangement among Argentina, Brazil and Uruguay would help overcome a number of existing pragmatic operational obstacles (i.e., staffing and financial regulations) in trying to assist the IAI in achieving its full mandate. A tripartite alliance would also assist in balancing the IAI’s current support structure by increasing the relative participation of countries in the South and by tapping into expertise and capacities provided by member countries and its institutions. In addition, a tripartite structure

would fill an existing gap in the capacity to develop the science, assessment and synthesis needed to inform government action.

It is paramount that the tripartite arrangement work to enhance, and not in any way jeopardize, the ability of the IAI to deliver its mission. In line with the decisions taken at the 19th CoP of the IAI, it is important that the existing functions of the IAI Directorate remain centralized in a new Integrated Operations and Finance Directorate. The Directorate of Science Development and Directorate of Science-Policy Liaison should take on new functions and responsibilities that will enhance the goals of the IAI, with no duplication of effort. The 19th CoP also identified that the new tripartite IAI Directorate should be neutral to the core budget of the IAI.

With these considerations in mind, the overall objectives of the tripartite IAI Directorate would be to:

- (a) Serve as the primary administrative organ of the IAI, as per the 1992 Agreement for the Creation of the IAI;
- (b) Implement the scientific direction, strategies and programs of the IAI and strengthen their regional relevance;
- (c) Provide scientific knowledge to governments to facilitate the development of public policy, and to develop future science capacities and directions;
- (d) Improve public awareness;
- (e) Implement country-level agreements to host an IAI Directorate distributed in three countries: Uruguay, Brazil and Argentina.

3. THE TRIPARTITE GOVERNANCE STRUCTURE AND ACCOUNTABILITY

The IAI governance structure will maintain its existing permanent organs - the Conference of the Parties, the Executive Council, the Scientific Advisory Committee, and the Directorate. Existing and new functions of the Directorate will be distributed among the new Integrated Operations and Finance Directorate in Uruguay, the new Science Development Directorate in Brazil and the new Science-Policy Liaison Directorate in Argentina. These functions will be closely coordinated with existing and new Directorate personnel and functions with a view to enhance and expand the IAI's capacities toward fulfilling its mission. Below is a schematic diagram of the governance structure and accompanying description of organs and accountability:

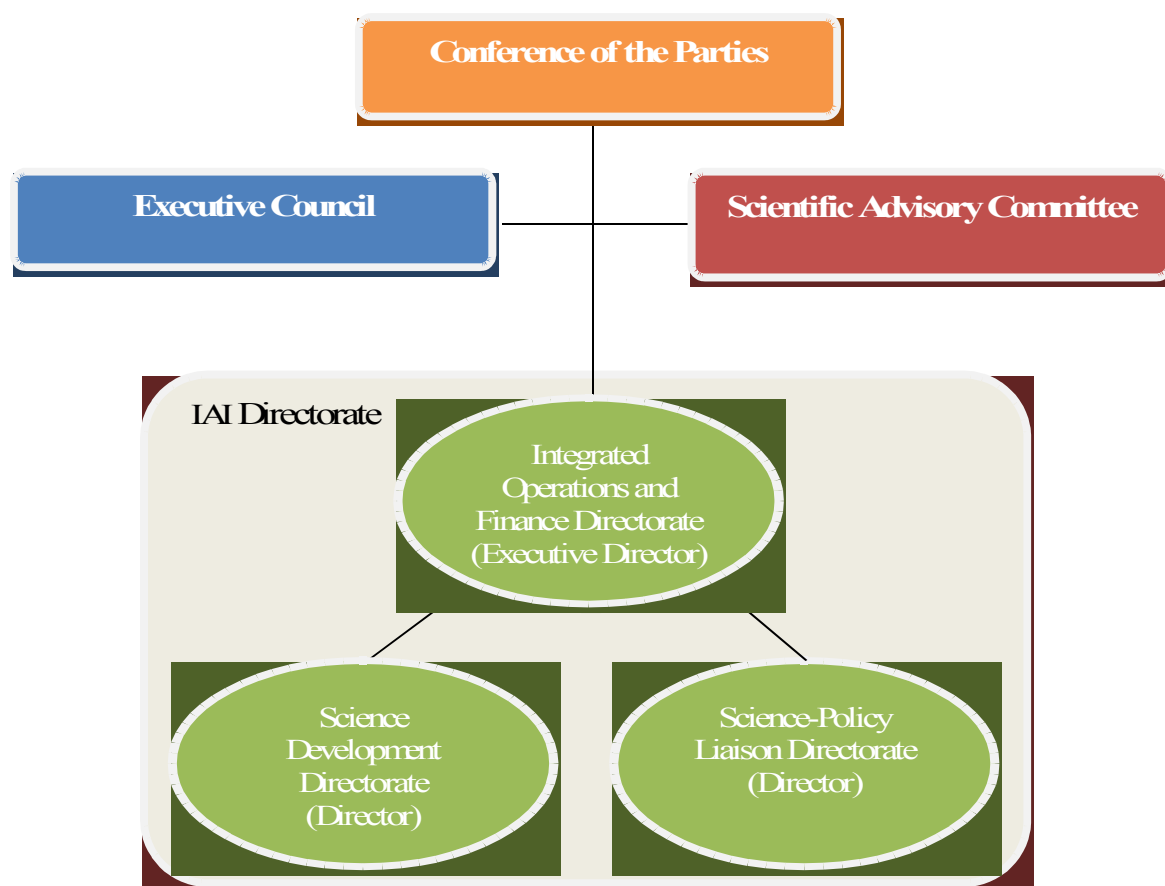


Figure 1: Schematic Diagram of the Governance Structure

The Conference of the Parties: Comprises all countries ratifying the Montevideo Agreement. As the IAI's principal policymaking organ, it establishes, reviews, and updates the Institute's policies and procedures and evaluates its work and accomplishments. It also reviews and approves the IAI's Scientific Agenda, annual and long-range plans and financial budgets.

The Executive Council: Composed of nine members, each of whom is elected by the Conference of the Parties for a two-year term. The Executive Council develops policy recommendations for submission to and approval by the Conference of the Parties, and ensures that policies adopted by the Conference of the Parties are implemented by the Directorate.

The Scientific Advisory Committee: Composed of ten members elected by the Conference of the Parties for a three-year term. As the IAI's principal scientific advisory body, it makes recommendations to the Conference of the Parties regarding the IAI's Scientific Agenda, long-range plans, and annual program. It also directs the peer review system for evaluating scientific proposals and assesses the scientific results obtained from IAI's funded science programs.

The new IAI Directorate structure and accountability will be as follows:

Integrated Operations and Finance Directorate (Montevideo, Uruguay)

The Integrated Operations and Finance Directorate will be the headquarters of the IAI Directorate and will be based in Montevideo, Uruguay. This Directorate will be run by the

Executive Director of the IAI, who is elected by the Conference of the Parties. In accordance with 1992 Agreement Establishing the IAI, the Executive Director is ultimately responsible for the IAI programs and operations and is accountable to the CoP.

Science Development Directorate (São José dos Campos, Brazil)

The Science Development Directorate and the Director of Science Development will be located in São José dos Campos, Brazil. The Director of Science Development will be appointed by and will report to the Executive Director of the IAI. The Director of Science Development will be appointed for an initial three-year term, with eligibility for renewal.

Science-Policy Liaison Directorate (Buenos Aires, Argentina)

The Science-Policy Liaison Directorate and Director of Science-Policy Liaison will be located in Buenos Aires, Argentina. The Director of Science-Policy Liaison will be appointed by and will report to the Executive Director of the IAI. The Director of Science Policy Liaison will be appointed for an initial three-year term, with eligibility for renewal.

4. ROLES, RESPONSIBILITIES, CONDITIONS, INFRASTRUCTURE AND OTHER RESOURCES TO BE PROVIDED UNDER THE TRIPARTITE GOVERNANCE STRUCTURE

Integrated Operations and Finance Directorate (Montevideo, Uruguay)

Main activities of the Directorate

The main activities of the Integrated Operations and Finance Directorate will be to:

- Prepare and submit to the Conference of the Parties, through the Executive Council, the proposed long-range plan, the proposed financial policies and the annual program and budget of the IAI, including annually adjusted allocations to the Directorate and to the IAI Research Centers;
- Implement the financial policies and the annual program and budget approved by the Conference of the Parties, maintaining detailed records of all revenue and expenditure of the IAI, and committing authorized resources for the purposes of managing the IAI;
- Be responsible for the operations of the program of the IAI and the implementation of the policies approved by the Conference of the Parties in accordance with the direction provided by the Executive Council, and to cooperate with the Executive Council in those regards;
- Act as Secretariat to the Conference of the Parties, to the Executive Council and to the Scientific Advisory Committee and, as such, participate ex officio in meetings of the organs of the IAI;
- Promote and represent the IAI;
- Forward to the Conference of the Parties offers to host IAI Research Centers based on proposals submitted in accordance with the Agreement Establishing the IAI;
- Issue invitations of Association (i.e., to Associates of the IAI) approved by the Conference of the Parties, and conclude with each accepting Associate an Agreement of Association;
- Submit annually audited financial records to the Conference of the Parties, through the Executive Council; and
- Perform any other functions entrusted to it by the Conference of the Parties or the Executive Council.

Staff members of the Directorate

The Integrated Operations and Finance Directorate will host 12 staff members. The following ten positions will be transferred from the existing IAI Directorate and will be supported by the core budget of the IAI:

- Executive Director
- Assistant Director Science Programs
- Assistant Director Administration and Finance
- Assistant Director Capacity Building
- Information Technology Manager
- Program Manager
- Publications Editor (in Argentina)
- 3 Assistants with evolving assignments

The Directorate will also include the following staff members to be supported by the Government of Uruguay:

- Financial Assistant, Accountant
- Assistant to the Executive Director (trilingual)

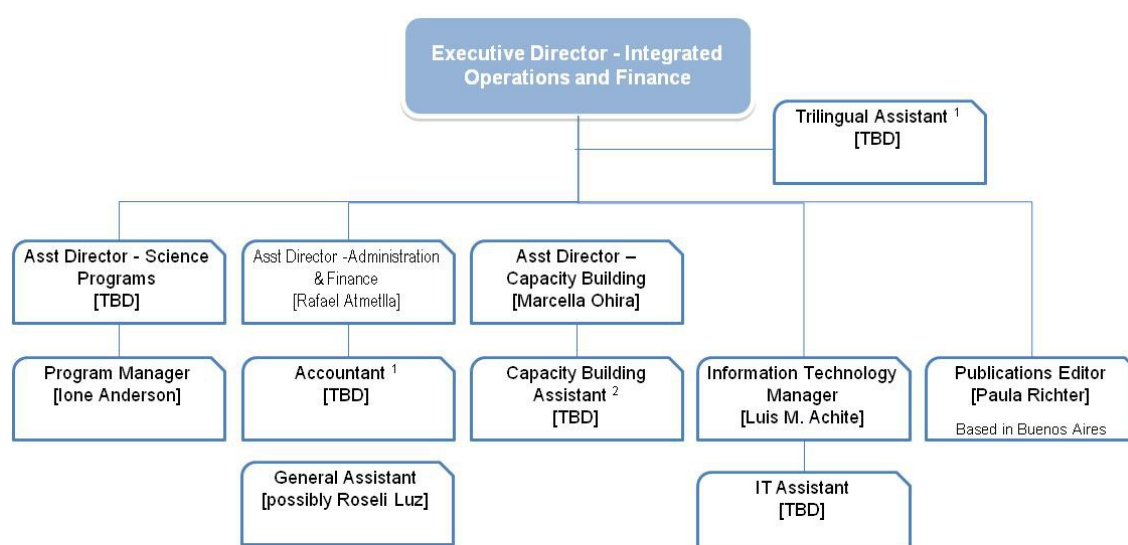
The selection and hiring of these national staff members will be carried out as required by local law.

