

Progress Report

Executive Director Search Committee

Members of the Committee

Miguel Blesa (Argentina), Eric Gagne (Canada), Fernando Mendez Gaona (Paraguay)
Jean Ometto (Brazil), Gladys Santis (Chile), and Maria Uhle (USA).

Background

We received applications from 6 candidates, including the current Director, Holm Tiessen.

There was a question early in February about whether Holm was eligible. The Agreement to establish the IAI states in Article VIII:

(4) The Director shall be elected by a two-thirds majority of the Conference of the Parties from nominations submitted by the Parties and for a three-year term with eligibility for a single additional term; and

(6) that “ The Director shall not be a citizen or permanent resident of the Party hosting the Directorate”.

At the time, the Argentinian representative, Carlos Ereño provided information on the eligibility of the current Director. The opinion from Mr. Diego Malpede is provided in Annex A. This sparked an inquiry by other members of the Search Committee. Maria Uhle, US representative contacted the US State Department for guidance. The eligibility question was discussed internally within the US and from the US point of view, the current director was not eligible.

Recent Events

In March, the representation from Argentina to the IAI changed. Lino Baraño and Miguel Blesa (Alternate Delegate) are now serving on the IAI Executive Committee and on the Director Search Committee, respectively.

Discussion

The group recognized that the search process has been delayed due to the lack of a clear procedure and a definitive interpretation of the term limit of the Director (see above). Neither the Rules that Govern the IAI or in the Agreement to Establish the IAI provide any clear guidance on how the search should be run and several interpretations Article VIII paragraph 6 have been employed over the years and no clear consensus has ever been reached.

There was a suggestion by Miguel Blesa to suspend the current Director search and to develop recommendations for a clear and concise search procedure that would be presented to the CoP in Santiago. The members discussed this suggestion and agreed

that was a reasonable solution.

It was agreed that the recommended strategy should include: a clear procedure for hiring the IAI Executive Director and that it was critical to get agreement by the CoP on Term of Service for the Director. It was also recommended that these procedures not violate the Agreement to the IAI or the Rules Governing the IAI.

Recommendations to the CoP

1. The Search Committee Membership should include the members of the Executive Council and any member of the CoP who wishes to join.
2. Charge the Search Committee to establish an open procedure for the advertisement, review, interview and nomination of IAI Director. Background on this discussion is provided below, but the immediate suggestions are:
 - a. The call for applicants should be an open process and not relegated to nominations by CoP members;
 - b. The Search Committee would be responsible for distributing the advertisement to all CoP members and other organizations to ensure a wide distribution;
 - c. The Search Committee would collect all applications;
 - d. In conjunction with the SAC, SPAC and Directorate, the Search Committee will review the applicants against the desired qualifications;
 - e. The Search Committee would then produce a short list of candidates for interviews (virtual and/or in-person);
 - f. The Search Committee would then nominate a candidate to be endorsed by the CoP;
 - g. There should be a mechanism that supports sufficient overlap between the in-coming and out-going Director's to ensure a smooth transition as the IAI is a complicated organization.
3. The CoP should charge the Search Committee to establish the desired qualifications for the IAI Director at each search process. This will allow the CoP to evaluate the desired qualifications of a new Director in subsequent searches to ensure that the Director has the expertise needed at the time for the IAI to reach its current goals. A draft Terms of Reference including the Director qualifications are provided in Annex B.
4. The Search Committee should, as a starting point, assemble and review nominations procedures for Directors from other international organizations, including IPCC.

5. Consult with Rules Committee to ensure that recommendations are within the guidelines of the Agreement and Rules.
6. The CoP will need to determine the timeline for this procedure. At present there are two proposed options outlined in Annex C.
7. The Search Committee

Ideas for the Search Procedure

1. Executive council and other interested CoP members would constitute the Search Committee.
2. The Search Committee would be responsible for running the accepted procedure and may elect a chair amongst the members
3. Review of applicants – should include SAC and SPAC – and Directorate
4. There is a clear need to develop a more streamlined nominations process – at present names are forwarded by the Members with no consistent advertising strategy - Eric Gagne offered to investigate the IPCC nominations process as a potential model.
5. There is a need to develop a universal approach to advertising to ensure that the IAI receives applications from the best candidates – regardless of their home country - Should this be an open call run by the Search committee – anyone can apply from anywhere?
6. An open call would increase the transparency of the IAI – which unfortunately has been raised as a criticism of the IAI in the past.

