

Report from the Implementation Committee for the Tripartite IAI Directorate

Purpose of the paper

The purpose of this paper is to provide the 21st IAI Conference of the Parties with a progress report on the implementation of the Tripartite IAI Directorate and to suggest potential metrics for future evaluation of this structure and its implementation.

Background

At the 20th CoP in Arlington, Virginia USA the CoP established an ad hoc committee to oversee the implementation of the Tripartite Agreement between the IAI and the Governments of Argentina, Brazil and Uruguay to establish three new Directorate offices, and to ensure 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 Implementation Committee for the Tripartite IAI Directorate was specifically charged to:

- Elaborate the processes to be used for the nomination, selection and appointment of the Directors of Science Development and Science-Policy Liaison
- Review and approve job descriptions for the Directors of Science Development and Science Policy Liaison, which were prepared by the Executive Director in line with the tripartite proposal approved at the 20th CoP of the IAI
- Review 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)
- Seek and review 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.
- Develop 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.

A complete Terms of Reference and membership for this committee are provided in

Annex A and Annex B, respectively.

Provisions of the Tripartite Agreement

The Tripartite Agreement as adopted at the 20th IAI CoP, states that the 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.

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.

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 Director General of the IAI. 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
- 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.

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 Director General of the IAI. The work of the Science-Policy Liaison Directorate will help the IAI strengthen the regional relevance of scientific programs and projects by 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 Directorate will assist the IAI to develop a comprehensive strategy for outreach and engagement that can effectively shape the IAI science agenda and facilitate the communication of IAI science to the policy community. The main activities of the Science-Policy Liaison Directorate, categorized as program development, engagement and outreach activities are:

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 policymaking 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 Director General 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 nongovernmental;
- 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.

Progress on Implementation of Directorate Offices

Following the 20th CoP, the Implementation Committee received host country agreements prepared by the governments of Argentina, Brazil and Uruguay. The committee reviewed the language for each agreement, sought input from legal entities in the committee member countries and consulted with the current IAI Executive Director. Based on these consultations and reviews, feedback was prepared for each agreement, which was transmitted to the representatives of the governments of Argentina, Brazil and Uruguay.

Science-Policy Liaison Directorate (Buenos Aires, Argentina)

The new science-policy liaison directorate of the IAI in Buenos Aires has its legal foundation in the new host country agreement signed on October 30, 2012 between IAI and Argentina. The Directorate has been provided with office space in the Ministry of Science, Technology and Productive Innovation (MinCyT) of Argentina. The Directorate is currently engaged in developing the space for its purposes. A candidate for the director's position has been chosen and is to be contracted with support by the Argentinian Government. The IAI's existing consultant on science-policy will continue his contributions. MinCyT and IAI are collaborating to provide support to both professionals.

Integrated Operations and Finance Directorate (Montevideo, Uruguay)

The host country agreement between the IAI and Uruguay has been signed on November 13, 2012 and is awaiting ratification by parliament which received the approved treaty on April 2, 2013 from the Government. Meanwhile the Ministry of Housing, Land Reform and Environment (MVOTMA) of Uruguay is cooperating with the IAI on finishing the future premises for the IAI Directorate at the national laboratories, LATU. It is anticipated that the Integrated Operations and Finance Directorate will be operational with the IAI Directorate Staff occupying the premises in the next 2-4 months, but dates for the move will depend on ratification of the treaty.

Science Development Directorate (São José dos Campos, Brazil)

The new host country agreement between the IAI and Brazil is under review. There are several points that we feel need to be further elaborated to provide a clear picture of how the Science Development Directorate and its staff will successfully integrate with the offices in Argentina and Uruguay. The Science Development Office is expected to play a significant role in moving the IAI towards more successfully reaching its mandate and we believe that this agreement is the foundation for developing the path upon which the IAI will progress and succeed.

Next steps

- Development of performance metrics
- Analysis of structure within a year of establishing the offices
- Update to CoP – recommendations for improvement

Annex A

**TERMS OF REFERENCE FOR THE AD HOC COMMITTEE ON THE
IMPLEMENTATION OF THE TRIPARTITE IAI DIRECTORATE**

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.

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.

Annex B

Members of the Implementation Committee for the Tripartite IAI Directorate

Argentina:

Carlos Ereño

Brazil:

Maria Virginia Alves, Carmen Lidia Richter Ribeiro, Eduardo Maragna Guimaraes Lessa

Canada:

Javier Gracia Garza, Kathryn Lundy

Chile:

Felipe Cousiñ

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: Maria Uhle, David Reidmiller

Uruguay:

Jorge Rucks, Beatriz Ana Silva Prestinar

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.