Roles of senior Directorate staff

The 1992 Agreement Establishing the IAI provides the basis for the role of the Executive Director. The roles of the Executive Director and existing Assistant Directors are based on the descriptions agreed upon by the 15th CoP and are consistent with the existing contracts for these personnel:

The role of the **Executive Director** will be to:

- Develop and implement plans to increase country participation and core budget contributions among member countries and non-member countries in the Region;
- Develop and implement plans to increase “donor” contributions for IAI science and capacity building activities;
- Design and implement fund-raising strategies;
- Ensure that the IAI use of merit peer review is implemented to the fullest extent possible and that the IAI utilizes a broad and diverse group of reviewers and encourages the use of merit-based funding decisions in IAI member countries;
- Obtain, synthesize and communicate information and insights about the global change research environment in the Americas and promote its effective utilization in the design and execution of IAI’s programs;
- Coordinate the planning and scientific and technical delivery of IAI’s overall program;
- Develop mechanisms to improve, consolidate and expand the Collaborative Research Networks (CRN);
- Carry out a regular review of the definition of the IAI Science Agenda;
- Coordinate the IAI training and outreach activities and initiatives;
- Manage the Integrated Operations and Finance Directorate; and
- Oversee and direct the overall work of the Integrated Operations and Finance Directorate, Science Development Directorate, and Science-Policy Liaison Directorate.



¹ Positions to be supported by the Government of Uruguay.

² Position supported by Capacity Building Program Funds.

All other positions will be supported by IAI core budget.

Figure 2. Organizational chart of the Integrated Operations and Finance Directorate

The role of the **Assistant Director Science Programs** will be to:

1. Main responsibility will be to manage the science programs of the IAI including:
 - Support the work of the Scientific Advisory Committee;
 - Manage an effective, timely merit review process for proposals;
 - Conduct or supervise the reviews of interim and final project reports or research results, and negotiate revisions and/or additional research requirements;
 - Monitor the scientific progress of IAI programs and prepare the required reports for internal use and for the donors;
 - Work in consultation with the Assistant Director for Finance and Administration in the preparation of the Grant Agreements to be signed with the Recipients;
 - Provide technical supervision, including analysis of interim reports, participation in workshops, literature searches, identification and administration of resource persons/consultants;
 - Assure that any finished products from research projects (quantifiable and measurable, as possible) are disseminated;
 - Perform on-site (monitoring) visits when necessary;
2. Other duties include:
 - Develop contacts with regional and international institutions and scientific and professional organizations and societies;
 - Act as a primary contact with the Associates and organs/institutions of the IAI, with respect to projects, their implementation and monitoring;
 - Assist in the identification and approach of possible donor sources in conjunction with the Executive Director and the Director for Science Development, in particular International Organizations, Governmental and Non-Governmental Organizations, International Banks, OAS, UN System, Federal/National Agencies, Foundations, Private sector, etc., to support activities related to the themes of the

IAI scientific agenda;

- Assist the Executive Director, in consultation with the Director of Science Development, in the development and the implementation of short- and long-term scientific plans, including new initiatives and programs;
- Assist the Executive Director, in consultation with the Director of Science Development, in preparing research program proposals, according to the priorities approved by the decision bodies of the IAI, to be submitted to the donor agencies, working with the Assistant Director for Finance and Administration in the preparation of the budget; and
- Contribute to public relations efforts and to knowledge dissemination and utilization of research results through the Science Policy Liaison Directorate.

The role of the **Assistant Director Finance and Administration** will be to:

- Account for the Institute's operational and research funds;
- Prepare timely reports for the Executive Council, Conference of the Parties or external donors;
- Implement internal controls for budget compliance;
- Maintain direct contact with representatives of the local and international banks that IAI works with;
- Authorize international transfers of funds using the software provided by the bank;
- Sign checks (local and international) together with the Accountant or the Director;
- Recommend and implement investment policies for working capital, cash balances and other financial assets;
- Act as the primary liaison with the external auditors;
- Act as the primary liaison with the finance staffs of member countries and external donors;
- Lead the preparation of the annual funding requests for the Core Budget;
- Support the Executive Director and other IAI bodies in the collection of the Core Budget contributions from the member countries as well as in fund raising to secure Institute's programmatic and scientific activities;
- Supervise the work of the Accountant;
- Prepare Grant Agreements in consultation with the appropriate Assistant Director;
- Identify, assess and manage financial and administrative risks by conducting grantee institutional assessments;
- Monitor the financial administration of grants and contracts from proposal preparation to close-out;
- Liaise with officials of donor agencies on administered contribution agreements and contracts, to ensure that the legal documentation between the IAI and the donor accurately reflect respective administrative requirements;
- Propose, implement and monitor IAI Directorate's administrative policies and procedures;
- Act as primary liaison with lawyers of the host country and/or other member countries;
- Provide information and advice on governmental and donors regulations and compliance;
- Ensure the proper and timely implementation of all arrangements related to administrative issues involving international staff (e.g. documentation, custom clearance, shipments);
- Assure the compliance with local regulations for locally hired staff; and

- Control personnel files.

The role of the **Assistant Director Capacity Building** will be to:

- Develop strategies and conduct activities for capacity building under the IAI's mandate as a regional network to serve as an effective interface between science and the policy process;
- Prepare proposals to donor agencies and coordinate the development of IAI projects related to the science capacity of the region;
- Foster the involvement of member countries and Associates in IAI capacity building and other activities;
- Design, solicit funding for, co-ordinate and monitor IAI training institutes within a regional capacity-building strategy, including follow-up and publications arising from such activities;
- Interact closely with the Executive Director, Director of Science Development, Director of Science Policy Liaison, and other assistant directors to help fulfill the IAI mandate for coherent capacity building, science and policy activities in the Americas; and
- Liaise with government representatives in the implementation of capacity building for the region.

Facilities and equipment, including security offered to staff, premises, and properties

The Integrated Operations and Finance Directorate of the IAI will be located at the Technology Park of the *Laboratorio Tecnológico del Uruguay* (Technology Laboratory of Uruguay, LATU). LATU was created in 1965 with the mission of promoting sustainable development and international integration, through innovation and the provision of high value solutions in analytical laboratory services, metrology, technology, management and evaluation, in accordance with the applicable law. LATU is a non-governmental public entity whose board of directors is composed of representatives of the Ministry of Industry, Energy and Mines (MIEM) (chair), *Cámara de Industrias del Uruguay* (Chamber of Industries of Uruguay, CIU) and the Banco República.

LATU is member of the Technical Advisory Commission in Environmental Protection (COTAMA) of the Ministry of Environment (MVOTMA), supporting it in the definition of the national environmental policies.

Furthermore, LATU has been giving technical assistance to the government in environmental issues, for example, assistance for the compliance of the national commitments for the Montreal Protocol. The Environmental Department of LATU has been operating MVOTMA's air quality network since its installation in 1999, giving also support in atmospheric pollutant dispersion modeling.

During the last 5 years, LATU investments in laboratory equipment has been USD 7M : (about USD 600 K in the Environmental Department), while the total projected investment for laboratory buildings upgrade is USD 2,9M. In 2012, LATU started building a 200 m² facility to expand the Environmental Department activities. This building will allocate DINAMA's testing laboratory for natural waters and wastewaters, due to a recent agreement signed between LATU and MVOTMA.

The Environmental Department team has differing but interconnecting specialties (Biology, Chemical Engineering, and Atmospheric Sciences), employing highly skilled personnel,

including three MSc students and one PhD, in a permanent staff of more than twenty collaborators.

Furthermore, LATU is a signatory member of PEDEAGRIND, a MoU signed between the government, the University of the Republic (UDELAR), National Institute for Agricultural Research (INIA) and LATU for the development of agricultural and agro industrial sciences. This membership allows a direct link between the LATU with other institutions related with science, technology and undergraduate and graduate education, guaranteeing a strong impact of IAI in Uruguay.

LATU is located in Montevideo, the capital city, 10 minutes away from Carrasco International Airport and in one of the most valuable residential areas of the city offering numerous services, including public and private banks, a large shopping center, medical centers, bilingual schools, recreational areas and cultural itineraries. It is also only a 20 minute drive from the downtown area, where most embassies and consulates are situated. The premises of LATU's Technology Park occupy 11 hectares (27 acres), with 23,500 m² (253,000 sq. ft) of floor space. The facilities include the main buildings, eleven modules with laboratories and pilot plants, the business incubator *Ingenio*, an Exhibition Park, the *Espacio Ciencia* museum and the Knowledge Development Center.

The IAI Integrated Operations and Finance Directorate would be housed in 200 m² (2,153 sq. ft) of floor space, which will be subdivided according to the Institute's requirements, including offices for the Director and his or her Secretary, for the three Assistant Directors and shared office space for eight people, as well as a meeting room for exclusive use by the IAI. Every office will have exterior windows, central air conditioning with individual regulation, wall-to-wall carpeting, etc. The IAI will also have access to a world-class Conference and Entertainment Hall that accommodates 1,800 people and rooms with equipment for 14 videoconferences. Furthermore, it will have access to the Knowledge Development Center (CDC); a building of 1115 m² built on two floors, comprising 4 classrooms equipped with PC; 2 training rooms for theoretical training, premises of 200 m² located on first floor, recreation room, dual battery of toilets, reception, and design intended to facilitate the movement of people with motor difficulties.

In 2012, LATU started and expansion of the CDC with financial support from the National Research and Innovation (ANII) that adds a new building of 1400 m² for the study of tertiary technical careers (Audiovisual Technician, Telecommunications Technician, Computer Technologist and Chemical Technologist).

The area also has lavatories and shared kitchens, access to a restaurant and cafeteria, cleaning and maintenance services for the shared areas, access control and surveillance, parking space and surrounding green areas. Furthermore, all LATU's premises include with 24/7 security services.

The offices will be fully equipped with office furniture (desks, file cabinets and any other items that may be needed), electronic equipment (full-function printer, individual and conference telephones, projector, etc.).

To facilitate the establishment of the IAI at LATU, the Ministry for Housing, Territorial Regulation and the Environment (MVOTMA) will make an agreement with LATU for hosting the IAI.

Previous experience in hosting International Treaty Organization headquarters, secretariats, or directorates

Uruguay has extensive experience in acting as headquarters of regional and international agencies. It was the only middle income country selected for the United Nations “Delivering as One” pilot initiative which coordinates actions across the whole UN system and has strong representation of the United Nations System. Several of UN offices have regional headquarters in Uruguay, including the United Nations Regional Bureau for Sciences in Latin America and the Caribbean, the UNESCO representative to the MERCOSUR, the UNESCO representative to Argentina, Paraguay and Uruguay, the UNIDO Regional Office for Latin America and the Caribbean (LAC), the ILO Subregional Office for the Southern Cone of Latin America, and the UN Women Regional Office for Brazil and the Southern Cone.

Uruguay is also headquarters of the MERCOSUR Administrative Secretariat, the General Secretariat of the Latin American Integration Association (LAIA), the General Secretariat of the Postal Union of the Americas, Spain and Portugal (UPAEP), an Office of the Secretary General of the Organization of American States (OAS), and others.

LATU has experience in acting as the headquarters of other regional offices. Since 1998 it has housed the Basel Convention Coordinating Center for Training and Technology Transfer for LAC and, since 2008, the Stockholm Convention Regional Center for LAC.

History with the Institute, demonstrating commitment and support for its operations, programs and projects

Uruguay has had strong bonds with the IAI since its inception. The IAI was established in 1992 by the Declaration of Montevideo. Uruguay and Costa Rica were the two candidates for hosting the IAI headquarters and later Brazil entered the competition. The first Executive Director of the IAI, Mr. Armando Rabuffetti, was Uruguayan.

Uruguayan scientists have always participated in IAI programs and research projects; they have been and continue to be both beneficiaries and important contributors to IAI programs. Currently, Uruguayan scientists are involved in two cooperative research networks and two research projects supported by the IAI.

Besides the direct link between Uruguay and the IAI, it should be noted that global change is a priority theme in Uruguay’s management and in the national academic and research agenda. This demonstrates the country's firm commitment to hosting the IAI headquarters and providing support for all the related programs and projects.

Juridical personality accorded to the Institute, and the level of inviolability, privileges and immunities that will be accorded to the Institutes premises, documents, communications

Uruguay acknowledges that the IAI is a legal entity and if it establishes its headquarters in the country it will enjoy the same privileges, immunities and inviolability of its offices as the other international agencies, and this includes its staff, documents, and communications.

Taxes that will be levied against the Institutes’ personnel or immunities there from

The tax treatment of the IAI is regulated by Uruguay’s Decree 99/86, which provides similar treatment to all the international agencies with central offices in the country. The Decree establishes that all purchases of goods to be used by these agencies are tax free.

With regard to the staff of the IAI, the income they receive, their capital goods, transactions and purchases of equipment (computers, cars, etc.) are completely free of taxes. This status is again similar to other international agencies in the country.

The regulations applicable to the administrative officers are the same ones that apply to the administrative officers of diplomatic missions (with the exception of Uruguayan citizens).