Initial Ideas for the Director's Eligibility and Term Limit

The wording of Article VIII (6) – can lead to different interpretations. It is critical to the operation of the IAI that the potential ambiguity be removed. It was suggested that the EC make a recommendation to the CoP in Santiago to clearly define the Director's term of service and provide clear guidance on the eligibility of potential candidates.

One question that needs to be addressed is whether a former Director who has served the maximum agreed term is eligible to reapply, through an open competition for additional appointment. See Annex A for one view of this rule.

It is imperative that the IAI decide what term of service will best suit its members and staff. The EC needs to understand the timing of science programs and the funding cycles for the different sources of support for the IAI activities. This information will help develop a logical timeframe for the Director's service so that there is not disruption mid-funding cycle, which, depending on the funding source, may or may not compromise the receipt of funds (e.g., does the funding source make the award to the

Institution regardless of the person in charge, or does the funding depend on the reputation of the person responsible for the funds?).

As a reference point, it would be useful to investigate the length of service that other international organizations use to employ the Director and other senior staff. Below are some examples from other organizations.

- UN legislative bodies have a 5+5 limit for directors.
- The FAO in 2002 adopted a 6+4 term limit for the DG, and has re-appointed for a third term.
- In the majority of UN organizations, term limits range from 4-6 years. The duration of subsequent terms of office is in general the same as the initial term for the program and fund directors of the United Nations.
- Three terms are in the rules of WMO. At FAO, IAEA and ILO, executive heads have been re-appointed for a third term.
- The CG net has a 4+4 limit, but also has a very sound deputy director system, which has allowed head teams to continue for 16 years and more.

Annex A – Input from Mr. Diego Malpede

Mr. Diego Malpede is an Attorney-at-law specialized in International Law and former member of the IAI Rules and Procedure Committee.

The agreement in Article VIII states that the Executive Director may remain in office as such for three years with one possibility of re-election (6). In the case of the current Director, it was decided to extend its office for another six years, under special circumstances. It does not seem reasonable to extend it for another period, in the absence of any new circumstances that may deserve an additional agreement on another extension.

The stipulations of the Agreement are very clear. The rules applicable for the interpretation of Treaties under the Vienna Convention on the Law of Treaties state that:

Interpretation of Treaties:

3.1. A treaty shall be interpreted in good faith in accordance with the ordinary meaning to be given to the terms of the treaty in their context and in the light of its object and purpose.

3.2. For the purpose of the interpretation of a treaty shall comprise, in addition to the text, including its preamble and annexes:

- a) Any agreement relating to the treaty, which was made between all the parties in connexion with the conclusion of the treaty;
- b) Any instrument, which was made by one or more parties in connexion with the conclusion of the treaty and accepted by the other parties as an instrument related to the treaty.

3.3. There shall be taken into account, together with the context:

- a) Any subsequent agreement between the parties regarding the interpretation of the treaty or the application of its provisions;
- b) Any subsequent practice in the application of the treaty, which establishes the agreement of the parties regarding its interpretation;
- c) Any relevant rules of international law applicable in the relations between the parties.

4. A special meaning shall be given to a term if it is established that the parties so intended.

The stipulations of the Agreement Establishing the IAI are crystal clear and there was

already an agreement reached by the COP for the current Director and the term of that extension now ends in 2016. There is no room then for another extension, unless there is general agreement of the COP stating that there are special circumstances that call for such extension.

Annex B – Position Announcement and Proposed Qualifications for IAI Director

1 Institutional context

The Inter-American Institute for Global Change Research (IAI) is an intergovernmental Treaty organization established in 1992. The IAI has 19 member countries from the Americas committed to the mission of developing the capacity to understand the integrated impact of past, present and future global changes in regional and continental environments in the Americas while promoting cooperative and well-informed actions at all levels.

Recognizing the need to better understand natural and social processes governing large-scale environmental change, the IAI encourages interactive exchanges between scientists and policy-makers. The aim of the IAI is to increase scientific capacity in the region and provide useful and time-appropriate information available for policy-makers. Its primary objective is to promote research beyond the scope of national programs by conducting comparative studies targeting relevant issues for the region as a whole. The IAI is governed by the principles of scientific excellence, international cooperation and the free exchange of scientific information related to global environmental change.