The agreement to be entered into between the Government of Uruguay and the IAI may include the authorization for family members of IAI officers to work in Uruguay. In that case they must waive their immunity with regard to employment disputes and they must pay the same taxes as Uruguayan citizens.

Free entry and exit of personnel and equipment

On entry and exit of personnel and equipment, IAI staff will have the same provisions as diplomatic agents: free import and export of personal belongings, and complete exemption from customs dues and other taxes, with the exceptions established in article 34 of the Vienna Convention on Diplomatic Relations.

Communications infrastructure and communications with the Host

The local area network for the IAI's offices in Uruguay will be installed with state-of-the art technology using Category 6 structured cabling which will enable accessing information at speeds of up to 1Gb/s and suitable equipment will allow prevention and diagnosis of the most common problems of the local area network, thus minimizing any potential issues. The IAI will also offer Wifi service for connecting notebooks to the office network and a public network so that visitors to the office can enjoy access to the Internet without compromising the IAI's information security.

The connection to LATU's data network will be through the fiber optic backbone of this modern technology park. This connection will enable access to the Internet, the Advanced Academic Networks, Clara, Internet 2, GEANT 2 and APAN, through LATU's optic fiber link with the SeCIU of the Universidad de la República, thus providing an excellent level of interconnection between the IAI offices and the Internet and academic networks, which can also be easily improved and expanded to fit the increasing requirements of research activities.

In relation to the communication with the Government of Uruguay, the communication will be two-fold: for issues regarding technical or locative issues the communication will be with the MVOTMA; in relation to diplomatic issues, the communication will be with the Ministry of Foreign Affairs. If necessary, consultations can be done to an inter-institutional committee (with representatives from MVOTMA, LATU and the Ministry of Foreign Affairs) to be conformed with the purpose of coordinating and providing the proper national support for the IAI's operations.

Currency regulations and negotiable instruments

Uruguay does not impose restrictions or taxes on capital movements. The Uruguayan peso is not a mandatory currency and people are free to possess and exchange foreign currency. The controls and requirements for opening and operating bank accounts comply with the international recommendations for preventing money laundering and the funding of terrorist activities

Dispute resolution

Any dispute about the application or interpretation of the provisions of the Agreement to be established between the Government of Uruguay and the IAI will be subject to a settlement procedure agreed by the IAI and the Government in accordance with international law.

Schedule for the ratification of legal processes involved in the above criteria

Uruguay suggests the following timeline for completing the legal processes involved in this arrangement¹:

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Agreement upon and signature of GoU – IAI Agreement							
Agreement upon and signature of MVOTMA-LATU Agreement							
Preparation of offices, electric and information systems							
ToR development, call for applicants, selection and hire of support staff							

Science Development Directorate (São José dos Campos, Brazil)

Main activities of the Directorate

The Director of Science Development will work in conjunction with Science Advisory Committee to develop the strategic vision with input from the Assistant Director of Science Programs, Program Manager and with regional science institutions to develop science directions and capabilities needed for the IAI to fulfill its mandate.

The main activities of the Science Development Directorate will be to:

- Contribute to the strategic vision of what the IAI needs to better accomplish its mandate using input from the Science Advisory Committee, the Assistant Director of Science Programs, and the IAI science community;
- Coordinate and conduct ongoing strategic reviews of IAI science programs and outcomes in conjunction with the Science Advisory Committee, the other directors and the scientists engaged in IAI sponsored research to identify science gaps in the IAI portfolio;
- Coordinate science dialogues with the scientific community and stakeholders that will provide the IAI science community with an opportunity to shape new science directions that IAI should embark upon;
- Coordinate the integration of IAI science across the IAI networks and with regional institutions in the Americas to:
 - Identify science gaps;
 - Inform IAI strategic science planning
 - Inform the IAI's outreach and capacity building programs
- Identify potential science priorities taking on new emerging science issues that are relevant to the IAI mandate;
- Strengthen partnerships and cooperation between the IAI and regional scientific institutions in order to expand and leverage IAI science; and to provide support in synthesizing and integrating IAI science outputs across projects and programs

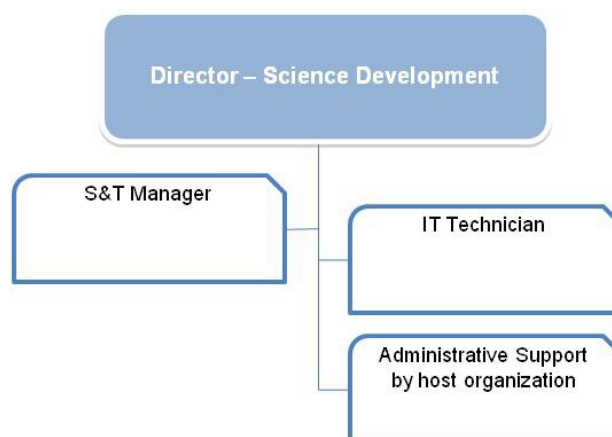
¹ In order to become effective the Agreement between the IAI and the Government of Uruguay, the Agreement needs to be approved by the Executive and the Parliament.

- Explore and pursue new opportunities for establishing scientific networks and centers of excellence in line with the IAI mandate;
- Work to identify potential new IAI institutes that could be formed to enhance the IAI science portfolio
- Work with the Executive Director, Science Advisory Committee, Assistant Director for Science Programs, and the Assistant Director for Finance to generate proposals for new institutes that will be presented to the CoP for consideration and adoption;
- Actively engage researchers from the Americas in the work of the IAI
- Provide foresight to the IAI on scientific needs and directions related to addressing global change in the Americas; and
- Identify strategies for improving scientific data management across IAI networks and with partner institutions in the Americas

Staff members of the Directorate

The Science Development Directorate will host the Director of Science Development, which is a new position to be supported by Brazil provided that the position is filled by a Brazilian national or permanent resident in the Federative Republic of Brazil. The Directorate will also include three support staff for the Directorate, to be supported and administered by Brazil, which will be closely integrated into its host organization INPE.

The Government of Brazil will also provide office space and access to computational and library facilities of the host institution necessary to support the internship of a maximum of three visiting scholars and scientists for periods of up to one year for the implementation of syntheses activities.



All positions to be provided by the Government of Brazil.

Figure 3. Organizational chart of the Science Development Directorate

Roles of senior Directorate staff

The role of the Director of Science Development will be to:

- Work with the Executive Director, SAC and the assistant directors on developing short and long-term scientific plans, including new initiatives and programs, ensuring that: the Research Agenda and its related priorities are clearly defined; cross-cutting issues and human dimension aspects are considered in the scientific projects and activities;

- Develop strategies for integration of scientific knowledge generated by the IAI based on the analysis of IAI science output;
- Prepare research program proposals, according to the priorities approved by the decision bodies of the IAI, to be submitted to the donor agencies, working with the Assistant Director for Science Programs;
- Promote and coordinate synthesis activities of ongoing IAI Science Programs and contribute to the knowledge base for the IAI's Science-Policy Liaison Directorate
- Develop contacts with regional and international institutions and scientific and professional organizations and societies in conjunction with the IAI Directors;
- In conjunction with the Executive Director and the Assistant Director for Science Programs, seek possible donor sources, such as International Organizations, Governmental and Non-Governmental Organizations, International Banks, OAS, UN System, Federal/National Agencies, Foundations, Private sector, etc., to support activities related to the themes of the IAI scientific agenda;
- Design and implement fund-raising strategies;
- Promote knowledge dissemination and utilization of research results, in coordination with the Science-Policy Liaison Director.
- Develop and enhance cooperation with regional scientific institutions to link their expertise to the IAI and its networks;
- Explore and connect, in the context of IAI science, Brazilian capacities in earth system and regional climate modelling to support the IAI's science synthesis and the planning of future science directions;
- Develop and implement strategies for the integration of knowledge generated from IAI science in collaboration with the Executive Director and the other directors;
- Support and provide strategic advice to the Executive Director on the development of science program proposals and development of short- and long-term science plans;
- Advise the Executive Director and SAC on strategic new areas of science to add to the IAI's portfolio of work;
- Synthesize and share the science outputs of the IAI with the SAC, the Executive Director and the other directors;
- Advise on and promote, or where necessary propose, mechanisms for assuring the exchange and analysis of IAI scientific data and information, including in support of the training and educational activities of the IAI; and
- Manage the Science Development Directorate.

Facilities and equipment, including security offered to staff, premises, and properties

The Science Development Directorate will be hosted at the National Institute for Space Research (INPE) in São José dos Campos. It will occupy the same facilities provided by INPE to the IAI Directorate in the past and will be the same size, or smaller, depending on the number of staff of the future Science Development Directorate. As the IAI has already been based at this facility, the new Directorate can keep the whole infrastructure already in place.

São José dos Campos has major industries in the aerospace, telecommunications and automotive sectors, and hosts some of the most important scientific research institutes of the country, especially the Aeronautics Technological Institute (ITA), the National Institute for Space Research (INPE) and the Department of Aerospace Science and Technology (DCTA). The city also hosts a Technology Park which houses R&D laboratories of large technology companies and campuses of public universities, such as the Federal University of São Paulo.

Known as the Valley's Capital, São José dos Campos also offers all the business, tourism, events, shopping, culture, leisure and adventure facilities of a regional center. The city of São Paulo, 90km away from São José dos Campos, hosts Embassies or Consulates for all members countries of IAI except Cuba.

INPE has the Information and Documentation Service (SID), which allows the Science Development Directorate access to scientific journals. The SID is under the responsibility of the Director's Office of INPE. Several initiatives have been developed by the SID over the years, in order to fulfill its mission: "To promote availability of scientific and technical information in areas of knowledge of INPE's interest."

INPE's bibliographic collection, acquired over the past 50 years, is currently composed of: 80,939 books, thesis, reports and maps, plus 151,690 issues of journals. It is on the SID, in São José dos Campos, where the regional units of INPE manage the Library Management System Sophia.

The SID provides services to internal users (servers, graduate students, fellows, interns, and others) and external users (registered institutions through agreements). To meet the specific information needs of internal users, the SID develops bibliographic exchange activities with other libraries. For guidance on the collection and use of the tools available to the community, especially graduate students, the STD promotes, periodically, the workshop Guidance for Research and Digital Publishing at INPE.

The SID Online Home Library provides consultation to the INPE's bibliographic, the Institutional Memory Technical and Scientific Digital Library and other services and products. Currently, the INPE's Digital Library contains 37,212 references, from which 21,450 with a link to the full text. In addition, the user community accesses the INPE databases in the CAPES Periodicals Portal, which provides access to full text of more than 29,000 journals in various areas of knowledge.

Previous experience in hosting International Treaty Organization headquarters, secretariats, or directorates

Brazil has extensive experience in hosting international organizations. At present, the following international organizations are headquartered in Brazil:

- Brazilian-Argentine Agency for Accounting and Control of Nuclear Materials (ABACC)
- Judicial Committee of the American States Organization (CJI-OEA)
- Organization of the Amazon Cooperation Treaty (OTCA)
- Organization of Ibero-American States (OEI)
- Latin American Parliament (PARLATINO)
- Network of Information Technology in Latin America (RITLA).

History with the Institute, demonstrating commitment and support for its operations, programs and projects

Brazil has hosted the IAI Directorate at the National Institute for Space Research (INPE) under the Ministry of Science, Technology and Innovation since 1996. The presence of the IAI within INPE has led to strong engagement of INPE in the scientific activities of the IAI. For example:

- INPE's Center for Weather Forecast and Climate Prediction (CPTEC), located in Cachoeira Paulista, São Paulo, has facilitated the development of many regional

activities related to regional climate modeling.

- The expertise at INPE in the development and application of geoprocessing technologies has motivated INPE and the IAI to establish a partnership to support natural resources experts in Latin America in applying geoprocessing technologies to global change research.
- Several workshops have been jointly organized by IAI and CPTEC/INPE, providing the forums for synthesizing the science output from the Collaborative Research Networks and creating new institutional cooperation with other international agencies.
- Most recently, INPE/CPTEC has communicated to the IAI its interest to engage in the IAI research internship program, until July 2014, on the issue “Understanding Climate Change and the Climatic Variability in the Americas”.

In addition to having fulfilled its commitments as host country of the IAI (physical installation, equipments, and technical/administrative staff), Brazil has contributed a total of US\$ 1,273,509.00 to the budget of the IAI as of April 2011. Brazilian researches have also been highly responsive to IAI calls of opportunities. For instance, under the IAI’s Collaborative Research Network Program II, Brazil participates in 9 out of the 13 research projects, as well as in 5 out of 8 projects under the Human Dimensions Program and the Land use change and management, biofuels and rural development in the Prata River Basin.

In Brazil, several initiatives addressing present and future challenges posed by global change have been recently created that offer potential for integration with IAI scientific activities so as to make their competencies available throughout the region. One of these is the Brazilian Research Network on Global Climate Change (Rede CLIMA), established by the Ministry of Science and Technology, which includes 13 thematic sub networks: agriculture, biodiversity and ecosystems, cities, natural disasters, regional development, economics, renewable energy, modeling, oceans, water resources, health, ecosystem environmental services, and coastal zones. Another important initiative by Brazil was the creation of the National Institute of Science and Technology for Climate Change in 2008 as a result of a joint effort between federal and state governments. This Institute consists of the largest interdisciplinary network of environmental research institutes in Brazil, comprising more than 90 research groups from 65 Brazilian and international institutions and universities, with more than 400 participants. Both of these initiatives have strong programs of capacity building at master, doctorate and post doctorate levels, as well as research and technical level scholarships, which have been conducted at the different participating network institutions, and which will provide opportunities for regional collaboration.

Juridical personality accorded to the Institute, and the level of inviolability, privileges and immunities that will be accorded to the Institutes premises, documents, communications

The Director of Science Development and members of his/her family who live with him/her, provided that they are not Brazilian nationals or permanent residents in the Federative Republic of Brazil, shall enjoy the privileges and immunities, exemptions and facilities granted to representatives of international organizations in accordance with international law. They shall enjoy, inter alia, the following rights:

- Personal inviolability, including immunity from arrest or detention;
- Immunity of criminal, civil and administrative jurisdiction;
- Inviolability of all papers, documents and correspondence;
- Exemption from taxes on salaries as well as on payments to the Science Development Director for his services to the IAI;
- Exemption from immigration restrictions, foreign citizens registration and national

- service obligations;
- The same facilities in respect of currency or exchange restrictions as are accorded to representatives of international organizations;
- The same immunities and facilities in respect of their personal luggage as are accorded to diplomatic agents;
- The right to import free of duties and taxes, except payment for services, their furniture and personal effects within six months from the date of arrival in the host country; and,
- The right to import a car or to buy a domestic car for personal use, with the same exemptions and conditions as are normally accorded to representatives of international organizations in long-term official missions in the Federative Republic of Brazil.

The residence of the Director of Science Development shall enjoy the same inviolability and protection as the premises of the Science Development Directorate of the IAI.

Other staff members of the Science Development Directorate, provided that they are not Brazilian nationals or permanent residents of the host country, shall enjoy immunity from legal process in respect of words spoken or written and all acts done in their official capacity.

Other staff members of the Science Development Directorate, provided that they are not Brazilian nationals or permanent residents of the host country, will enjoy exemption on taxes on salaries and payments made by the IAI.

Other staff members of the Science Development Directorate, provided that they are not Brazilian nationals or permanent residents of the host country, shall enjoy the following rights:

- The right to import free of duties and taxes, except payments for services, their furniture and personal effects, including a vehicle for personal use, within six months from the date of arrival in the host country; and,
- Other privileges and immunities granted to personnel of comparable rank of international organizations established in the host country.

The Director of Science Development and staff of Science Development Directorate, provided that they are not Brazilian nationals or permanent residents of the Federative Republic of Brazil, will have the right to export, without duties or taxes, upon the termination of their functions in the host country, their furniture and personal effects, including motor vehicles.

The granting of privileges and immunities to the Director of Science Development and staff of the Science Development Directorate occurs in the interest of the IAI and not for personal gain. The right to waive immunity for the Director of Science Development and his/her family is under the responsibility of the Executive Council, established by agreement of the IAI and of the Science Development Director in all other cases.

Taxes that will be levied against the Institutes' personnel or immunities there from

As with any other international organizations with headquarters or offices in Brazil, assets, income or other assets of the Science Development Directorate shall be exempt from all direct taxes, whether national, regional or local, which include, among others: income tax and any revenue, capital tax, tax entities, as well as direct taxes, established by any authority in Brazil, and will be exempt from customs duties and prohibitions and restrictions on import or export

in respect of articles imported or exported by the Science Development Directorate for its official use. However, articles imported under such exemptions will not be sold in the host country, except under conditions agreed with the Brazilian government.

The Director of Science Development and members of his/her family who live with him/her, provided that they are not Brazilian nationals or permanent resident of the Federative Republic of Brazil, shall have the privileges and immunities, exemptions and facilities granted to representatives of international organizations in accordance with international law. They shall have, inter alia, the following rights:

- Exemption on tax on salaries and emoluments paid to the Science Development Director for his services to the Science Development Directorate;
- Import free of duties and taxes, except payments for services, their furniture and personal belongings within six months from the date of arrival in the host country, and
- Importing a car or buying a domestic car for personal use, with the same exemptions and conditions as are normally accorded to representatives of international organizations in official missions of long term in the Federative Republic of Brazil.

Free entry and exit of personnel and equipment

The Director and staff of the Science Development Directorate, and members of their families who live with them, as well as members of the Executive Council and the Scientific Advisory Committee referred to in the IAI Agreement, and all other non-Brazilian individuals who provide services to the Science Development Directorate, shall be entitled to free entry, exit and movement within the host country.

According to Brazil's rules and regulations, the Ministry of International Affairs of the Federative Republic of Brazil will provide official identity documents to the staff of the Science Development Directorate of the IAI indicating their status as international civil servants serving an international organization.

Communications infrastructure and communications with the Host

INPE has 30 direct lines in São José dos Campos, and two of these will be yielded to the Science Development Directorate at no cost. From the 2000 PBX extension numbers that exist at INPE in São José dos Campos, 24 will be used by the Science Development Directorate.

Internet provisions at the facility will include:

- Network connection data from INPE: gateway to the RNP in São José dos Campos and Cachoeira Paulista.
- Bandwidth Connection RNP: 155 Mbps and is expected to upgrade to 1 Gbps in 2012.

Information security mechanisms at the facility will include:

- Connection RNP protected by firewall and external policy of restricting access, using a DMZ ("Demilitarized Zone") to transfer data to the INPE and web services.
- No hardware encryption in communications equipment, but you can use encryption packages in applications.

All hosted services must follow the security practices of information INPE and subject to the management of the GSR (Group of the Network Security INPE - DE-DIR 1026) and the STI.

Currency regulations and negotiable instruments

As with any other international organizations located in Brazil, the Science Development

Directorate of the IAI can hold and use funds, gold or negotiable instruments of any kind and maintain and operate accounts in any currency and convert any currency held by it into another currency, and transfer its funds, gold or currency from one country to another or within the host country, to any individual or entity. The Science Development Directorate can freely choose the financial institution to maintain its resources.

The Science Development Directorate facilities, archives, documents and official correspondence shall be inviolable, along with the furnishings and facilities, transportation, funds, assets and other belongings of the Directorate, wherever they are located in the host country and under the guard of whomever. Those belongings shall be immune from search, requisition, embargo, confiscation, expropriation or execution, whether by national, regional or local, and whether by executive, administrative, judicial or legislative.

Lawsuits and the citation or execution of processes cannot be made on the premises of the Science Development Directorate, except with the consent of the Director of Science Development and under conditions approved by him/her or his/her representative.

The Brazilian authorities will not enter the facilities of the Science Development Directorate to perform any official duty, except with the consent or at the request of the Director of Science Development or his/her representative. Such consent shall be deemed given in case of emergencies, in case that this consent cannot be obtained in advance.

The Science Development Directorate of the IAI, as other international organizations located in Brazil, will be able to:

- Hold and use funds, gold or negotiable instruments of any kind and maintain and operate accounts in any currency and convert any currency held by it into another currency in the host country, and
- Transfer its funds, gold or currency from one country to another or within the host country, to any individual or entity.

The Science Development Directorate, its assets, income or other property shall be exempt from all direct taxes in the host country, whether national, regional or local, which include, among others, income tax and any income, capital tax, tax entities, as well as direct taxes, established by any authority in Brazil, and will be exempt from customs duties and prohibitions and restrictions on import or export with respect to articles imported or exported by the Science Development Directorate for its official use. However, articles imported under such exemptions will not be sold in the host country, except under conditions agreed with the Government. However, the provisions above shall not apply to fees and charges for public services payable by the Science Development Directorate.

Dispute resolution

Any dispute arising between the Government of Brazil and the IAI shall be subject to a settlement procedure agreed by the Government and the IAI, in accordance with international law, and if possible, towards this, resorting to direct negotiation, mediation or arbitration, as agreed between the parties.

Schedule for the ratification of legal processes involved in the above criteria

In Brazil, the text of the agreement with the IAI signed by the plenipotentiary will be forwarded to Congress through a message signed by the President of the Republic. In Parliament, the text of the agreement will be submitted according to the procedures

established by the Internal Rules of the House of Representatives and the Senate, usually through analysis of the Foreign Relations Committee, and later by the Constitution, Justice and Writing Committee. The text will be considered approved if it receives the simple majority approval in each legislative house. If approved, the President of the Legislative Congress will edit and determine the publication of the Legislative Decree. Once published the Legislative Decree, the Republic President will conclude the legal procedure of the agreement by issuing a letter of ratification, addressed to the IAI.

Science-Policy Liaison Directorate (Buenos Aires, Argentina)

The work of the Science-Policy Liaison Office is framed by Articles II.b) and II.f) of the Agreement Establishing the IAI, that is, strengthening the regional relevance of scientific programs and projects, understood as a establishing and maintaining sound linkages between IAI and policy-making communities in various sectors, and improving public awareness and scientific information input to governments for the development of public policy relevant to global change. This new Directorate comes to fill a gap identified by the *Report of the External Review Committee Assessment of the Inter American Institute for Global Change Research* conducted in 2007, and will provide "awareness about the IAI in both the science and policy communities within and outside many CoP member countries" and aid policy makers across the Americas in "translating the results of the Institute's science into informed action". It is designed to respond to the assessment's recommendation to develop a comprehensive strategy for outreach and engagement to help "(1) shape the IAI science agenda; and (2) facilitate the communication of IAI science to the policy community". These as yet under-fulfilled mandates will be addressed by the competencies developed in the new unit.

The Science-Policy Liaison Director will report directly to the Executive Director and shall coordinate its programs and activities with the other directorates comprising the IAI Directorate.

Main Activities of the Directorate

The main activities of the Science-Policy Liaison Directorate, categorized into program development, engagement and outreach activities, will be to:

- Program Development Activities:
 - Develop periodic plans, setting goals to be pursued, the results to be obtained and the necessary budget, in collaboration with the cognizant directors and the supporting MinCyt;
 - Assist in the development and the implementation of short- and long-term plans for IAI, including new initiatives and programs;
 - Interact with scientific teams supported by IAI to ensure policy engagement and outreach in research processes;
 - Link other IAI areas and scientific teams to stakeholders in the policy-making communities relevant to IAI;
 - Prepare engagement and outreach program proposals according to the priorities of the IAI, to be submitted to the donor agencies, working with the Assistant Director for Finance and Administration in the preparation of the budget;
 - Prepare funding Agreements for its work in consultation with the Assistant Director for Finance and Administration;

- Provide technical input in the area of its incumbency, including analysis of interim reports, participation in workshops, identification of opportunities to engage policy-makers;
- Prepare reports and assist other IAI areas in matters of the Directorate's incumbency; and
- Perform on-site visits when necessary.
- Engagement activities:
 - Manage IAI's engagement and outreach programs to the policy-making community;
 - Create opportunities and environments for dialogue between science and policy on global change and other strategies to strengthen the relevance of the IAI programs and projects;
 - Develop and manage interaction mechanisms between the IAI and decision-making levels on public policies related to the mission of the IAI; and,
 - Establish relationships with various international, regional, national and local agencies in order to promote communication and dialogue between science and policy, by submitting proposals to the IAI Executive Director for agreements with these entities.
- Outreach activities:
 - Advise on the generation of synthesis reports from the scientific groups, aimed at meeting the information needs of decision makers;
 - Implement public communication strategies that improve the level of knowledge of global change, its implications and associated actions, as well as the IAI;
 - Monitor the positioning of the IAI in the public opinion and among the relevant scientific, political and sectoral organizations;
 - Develop contacts with regional and international policy institutions, international, national, sub-national, public, private and non-governmental;
 - Acts as a primary contact with the Associates and organs/institutions of the IAI, with respect to projects of outreach and engagement related to policy making communities, their implementation and monitoring;
 - Assist in the identification and approach of possible donor sources, in particular International Organizations, Governmental and Non-Governmental Organizations, International Banks, OAS, UN System, Federal/National Agencies, Foundations, Private sector, etc, to support activities related to the IAI outreach and engagement;
 - Contribute to public relations efforts and to knowledge dissemination and utilization of research results by participating in public and scientific fora;
 - Establish relations with media and develop other outreach channels in collaboration with the existing publications office; and
 - Any other responsibilities as required for the successful implementation of IAI's engagement and outreach strategies, programs and plans.