For more information visit: www.iai.int

2 Profile Summary

The Executive Director is responsible for developing political and financial plans for the Institute, as well as designing and implementing fundraising strategies. In turn, she or he is responsible for implementing policies and elements arising from the annual working program and the budget approved by the Conference of the Parties (CoP). He or she works jointly with the Science-Policy Liaison Director and the Scientific Director for the purpose of planning activities. S/he promotes and represents the IAI and ensures the continued participation of member countries in the meetings and activities of the Institute and promotes compliance with its financial commitments. The Executive Director manages the Executive Directorate, based in the “Laboratorio Tecnológico del Uruguay” (Technological Laboratory of Uruguay) (LATU) in Montevideo, Uruguay, and its staff and related facilities.

The IAI Executive Director is elected by the 2/3 majority of the Conference of the Parties (COP), the main decision-making body of the Institute.

Work Location: Montevideo, Oriental Republic of Uruguay.

Type of Appointment: The Executive Director shall be appointed for a three-year period which may be renewed only once, subject to the approval of an annual performance

evaluation to be carried out by the Conference of the Parties. An overall compensation package shall be provided according to international standards. The Executive Director shall be granted diplomatic status as a representative of an international organization by the Government of Uruguay. As a result of diplomatic standing, the Executive Director cannot be a citizen or permanent resident of Uruguay.

3 Main Duties

According to Section VIII, paragraph 5) of the Agreement establishing the IAI, the Executive Director shall:

- a. Prepare and submit to the Conference of the Parties (CoP), through the Executive Council, the proposed long-range plan, the proposed financial policies and the annual program and budget of the Institute, including annually adjusted funding allocations for the Executive Directorate and the Institute Research Centres;
- b. Implement the financial policies and the annual program and budget approved by the CoP, keeping detailed records of all revenues and expenditures of the Institute, and committing authorized resources for the purposes of managing the Institute;
- c. Be responsible for the day-to-day operations of the program of the Institute and the implementation of the policies approved by the CoP in accordance with the direction provided by the Executive Council, and to cooperate with the Executive Council in those regards;
- d. Act as Secretariat to the CoP, to the Executive Council and to the Scientific Advisory Committee and, as such, participate *ex officio* in meetings of the organs of the Institute;
- e. Promote and represent the Institute;
- f. Forward to the CoP offers to host Institute Research Centres based on proposals submitted in accordance with Section IX;
- g. Issue invitations of Association to the Institute upon approval by the Conference of the Parties, and conclude with each accepting Associate the corresponding Agreement of Association;
- h. Submit annually audited financial records to the CoP, through the Executive Council;
- i. Perform any other functions entrusted to it by the CoP or the Executive Council.

4 Position Requirements

- Professional experience with a minimum of 5-10 years in the management and administration of grant allocations for scientific research and peer evaluation;

- Expertise in Latin America and Caribbean and relevant organizations in the region;
- Ability to work and communicate effectively with scientific communities, policymakers and sponsors/donor communities;
- Proven leadership skills;
- Proven skills and background in human relations and communications involving a multi-cultural team; and
- Oral and written proficiency in English and Spanish or Portuguese.

5 **Skills to be assessed**

- Integrity and ethics
- Valuing Diversity
- Institutional commitment
- Leadership and effectiveness
- Conflict management and negotiation
- Teamwork
- Innovation and Promotion of new programmatic approaches
- Establishing strategic alliances and partnerships
- Initiative and dynamism
- Fluid networking abilities with diverse counterparts.

Annex C – Proposed Timeline for Director Search Process

Option 1:

- Mailing list for dissemination: June 20th –July 31th
- Call Open: July 1 – August 15th
- Evaluation: August 16th – Sep 15th
- Interviews (personal or via skype) Sep 16th – Oct 14th
- Result presentation.

Option 2:

- Develop call advertisement - have original call as basis – June 20th through July 15th;
- Dissemination to CoP members and networks: July 30th – August 30th;
- Accept applications: September 1st – December 31st;
- Evaluations: January 16th through February 10th;
- Interviews (via skype) February 20th – March 20th;
- Interviews (in-person – Montevideo) for candidates to see facilities – one week during April or May; and
- Result presentation at CoP in May-June;
- New Director begins as soon as possible with 3 month overlap with current Director.