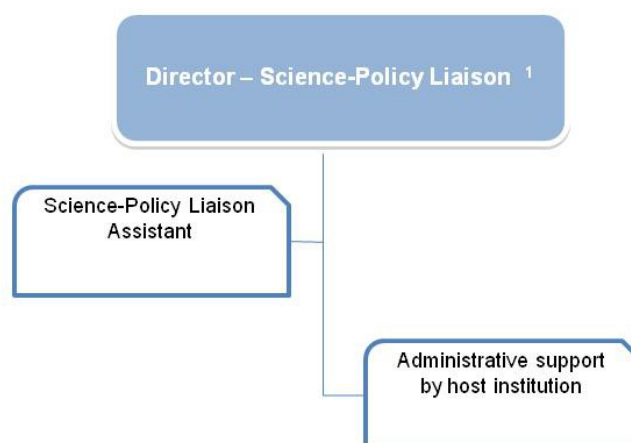
Directorate staff members

The Science-Policy Liaison Directorate will host the Director of Science-Policy, which is a new position to be supported in part by the Government of Argentina and in part by the IAI Core Budget. The Directorate will also include necessary support staff, to be supported by the Government of Argentina. Figure 4 presents the organizational chart for the Science-Policy Liaison Directorate.

Roles of senior Directorate staff

The role of the **Director of Science-Policy Liaison** will be to:

- Plan and execute IAI's science-policy liaison strategy;
- Establish links with public and private entities called for in the strategy;
- Establish formal links for science communication with IAI member governments;
- Coordinate with the IAI Science Development Directorate for the production of information required by the science-policy liaison strategy;
- Organize dialogue, seminars and other events relevant for engagement and outreach with policy makers;
- Organize the participation of IAI in events organized by third parties;
- Establish relations with different mass media in the world;
- Assist in the development of institutional identity and outreach materials;
- Administer cooperation agreements on matters of science-policy liaison; and
- Oversee all administrative and financial matters related with the functioning of the office with the Argentine government.



¹ Position to be supported in part by Government of Argentina and in part by IAI Core Budget
All other positions to be provided by the Government of Argentina.

Figure 4. Organizational chart of the Science-Policy Liaison Directorate

Staff support provided by the host country

The Argentinean government, through the Ministry of Science, Technology and Productive Innovation, shall provide partial (shared with IAI Directorate) support to the Director of Science-Policy Liaison, a full time agent to perform the functions of Science-Policy Liaison Assistant, and a part-time agent to perform administrative functions and serve as liaison with the Minister of Science, Technology and Productive Innovation (MinCyT).

MinCyT will try to identify a liaison with the Ministry of Foreign Affairs to facilitate contacts that the Division could require with other country member representations in Argentina.

Facilities and equipment, including security offered to staff, premises, and properties

The IAI Science-Policy Liaison Directorate will be located on a Government property at 831 Cordoba Ave, 4th floor, in the Autonomous City of Buenos Aires, at the current headquarters of the National Directorate of International Relations (DNRI). This building is in the downtown area, and thus has access to several bus lines, train, subway and highways. The building is located in proximity to the embassies with diplomatic representation in Argentina, the National Council for Technological Research (CONICET), the National Agency for the Promotion of Science and Technology, and the major national institution for the promotion and support of scientific and technological research.

The building has 24-hour security/surveillance every day of the week, as well as a contingency plan in case of emergency, marked emergency exits and operative fire extinguishers. All public service needs such as electricity, water, gas, sewer, garbage collection, cleaning and maintenance services, and so on, will be provided.

The Institute will share with the National Directorate of International Relations the use of a meeting room for 10-12 people with video conferencing service, as well as a kitchen and toilets. For larger meetings, other rooms can be arranged.

The IAI office will also have the assistance of the receptionist, private and technical support personnel for specific tasks.

The Argentine Government will provide the IAI office with approximately 75m² of space in the building. The offices will be fully equipped with office furniture, basic office items (paper, pens, pencils, markers, grapplers, etc.) and any other items that may be needed.

Previous experience in hosting International Treaty Organization headquarters, secretariats, or directorates

Argentina has extensive experience in hosting international organization. Some examples of cooperative arrangements with physical infrastructure in each country include: Argentina-España Programa de Genómica Vegetal (Rosario – Santa Fe), Argentina-Brasil Biotecnología (CABBIO), Argentina-Alemania Instituto de Investigación en Biomedicina de Buenos Aires (Max Planck) and Argentina -Italy International Center of Genetic and Engineering and Biotechnology (ICGEB)

Also, the following international organizations are headquartered in Argentina:
The Intergovernmental Coordinating Committee of the Plata Basin Countries (CIC);
Biotecsur Platform; Instituto Interamericano de Cooperación para la Agricultura (IICA);
Comisión Mixta Argentino-Paraguaya Del Río Paraná (Comip);
Comisión Trinacional para el Desarrollo de la Cuenca del Río Pilcomayo; Comisión Económica para América Latina y el Caribe (CEPAL).

History with the Institute, demonstrating commitment and support for its operations, programs and projects

Argentina ratified the Agreement Establishing the IAI in 1993 and since then, the Ministry of Science, Technology and Productive Innovation (or the former Secretariat of Science, Technology and Innovation) has participated in the Executive Council and the Conference of the Parties. The Ministry provides an annual contribution to the operating budget of the IAI and, as of June 2010, has contributed a total of US\$ 502,600.

Furthermore, there is an agreement with the School of Exact Sciences of the University of

Buenos Aires that currently hosts the publications office for the IAI. This office is in charge of preparing IAI publications (e.g., the IAI Newsletter, which has been published since its inception in collaboration with Argentina). The Ministry of Science, Technology and Productive Innovation (and its predecessor, the Secretariat of the same name) has also organized three meetings of the Executive Council and three Conferences of the Parties to the IAI (1997, 2004 and 2008).

In the context of the scientific programs, the IAI has contributed US\$ 3,342,105 to scientists and institutions in Argentina through networks of scientific cooperation. This funding benefits 150 researchers and representatives of institutions involved in 66 projects in different scientific programs of the IAI. In addition, since its inception, the IAI has invested a total of US\$ 326,752 in the participation of Argentinean scientists and students in workshops, internships and training courses of the IAI. In total, 231 participants from Argentina received funding for training activities.

Currently, there are Argentine scientists participating in 12 of the 13 ongoing projects of the IAI and Argentine scientists lead the largest number of projects among IAI members. Examples of research led by Argentine scientists include the study of: the role of biodiversity in the functioning of ecosystems; the contributions of ocean currents and river systems to productivity and biodiversity of the marine environment; the impacts of changing land use on regional hydrology and climate of the region; future capacity for irrigation and hydrology of the Cordillera Region; and, regional urban emissions in the context of climate change.

Juridical personality accorded to the Institute, and the level of inviolability, privileges and immunities that will be accorded to the Institutes premises, documents, communications
The Directorate of the IAI shall be invested in the territories of Argentina with the legal status of an organization created by virtue of an intergovernmental agreement, and shall thus have legal capacity to contract, acquire personal and real property and dispose of them.

The headquarters of the IAI, its premises, facilities, archives and documents are inviolable, as well as its property and assets, they shall be exempt from registration, confiscation, expropriation and any other form of interference, whether by executive, administrative, judicial or legislative action.

The IAI, its communications, premises, documents, property and assets, wherever located and by whomsoever held, shall enjoy immunity from any judicial or administrative proceeding, except in special cases in which it expressly waived its immunity. It is understood that such waiver of immunity shall not have the effect of subjecting such goods to any executive action.

The privileges and immunities shall be granted exclusively to IAI staff in their interest. Therefore, the IAI may waive the privileges and immunities in any case where, in its discretion, the exercise thereof would impede the course of justice, provided such waiver does not prejudice the interests of the IAI.

Taxes that will be levied against the Institutes' personnel or immunities there from
The IAI, its property, goods and salaries of the IAI international staff shall be exempt from all direct and indirect taxation or contributions, whether federal, provincial, municipal or otherwise. It is understood, however, that no exemption may be claimed from any of such taxes, which are, in fact, charges for public services, unless the same exemption is granted to other similar bodies.

The IAI International staff, qualified as such by this entity, shall be invested with immunity from legal process in respect to all acts that may be executed or to oral or written expressions issued in the performance of their duties and shall be exempt from payment of any kind of taxes and contributions on salaries and emoluments paid by the IAI. Officials of the international staff IAI who are not citizens of Argentina, shall enjoy immunity from mandatory national service: both them and their families and dependents, shall receive assistance for immigration and alien registration proceedings; in times of international crisis they will be given the same aid for repatriation as diplomatic agents.

Free entry and exit of personnel and equipment

IAI staff shall enjoy the same exceptions as diplomatic agents, and can import and export free of duty their furniture and effects at the time that they occupy or leave their position in the IAI, without prejudice to the enjoyment of the privileges expressed in Argentina's Decree No. 25/70. It is understood that articles or equipment imported duty free are not sold in the country except under conditions agreed with the government.

Communications infrastructure and communications with the host

The IAI Science-Policy Liaison Directorate shall be physically established in the area of the National Directorate of International Relations, which will act as communication and liaison with the Ministry of Science, Technology and Productive Innovation and the Argentinean government.

Regarding the electronics and communications equipment available, MINCyT will provide 12 Personal Computers (desktops) with dual core processors, high capacity hard disk drives, 19 inch LCD screens, networking capability between the mentioned PCs, fully upgraded software and peripherals (scanners, speakers, headphones, webcams, microphones, etc), a 12 bay 100 Mbits switch port for connectivity. Cloud computing services are considered for safe and easy networking services between Argentina, Brazil and Uruguay offices.

20 Mb Broadband Internet connection, fully and safe wireless internet access is provided within the domains of MINCyT for visits and permanent personnel, as well as a Ministerial server with capacity to support up to date webpage.

Other electronic services and equipment provided are as follows,

- 2 laser printers
- 1 multifunction photocopier
- Mail service
- Website
- Hosting
- Fileserver
- Access to Electronic Library of Science and Technology (includes articles from over 11,000 journals and over 9,000 books).
- 5 telephone extensions with access to international calls.
- Facsimile communication.

Currency regulations and negotiable instruments

The IAI may hold funds or currency of any kind, operate accounts in any currency, transfer its funds or currency from one country to another within the country and convert any currency that it may hold in custody without being affected by any provisions or moratorium of any

kind.

Dispute resolution

Any dispute, controversy or claim arising between the parties from the interpretation or application of the Agreement to be drafted, shall be solved unless settled by direct negotiation, by arbitration in accordance with the Arbitration Rules of the Commission of the United Nations Convention on International Trade Law (UNCITRAL) in effect at the date of entry into force of this agreement. The Parties shall comply with the arbitration award pursuant to this section as the final adjudication of any dispute.

Schedule for the ratification of legal processes involved in the above criteria

Once the agreement with the Ministry of Science, Technology and Productive Innovation is formalized, the Ministry of Foreign Affairs shall take action for the validation.

5. COSTS

At the 19th CoP of the IAI, the Parties agreed that every effort shall be made to implement the tripartite structure for the IAI Directorate in a manner neutral to the core budget of the IAI. Table 1 presents the distribution of the core budget of the IAI under the existing IAI Directorate structure compared to the new tripartite Directorate structure. Table 2 presents the estimated investments and annual operative costs required from Uruguay, Brazil and Argentina based on the tripartite Directorate structure in this document.

Note: Total costs may actually be somewhat higher because of increased travel. Travel expenditures for the Directors of Science Development and Science-Policy Liaison will be covered by the IAI Core Budget subject to approval by the IAI Executive Director.

Table 1. Distribution of IAI Core Budget under existing and new IAI Directorate structures

	Existing Structure	New Structure	Difference (+ or -)
Salaries and Benefits	\$989,931	\$892,987	\$96,944
Travel	\$83,180	\$83,180	\$0
Equipment	\$10,700	\$10,700	\$0
Operational Costs	\$174,135	\$167,635	\$6,500
Dissemination and Outreach	\$49,000	\$49,000	\$0
Director's fund	\$54,000	\$54,000	\$0
Total = \$1,360,946 Total = \$1,257,502 Net savings = \$103,444			

* A positive difference means savings from the current situation

Table 2. Estimated contributions of host countries under the tripartite IAI Directorate structure

	Uruguay	Brazil	Argentina
Investment costs			
Office Furniture (desk, chairs, tables, racks, etc)	\$30,000	\$0	\$5,000
Electronic Equipment (audiovisual equipment, phones, faxes, etc)	\$0	\$0	\$2,000
Informatics Equipment (router, firewall equipment, etc)	\$8,000	\$0	\$5,000
Total investment costs	\$38,000	\$0*	\$12,000
Annual operative costs			
Salary and Benefits for Division Director	\$0	\$80,000	\$33,100
Salaries and Benefits for Support Staff	\$61,048	\$45,000	\$44,400
Office rental	\$24,000	\$35,000	\$53,400
Services (electricity, water, connectivity, cleaning and security services)	\$16,800	\$35,000**	\$32,000
Office material	\$3,660	\$1,300	\$8,000
Total annual operative costs	\$105,508	\$196,300***	\$170,900****

* The capital investment by Brazil for the new structure is close to zero because installations already exist

** Brazilian contribution for "services" in the Brazilian proposal below (\$86,705) is greater than the one provided here (35,000) because it had not been prorated for the reduction in staff.

*** Estimated costs in column submitted by IAI directorate; expenses reported by Brazil in 2011 were US\$378,666.18

**** Costs are estimated with May 24, 2012 exchange rate between Argentinean peso and USD

6. LEGAL CONSIDERATIONS

The 1992 Agreement Establishing the IAI neither envisions nor precludes a tripartite directorate. From a legal perspective, a tripartite IAI Directorate as provided in this document would still be one legal entity with the same principles as stated in the Agreement; however, the functions and physical location of the Directorate distributed in three different countries.

Article V 4(j) of the Agreement explicitly gives the CoP the power to "Make decisions regarding the location of the Directorate". Therefore, a decision of the IAI CoP on this proposal is an appropriate mechanism for converting to the IAI Directorate to a tripartite structure.

7. TIMELINES AND MILESTONES FOR IMPLEMENTATION

Transition to the distributed Directorate must be accomplished in a timely manner without an adverse effect on IAI science, training and capacity building. This is a critical time especially for the IAI science program with the launch of the new Collaborative Research Network III (CRN-III) program. The CRN program has been a hallmark of the IAI creating many opportunities to advance the goals of the IAI and creating a successful network of global environmental change researchers in the Americas. CRN-III program is a USD 10M investment on behalf of the United States and successive years of support are contingent upon proper stewardship of the program. It is necessary that this program be overseen by the Executive Director and fully supported by the newly established Integrated Operations and Finance Directorate to ensure that each year of financial support is provided to the CRN-III program. The capabilities provided by the Science-Policy Liaison Directorate (Buenos Aires, Argentina) and the Science Development Directorate (São José dos Campos, Brazil) will help the IAI more effectively accomplish its mission and provide added value to the overall IAI science training and capacity building programs.

During its 19th Meeting in Arlington, Virginia, the CoP agreed that for the benefit of the IAI, this transition should go forward in a timely manner with no interruption to the IAI programs. This requires an efficient implementation plan that is not contingent upon all country agreements being ratified prior to the establishment of the new structure. The following is a parallel approach to accomplish this transition.

Establishment of the Integrated Operations and Finance Directorate

The current Directorate should immediately become the Integrated Operations and Finance Directorate and begin the process of moving to the facilities in Montevideo, Uruguay. According to the timeline provided by Uruguay, this could be accomplished within 5 months of ratifying the agreement between the IAI and the Government of Uruguay, which correlates with the end of 2012.

The majority of the IAI operations and management staff, including the Executive Director, Assistant Director of Finance and Administration, the Assistant Director of Capacity Building, and the Information Technology Manager are currently employed and will move to the new facilities in Uruguay as soon as possible. It is anticipated that a new Assistant Director of Science Programs will be hired by the Executive Director by the end of 2012.

The support staff provided by Uruguay, a financial assistant, a tri-lingual assistant to the Executive Director and up to 3 other support staff employed on core funds, should be hired by the end of 2012. The critical functions of the IAI however are not contingent upon these employees being hired prior to the Integrated Operations and Finance Directorate occupying the facilities in Montevideo.

Establishment of the Science-Policy Liaison Directorate

The current IAI Publications Editor can continue to carry out the on-going communications functions without interruption and being based in Buenos Aires, the Editor will also be available to help in the establishment of the new Science-Policy Liaison Directorate in conjunction with the Government of Argentina at the facilities in Buenos Aires. This process should begin as soon as possible and hopefully be completed by the end of 2012. If there are delays in establishing this new Directorate, the current communication and outreach functions of IAI will be maintained by the current staff. Establishing this new Directorate in Buenos Aires should be done in parallel with the establishment of the Integrated Operations and Finance Directorate in Montevideo, Uruguay.

Establishment of the Science Development Directorate

This new Directorate will be housed in the current IAI Directorate facilities at INPE, which is clearly advantageous to the timeline for establishing this Directorate. In addition, a current IAI staff member is available to remain to help ensure a smooth transition and quick development of the Directorate's capabilities. This process should begin as soon as possible and hopefully be completed by the end of 2012. If there are delays in establishing this new Directorate, they should in no way adversely affect the overall functions of the IAI. Establishing this new Directorate in São José dos Campos, Brazil should be done in parallel with the establishment of the Integrated Operations and Finance Directorate in Montevideo, Uruguay.

8. LEGAL AGREEMENTS BETWEEN EACH HOST COUNTRY AND THE IAI

Legal agreements between the IAI and the host country will be developed for each of the Integrated Operations and Finance Directorate, Science Development Directorate, and Science-Policy Liaison Directorate.

9. LANGUAGES OF COMMUNICATIONS, AND TRANSLATION

The IAI tripartite governance proposal was prepared in the English language and the English version will serve as the base document in the event of a conflict. The final draft will be translated into the languages of the host countries.

The legal agreements between each host country and the IAI will be prepared in the languages of the host countries. These agreements will be unofficially translated into English for ease of reference by the CoP. The original language versions of each agreement will serve as the legally binding version in the event of a conflict.

10. EVALUATION OF THE SUCCESS OF THE IAI TRIPARTITE GOVERNANCE STRUCTURE

A framework for evaluating the success of the IAI tripartite Directorate is required to understand whether the IAI tripartite Directorate is meeting its objectives and the needs of the CoP. Success of the IAI tripartite Directorate can be considered in terms of success in implementing the structure and performing the roles and responsibilities articulated in this proposal, and also success in fulfilling its objectives and those of the IAI, while maintaining full and effective operations of current directorate functions. An evaluation framework will also provide a basis for adjusting the structure and/or operation of the IAI tripartite Directorate, if necessary.

It is proposed that a new Ad Hoc Committee be struck to oversee the implementation of the new tripartite Directorate and evaluate the success of both its implementation and operational effectiveness one-year after its establishment. Once the draft proposal has been approved by the CoP, the Ad Hoc Committee will develop an evaluation framework with appropriate metrics and performance indicators. The evaluation could be based on the accordance of the host countries with timelines and milestones for implementation outlined in this proposal, as well as other factors determined by the Committee. The Ad Hoc Committee will report at the CoP meeting in 2013 on the level and success of implementation and performance.

Possible indicators to measure the success of the tripartite Directorate in fulfilling the objectives of the IAI, and the roles and responsibilities articulated in this proposal include:

- The tripartite Directorate fulfills all roles, responsibilities, conditions, infrastructure and resource requirements articulated in sections 4 and 5 of this proposal;
- Scientific direction, strategies and programs of the IAI are effectively implemented and their regional relevance is strengthened;
- Scientific knowledge is provided to governments for the development of public policy, and to develop future science capacities and directions;
- Public awareness is improved;
- The tripartite Directorate operates in a manner neutral to the IAI Core Budget; and
- The tripartite Directorate operates in a manner that continues to maintain all current

duties and services.

11. SUMMARY AND CONCLUSIONS

This proposal for a tripartite IAI Directorate builds on the decision of the 19th CoP to strengthen the capacity of the IAI to provide scientific knowledge to Governments for the development of public policy, to develop future science capacities and directions, and to increase public awareness of global change research conducted under the IAI. In the new tripartite model, the IAI Directorate will consist of an Integrated Operations and Finance Directorate based in Uruguay, a Science Development Directorate based in Brazil, and a Science-Policy Liaison Directorate based in Argentina. Together, these Directorates will enhance and expand the capacity of the IAI Directorate towards fulfilling its mandate. New positions of Director of Science Development (based in Brazil) and Director of Science-Policy Liaison (based in Argentina) will be created and will report to the Executive Director of the IAI (based in Uruguay).

Information presented by all three host countries within this proposal, in response to a set of evaluation criteria, demonstrates their capacity to host the respective Directorates. For instance, all three facilities offer access to national research communities and facilities, proximity to embassies, fully equipped offices, adequate space to meet the essential needs of staff, access to scientific publications and the internet, security surveillance, and so forth. All three countries have a long history of supporting the IAI and have extensive experience hosting international organizations. Privileges, immunities, tax exemptions and free movement of international people and assets will be the same as for other international organizations.

From a legal perspective, a tripartite IAI Directorate as provided in this document would still be one legal entity with the same principles as stated in the 1992 Agreement Establishing the IAI, but with the functions and physical location distributed in three different countries.

The CoP agreed that a new tripartite IAI Directorate should be implemented in a manner neutral to the IAI Core Budget. Cost estimates for the core budget are provided by the directorate, and host country contributions are supplied by each respective country.

The 19th CoP agreed that the transition to a tripartite IAI Directorate must be accomplished in a timely manner with no interruption or adverse impact to the IAI science, training and capacity building programs. An efficient implementation plan that is not contingent upon all country agreements being ratified prior to the establishment of the new structure is recommended.

The current IAI Directorate will immediately become the Integrated Operations and Finance Directorate and that existing management positions be moved to the facilities in Montevideo, Uruguay as soon as possible. The critical functions of the IAI are aided by but not contingent upon the hiring of new support staff by the Government of Uruguay prior to the move to Montevideo. The process for establishing the Science Development Directorate in São José dos Campos, Brazil and the Science-Policy Liaison Directorate in Buenos Aires, Argentina should be completed in parallel with the establishment of the Integrated Operations and Finance Directorate and by end of 2012. Should there be delays in establishing either of these new directorates, this would in no way adversely affect the ongoing functions of the IAI.

It is recommended that the success of the new tripartite IAI Directorate be evaluated one-year after its establishment. The evaluation could consist of measuring the success in implementing the new structure, performing the roles and responsibilities articulated in the proposal, and fulfilling its objectives as well as those of the IAI. It is proposed that a new Ad Hoc Committee be struck to develop a framework to evaluate the implementation of the new tripartite Directorate and the success of both its implementation and operational effectiveness. An evaluation framework would also provide a basis for adjusting the structure and/or operation of the IAI tripartite Directorate, if necessary.

ANNEX: CENTRAL AIMS OF THE IAI

The long-term chemical, biological and physical processes and cycles of the Earth system are undergoing continuous alteration that is both natural in origin and human-induced. Over the last century, human activities have had an increasingly important role in this alteration, and global environmental change has become one of the greatest challenges that humanity faces today.

The Inter-American Institute for Global Change Research (IAI) is an intergovernmental regional network of cooperating research entities. The IAI was created out of recognition of the limited understanding of the earth system and the environmental, economic and social effects of these changes, the need for regional cooperation among States and research institutes, and the importance of accurate information for policy and decision-making.

The mission of IAI is to develop the capacity of understanding the integrated impact of past, present and future global change on regional and continental environments in the Americas and to promote collaborative, well-informed actions at all levels. The intent behind this mission is to enable scientists and decision makers throughout the Americas to jointly address the critical issues associated with global change.

The IAI pursues the principles of scientific excellence, international and interdisciplinary cooperation, and full and open exchange of scientific information relevant to global environmental change. In order to do so, the objectives of the IAI are to:

- Promote regional cooperation for interdisciplinary research on aspects of global change related to the sciences of the earth, ocean, atmosphere, and the environment and to social sciences, with particular attention to impacts on ecosystems and biodiversity, socio-economic impacts, and technologies and economic aspects associated with the mitigation of and adaptation to global change;
- Conduct or select for sponsorship scientific programs and projects on the basis of their regional relevance and scientific merit as determined by scientific review;
- Pursue on a regional scale that research which cannot be pursued by any individual State or institution and dedicate itself to scientific issues of regional importance;
- Improve the scientific and technical capabilities and research infrastructure of the States of the region by identifying and promoting the development of facilities for the implementation of data management and by the scientific and technical training of professionals;
- Foster standardization, collection, analysis and exchange of scientific data relevant to global change;
- Improve public awareness and provide scientific information to governments for the development of public policy relevant to global change;
- Promote cooperation among the different research institutions of the region; and
- Promote cooperation with research institutions in other regions.

Annex IV – Standing rules of the Conference of the Parties (CoP)

STANDING RULES OF THE CONFERENCE OF THE PARTIES (CoP) OF THE INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

As approved by the Conference of the Parties in June 2012

CHAPTER 1 - PARTICIPANTS

Rule 1

The Conference of the Parties shall be governed by the relevant provisions of the Agreement Establishing the Inter-American Institute for Global Change Research (IAI) and of these Rules.

Rule 2

Each Party shall designate one Permanent Representative and one or more Alternate Permanent Representatives to the IAI. Each Party shall send such designations to the Executive Director through its competent diplomatic authority (Ministry of Foreign Affairs, Embassy or Consulate).

Rule 3

The Conference of the Parties shall be open to all Parties to the Agreement. Upon invitation to a Conference of Parties, a Party that has not designated a Permanent and/or Alternate Permanent Representatives shall accredit through its competent diplomatic authority, prior to that Conference of Parties, a Conference Representative and/or Alternate Conference Representative.

Rule 4

Designations and/or accreditations referred to in Rules 2 and 3, as well as all other notifications, document distributions, and other correspondence related to the work of the Conference of the Parties shall normally be conducted electronically and in accordance with the targets/deadlines identified in the appropriate rules below. Any official correspondent may request that electronic correspondence be confirmed in written form, but any such request shall not result in any changes or delays in the targets/deadlines set forth in these rules.

Rule 5

The designations called for under Rule 2 and the accreditations provided for under Rule 3 shall be referred to the Credentials Committee (to be established under Rule 35) for its review and approval. If the Credentials Committee questions such a designation or accreditation, it shall request the Executive Director to work with the submitting Party to resolve these questions before the Meeting is adjourned. In the event these questions cannot be resolved to the satisfaction of the Credentials Committee, the Committee shall refer these questions to the next Conference of the Parties for its decision.

Rule 6

All Representatives of Parties and invited observers should register electronically fourteen (14) days in advance of a Conference of the Parties in which they plan to participate. The Directorate will then post a list of all expected participants on the CoP website.

Rule 7

The conditions under which observers may attend Conferences of the Parties shall be as follows:

(a) An observer may take the floor only when the Chair invites him to do so. An observer may

not propose, second, or oppose motions, and shall not vote;

(b) An observer may receive all public documents of the Conference of the Parties.

Rule 8

The appropriate authority of a State, public international organization, or other agency that is interested in attending a Conference of the Parties as an observer shall so inform the Executive Director no later than forty-five (45) days prior to the Conference.

Rule 9

The Executive Director shall inform the Chair of the Executive Council regarding all such expressions of interest. The EC Chair will decide, in consultation with the Executive Director, as to whether invitations should be extended to such applicants and, if so, the Executive Director shall extend invitations to such applicants no later than twenty-one (21) days prior to the Conference.

Rule 10

The Executive Director shall distribute to all possible Conference of the Parties' participants logistical information regarding the Conference and a registration form. All those who expect to participate in a Conference of the Parties will be strongly encouraged to register for the Conference via electronic correspondence no later than fourteen (14) days prior to the Conference to facilitate Conference planning.

CHAPTER II - MEETINGS

Rule 11

The Conference of the Parties shall meet regularly once each year on a date (normally in June) and at a site to be determined in accordance with offers tendered by the Parties to the Executive Director.

Rule 12

The Conference of the Parties shall decide on offers of sites according to the principles of rotation and geographical distribution.

Rule 13

In the event that no offer of a site is tendered or the Meeting cannot be held at the site agreed upon, the Conference of the Parties shall meet at the site of the Directorate. Nevertheless, if, at any time before the notice of Meeting, one or more Parties offer to host the Meeting, the Conference of the Parties, if in session, or the Parties consulted by correspondence, may agree to have the Meeting held at one of the sites offered.

Rule 14

The Executive Director and the appropriate representative of the host country shall extend joint invitations for each Conference of the Parties to the Parties and all other expected participants no later than ninety (90) days prior to the starting date of the Conference. This invitation shall include a list of the key issues to be discussed, with the understanding that this list shall serve as the basis for the provisional agenda for the Conference as described in Rule 18.

Rule 15

The Conference of the Parties, in special instances and at the request of one or more Parties, may hold Special Meetings. These meetings may be held with two-thirds or more favorable vote. If such a request is made, not at a Conference of the Parties but thereafter, the Executive Director shall consult the Parties by correspondence regarding the request and shall convene such a meeting if at least two-thirds of its active members agree. The Party that first tenders an offer shall be the site of the Special Meeting, and, in the case of no offers, Rule 13 shall apply.

Rule 16

A request to hold a Special Meeting shall identify the matter(s) to be addressed and the Meeting shall consider only that (those) matter(s).

Rule 17

The Executive Director shall transmit notices of Special Meetings to the Parties and other participants at least sixty (60) days prior to the starting date thereof.

CHAPTER III - AGENDAS

Rule 18

The Executive Director shall, in consultation with the Bureau of the Executive Council, prepare a provisional agenda for each regular Conference of the Parties taking into account the decisions of the previous Meeting, the recommendations of the Executive Council, and the proposals of the Parties. The Executive Director shall make this provisional agenda available to the Parties and other participants at least thirty (30) days before the date of the meeting. The provisional agenda shall be supported by background documentation sufficient for analysis of the agenda. This background documentation may include information from the Executive Director as to the potential programmatic, administrative, and financial implications of agenda items.

Rule 19

The supporting documentation for the provisional agenda of a Regular Conference of the Parties shall include: reports of the previous Conference of the Parties and of the Executive Council Meetings that preceded and followed it; the annual report of the Directorate; the Plan for future activities of the Institute proposed to be conducted over the next year; and the proposed Budget for these activities. The Executive Director will make this supporting information available to the Parties at least thirty (30) days before the Meeting.

Rule 20

The Executive Director will also present to the Conference of the Parties the report of the Executive Council Meeting that immediately preceded it including especially any revisions to the Plan and Budget for the next year that were recommended by the Executive Council at its pre-CoP Meeting.

Rule 21

Every proposal to include a matter on the provisional agenda shall be supported by a working document which shall serve as a basis for discussion of the matter. Each such proposal shall be submitted to the Executive Director no later than sixty (60) days prior to the Conference of the Parties.

Rule 22

The Executive Director shall also make the provisional agenda and all related proposals and supporting documents available to the Executive Council for their review at their Meeting that precedes the Conference of the Parties no later than twenty (20) days prior to the Executive Council Meeting. The Executive Council shall present its observations, comments and recommendations to the Conference of the Parties at the first plenary session of the Conference.

Rule 23

Once the final agenda has been approved, only business considered urgent and important may be added only if approved by the Parties.

Rule 24

The Executive Director shall transmit the provisional agenda of each Special Meeting, together with the documents needed to analyze it, as far in advance of the Special Meeting as possible, but in no case later than ten (10) days prior to the scheduled starting date of the meeting.

CHAPTER IV - THE MEETING BUREAU

Rule 25

The Bureau of each Conference of the Parties shall be composed of a Chair, a First and a

Second Vice-Chair, and a Secretary who shall be the Executive Director of the Institute ex officio.

Rule 26

The election of the Chair and the First and Second Vice-Chair shall be carried out separately for each position at the beginning of the Conference of the Parties. Each Party shall vote for only one candidate for each position to be filled.

CHAPTER V - SESSIONS

Rule 27

Unless otherwise decided, Conferences of the Parties shall be open.

Rule 28

All Parties shall be strongly encouraged to participate in the Conferences of the Parties through accredited/designated representatives. If a Party has not participated in any of the three previous Conferences of the Parties and the Party has not over this three-year period designated a Permanent Representative for the IAI, that Party shall be considered to be not active. The IAI, especially through cooperation between the Executive Council, its Bureau, and the Directorate shall make every effort to encourage inactive Parties to become active in the IAI. If and when a Party participates in a Conference of the Parties or designates a representative for interaction with the IAI, it shall be considered to be active.

Rule 29

Plenary sessions shall require the presence of a quorum of accredited/designated Representatives of one-half of the active IAI Parties. Accreditation shall be validated by the Credentials Committee in accordance with the provisions of Rules 3 and 5. If, after a quorum has been achieved, the quorum is upset, all decisions/actions taken by the Conference of the Parties shall be considered as provisional until the quorum is restored.

Rule 30

In the event that one half of the IAI Parties are present, but accreditation of Representatives from less than one half of the IAI Parties has been validated, all decisions/actions taken by the Conference of the Parties shall be considered as provisional until accreditations sufficient for a quorum are received.

Rule 31

If such accreditation has not been completed before the Conference of the Parties is completed, the Directorate shall seek submission and validation of the credentials of the unaccredited Members who were present at the Conference of the Parties. Decisions or actions taken by the Conference of the Parties shall be considered final when accreditation of a quorum has been achieved.

CHAPTER VI - COMMITTEES

Rule 32

The Conference of the Parties may establish, from among its members, any ad hoc Sessional Committees it may deem necessary; assign to them specific tasks; and establish deadlines for committees to report to the Conference.

Rule 33

All Parties may participate in Sessional Committees. Sessional Committees may also invite the Executive Director, members of the Directorate staff, and observers to participate in the Committees' work.

Rule 34

The Conference of the Parties shall elect a Standing Committee for Rules and Procedures of three (3) individuals.

Rule 35

The Conference of the Parties shall elect a Credentials Committee, comprised of three (3) Parties, who shall serve for a period of two years.

Rule 36

The Conference of the Parties may also establish any ad hoc Advisory Committee it deems necessary; determine its initial composition; assign to it specific tasks; and establish a deadline(s) for it to complete its work at which its term ends.

Rule 37

All Conference of the Parties' Members may participate in such an Advisory Committee. An Advisory Committee may invite the Executive Director and/or members of the Directorate staff to participate in their work. A Committee may also augment its initial membership by inviting other Parties and/or experts to participate in its work.

Rule 38

Insofar as possible, Advisory Committees shall carry out their work by electronic correspondence.

Rule 39

Advisory Committees shall throughout their terms maintain communications with the Executive Council Bureau and the Executive Director.

Rule 40

Any such Advisory Committee shall submit its report to the Conference of the Parties and make it available to the Directorate in accordance with the deadline(s) established under Rule 36.

Rule 41

The activities of Advisory Committees shall be guided by the Rules and Procedures of the Conference of the Parties unless the CoP specifies otherwise.

CHAPTER VII - PROCEDURES AND DEBATES

Rule 42

The Chair of the Conference of the Parties shall be authorized to open and close the meetings, lead the discussions, ensure observance of the provisions of the Agreement Establishing the IAI and of these Rules, grant permission to take the floor, put items of business to a vote, and announce decisions. The Chair shall ensure that order is maintained at the sessions. The Chair shall rule on points of order and shall, in particular, be authorized to propose the postponement or closure of a debate, or the postponement or suspension of the sessions. The Chair shall also set the agenda of the sessions in accordance with the approved agenda of the meeting.

Rule 43

When the individual chairing a session wishes to participate in a debate or in voting on an item of business, the individual must pass the chairmanship to the appropriate individual in accordance with Rule 25.

Rule 44

If an item of business, included on the overall agenda but not on the agenda for the particular session, is submitted for consideration, the Parties in attendance shall decide immediately by

majority vote whether to discuss it.

Rule 45

While a proposal is under consideration, proposals to amend it may be submitted. A motion shall be considered an amendment only when it adds, deletes, or changes part of the proposal. Motions that completely replace the original proposal or have no clear relationship therewith shall be considered separate proposals, rather than amendments. The proposed amendment that differs most from the original shall be considered first.

Rule 46

A proposal or an amendment to a proposal may be withdrawn by its original sponsor before being put to a vote.

Rule 47

While an item of business is being discussed, any Representative may raise a point of order, which shall be decided upon immediately by the Chair, whose decision may be appealed. In such cases, the appeal shall be put to a vote immediately, the results of which shall govern.

Rule 48

A Representative who raises a point of order may not speak to the substance of the matter under discussion.

Rule 49

While any item of business is being discussed, any Representative may propose that the discussion be postponed until an agreed-upon time. This proposal shall not be debated, but shall be put to a vote immediately. If approved, the date on which the debate is to resume shall be scheduled.

Rule 50

The Chair or any Representative may propose that the debate be closed when he/she considers the matter to have been discussed sufficiently. If this motion is opposed, the Chair shall give the floor to one Representative in favor and one against, who shall be allowed no more than five minutes each to speak. The matter shall then be put to a vote.

Rule 51

During the discussion of an item of business, the Chair or any Representative may propose that the session be suspended or adjourned. The proposal shall be put to a vote immediately without debate.

Rule 52

With the exception of motions regarding points of order, the following procedural motions shall take precedence, in the order indicated below, over other proposals or motions submitted:

- (a) Postponement of the session;
- (b) Suspension of the session;
- (c) Postponement of debate on the item under discussion;
- (d) Closure of debate on the item under discussion.

Rule 53

In order to reconsider a decision adopted by the Conference of the Parties, the appropriate motion shall be approved by a two-thirds vote of the Parties.

Rule 54

The working documents, decisions, recommendations, agreements, minutes, and reports of the Conference of the Parties shall be made available in at least two official languages of the IAI.

CHAPTER VIII - VOTING

Rule 55

Each Party is entitled to one vote. Votes shall be cast by a show of hands, by roll call or by secret ballot.

Rule 56

Unless otherwise specified in the Agreement Establishing the IAI or in the Rules, all decisions of the Conference of the Parties shall be made by a majority vote of the accredited Parties.

Rule 57

Votes shall ordinarily be cast by a show of hands. However, any Representative may request a roll-call vote on any matter. A roll-call vote shall proceed in the order in which the Parties notified the Depositary of their accession to the Agreement. The vote of each Representative participating in the roll-call vote shall be noted for the record in the minutes of the session.

Rule 58

When voting for multiple vacancies is being undertaken and the voting does not result in enough candidates being elected to fill all of the vacancies, a runoff election shall be held between the remaining candidates, eliminating from the ballot the candidates with the lowest number of votes, but retaining two candidates more than the number of vacancies to be filled.

Rule 59

When it becomes necessary to choose between candidates who have received the same number of votes, a second round of voting shall be conducted among the tied candidates. If such a second round of voting also results in a tie, the winner shall be selected by the toss of a coin by the Executive Director, with the Chair of the Conference of the Parties calling “heads” or “tails”.

Rule 60

Voting to elect or remove the Executive Director shall be conducted by secret ballot.

Rule 61

The Members of the Executive Council and of the Scientific Advisory Committee shall be elected by secret ballot. In such elections, each accredited/designated Representative shall vote for the number of names equal to the number of vacancies to be filled.

Rule 62

Other business may be decided by secret ballot if the Conference of the Parties so agrees.

Rule 63

When votes are cast by secret ballot, the Chair of the Conference of the Parties shall designate two Representatives to serve as tellers, who, when the balloting is for an election, shall be individuals not directly involved therein. The tellers shall be responsible for monitoring the voting, counting the ballots, deciding when a vote is null and void, and certifying the results of the voting.

Rule 64

Once debate has been closed, votes shall be cast immediately on the proposals submitted, with the corresponding amendments, where appropriate.

Rule 65

Proposals shall be put to a vote in the order in which they were submitted, except when otherwise stipulated by the Conference of the Parties.

Rule 66

Amendments shall be submitted for discussion and put to a vote prior to the voting on the proposal they are designed to amend.

Rule 67

Any Party may propose that portions of a proposal, document, or amendment be voted on individually. If there are any objections to the request for a division, the request shall be put to a vote. Permission to speak regarding a request for division shall be granted to only one speaker in favor and one opposing speaker. If the request for division is approved, the portions of the proposal, document, or amendment that have been approved individually shall be put to a vote in their entirety. If all portions of the proposal, document, or amendment have been rejected, the proposal, document, or amendment shall be regarded as having been

rejected in its entirety.

Rule 68

Once the voting has begun, no Representative may interrupt it, except to raise a point of order concerning the manner in which the voting is being conducted. The voting shall end when the Chair has announced the results thereof.

Rule 69

Once the voting has ended, any Representative may ask for the floor to explain or justify his/her vote, for a period not to exceed five minutes.

CHAPTER IX - THE MEETING MINUTES AND THE REPORT

Rule 70

After each day's session, the Secretary, with the assistance of the Directorate staff shall produce a list summarizing the actions taken at that session for approval by the Conference of the Parties at the beginning of the next day's session. The list of actions for the final day of the Conference shall be approved by the Conference before the close of its last session.

Rule 71

After all discussions have been completed and all actions have been agreed, the Secretary, with the assistance of the Directorate staff and in consultation with the Conference Bureau, shall prepare draft resolutions needed to implement the actions taken by the Conference of the Parties and shall submit these to the Post-CoP Executive Council Meeting for signature by the Bureau of the Executive Council.

Rule 72

The Executive Director shall prepare a draft Meeting Report for each Conference of the Parties. This draft report shall include all approved resolutions and action lists for each day, the minutes of the Conference and annexes as needed. The Directorate shall make the draft Meeting Report available to all Conference participants no later than sixty (60) days following the end of the post-CoP Executive Council Meeting for the participants' review and comment. All such comments shall be submitted to the Directorate within thirty (30) days of the distribution of the draft Report.

Rule 73

The Directorate will make the Meeting Report available to all Parties and other Conference participants no later than one-hundred-twenty (120) days following the end of the post-CoP Executive Council Meeting. The Directorate shall also make the Meeting Report widely available as soon as possible thereafter via the IAI website.

CHAPTER X - ELECTION OF MEMBERS OF THE SCIENTIFIC ADVISORY COMMITTEE (SAC)

Rule 74

The Conference of the Parties will normally hold elections to fill vacancies on the Scientific Advisory Committee no earlier than the second (2nd) day of the Conference. In the event there is more than one vacancy to be filled, voting shall be conducted separately, starting with the vacancies for which the candidates are proposed by the Parties, followed by the vacancies for which candidates are proposed by the Scientific Advisory Committee itself, and ending with the vacancy for which candidates are proposed by the Associates of the Institute.

Rule 75

The Parties, the Scientific Advisory Committee and the Associates, in considering potential candidates for the Committee, and the Conference of the Parties, in its election of SAC members, shall take into account the need to ensure representation within the Scientific Advisory Committee from a variety of disciplines relevant to global change research and equitable geographic distribution. The Scientific Advisory Committee Chair will make available to the Parties at least sixty (60) days in advance of each Conference of the Parties an

assessment of the Committee's needs for disciplinary representation.

Rule 76

Each Party may propose up to two candidates twice the number of candidates for the number of SAC vacancies to be filled from nominees by the Parties.

Rule 77

The Scientific Advisory Committee may propose up to twice the number of candidates for the number of vacancies to be filled from nominations from the Scientific Advisory Committee itself.

Rule 78

The Associates of the Institute may submit up to four (4) candidates for the vacancy on the Scientific Advisory Committee to be filled by nominations from the Associates. If no candidates are presented, the Conference of the Parties may fill this vacancy taking into account nominations made earlier by the Parties and/or the Scientific Advisory Committee itself.

Rule 79

All nominations for candidates must be submitted to the Directorate in time for the Directorate to make them available at least thirty (30) days prior to the election date. Nominations must be accompanied by curricula vitae that fulfill at least the requirements set forth by the Agreement Establishing the IAI.

Rule 80

When the Conference of the Parties elects members of the Scientific Advisory Committee, the newly constituted Committee shall take office immediately after the Conference of the Parties has been adjourned.

Rule 81

Should a position on the Scientific Advisory Committee become vacant prior to the scheduled end of term, the Conference of the Parties may fill this vacancy via electronic communications, taking into account nominations made earlier by the Parties and/or the SAC.

CHAPTER XI - ELECTION AND REMOVAL OF THE EXECUTIVE DIRECTOR

Rule 82

The Executive Director shall be elected in accordance with the provisions of Article VIII, Sections 4 and 6 of the Agreement Establishing the IAI, and in accordance with Rule 60.

Rule 83

The Parties shall nominate candidates forty-five (45) days prior to the date of the election by communication addressed to the Executive Director, who shall immediately circulate the nominations to all Parties, as received.

Rule 84

The Executive Director shall be elected at the Conference of the Parties preceding the expiration of the incumbent Executive Director's term.

Rule 85

If the position of Executive Director becomes vacant before the term has been completed, the Executive Council shall select an Interim Executive Director to serve until the next Regular Conference of the Parties at which time the Conference of the Parties shall elect a new Executive Director.

Rule 86

The Conference of the Parties shall determine the terms of employment of the Executive Director, including the appropriate remuneration for the position.

Rule 87

The Conference of the Parties shall have exclusive authority to remove the Executive Director when sound operation of the Institute so demands. The Conference of the Parties may do so at a Regular Meeting, at a Special Meeting, or via electronic correspondence.

Rule 88

Any Party may propose such action to the Executive Council Bureau ninety (90) days in advance of the proposed action.

Rule 89

The Executive Council Bureau shall decide whether such action should be pursued and, if so, shall make all arrangements necessary for the Conference of the Parties to take such action by one of the means identified in Rule 87. The Bureau may call directly on members of the Directorate staff to provide administrative assistance in making these arrangements.

Rule 90

Removal of the Executive Director requires a two-thirds majority vote of the Conference of the Parties and the vote shall be by secret ballot in accordance with the provisions of Rule 60.

CHAPTER XII - AMENDING THE RULES

Rule 91

These Rules may be amended by the Conference of the Parties. The proposed amendments shall be adopted by a majority vote of the Parties, except for those items for which the Agreement Establishing the IAI requires a two-thirds vote of the Parties.

Rule 92

Amendments to these Rules shall enter into force on the date established by the Conference of the Parties.

CHAPTER XIII - AMENDING THE AGREEMENT ESTABLISHING THE IAI

Rule 93

Amendments to the Agreement Establishing the IAI may be proposed to the Conference of the Parties by notifying the Executive Director, who shall transmit them to all Parties at least ninety (90) days prior to the opening of the Conference of the Parties at which they are to be considered.

Rule 94

The Parties shall deposit their instruments of ratification regarding amendments to the Agreement Establishing the IAI with the Depositary, which shall inform the Executive Director accordingly.

Rule 95

Amendments approved by a vote of two-thirds of the Conference of the Parties shall enter into force sixty (60) days after the date on which two-thirds of the Parties have notified the Depositary, through diplomatic channels, that the applicable internal legal requirements have been completed pursuant to Article XV, Section 3, of the Agreement Establishing the IAI.

ACRONYMS

AAAS	American Association for the Advancement of Science / Asociación Estadounidense para el Avance de la Ciencia
CIIFEN	Centro Internacional para la Investigación del Fenómeno de El Niño
CoP	Conference of the Parties / Conferencia de las Partes
CPTEC	Centro de Previsão de Tempo e Estudos Climáticos
CRN	Collaborative Research Network Program / Programa de Redes de Investigación Cooperativa
EC / CE	Executive Council / Consejo Ejecutivo
ECLAC / CEPAL	Economic Commission for Latin America and the Caribbean / Comisión Económica para América Latina y el Caribe
FAC	Financial and Administrative Committee
IDRC	International Development Research Center (Canada)
INE	Instituto Nacional de Ecología (Mexico)
INPE	Instituto Nacional de Pesquisas Espaciais (Brazil)
NCAR	National Center for Atmospheric Research (USA)
NSF	National Science Foundation (USA)
PIRE	Program for International Research and Education
PUC-Chile	Pontificia Universidad Católica de Chile
SAC	Scientific Advisory Committee / Comité Asesor Científico
SCRP / CPRP	Standing Committee for Rules and Procedures / Comité Permanente de Reglas y Procedimientos
SGP-CRA	Small Grants Program – Collaborative Research in the Americas / Programa de Pequeños Subsidios para Investigación Cooperativa en las Américas
UNESCO	United Nations Education, Scientific and Cultural Organization/ Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura