INTRODUCTION (EXECUTIVE SUMMARY) TO THE REFERENCE PAPER ON MODELS TO INFORM THE DEVELOPMENT OF TERMS OF REFERENCE OF THE INDEPENDENT PANEL ON EVIDENCE FOR ACTION AGAINST AMR

February 2020

The expectation is from the Advisory Group to review the Executive summary and the Reference Paper (**Annex 1**) and provide their feedback and comments on each of the models presented and its suitability for the Independent Panel on Evidence for Action Against AMR. The focus should be on identifying the most suitable operating model, the needed expertise, categories of science and types of evidence based on this analysis. The information related to these focus areas was summarized in **Table 2** to facilitate the appraisal and discussion by the Advisory Group.

BACKGROUND

The Interagency Coordination Group on Antimicrobial Resistance (IACG) requested the United Nations Secretary-General (UNSG), in close collaboration with the Tripartite organizations (FAO, OIE and WHO), UN Environment and other international organizations, to convene an Independent Panel on Evidence for Action against Antimicrobial Resistance in a One Health context. The purpose of the Panel is to provide independent, robust and authoritative assessments of the science, data and evidence related to antimicrobial resistance across the One Health spectrum including in animal, human and plant health, food and feed production and the environment in the form of periodic reports. The reports will include rigorous evaluation of the new findings, gaps, impacts and future risks based on available data and recommend options for generation of new evidence.

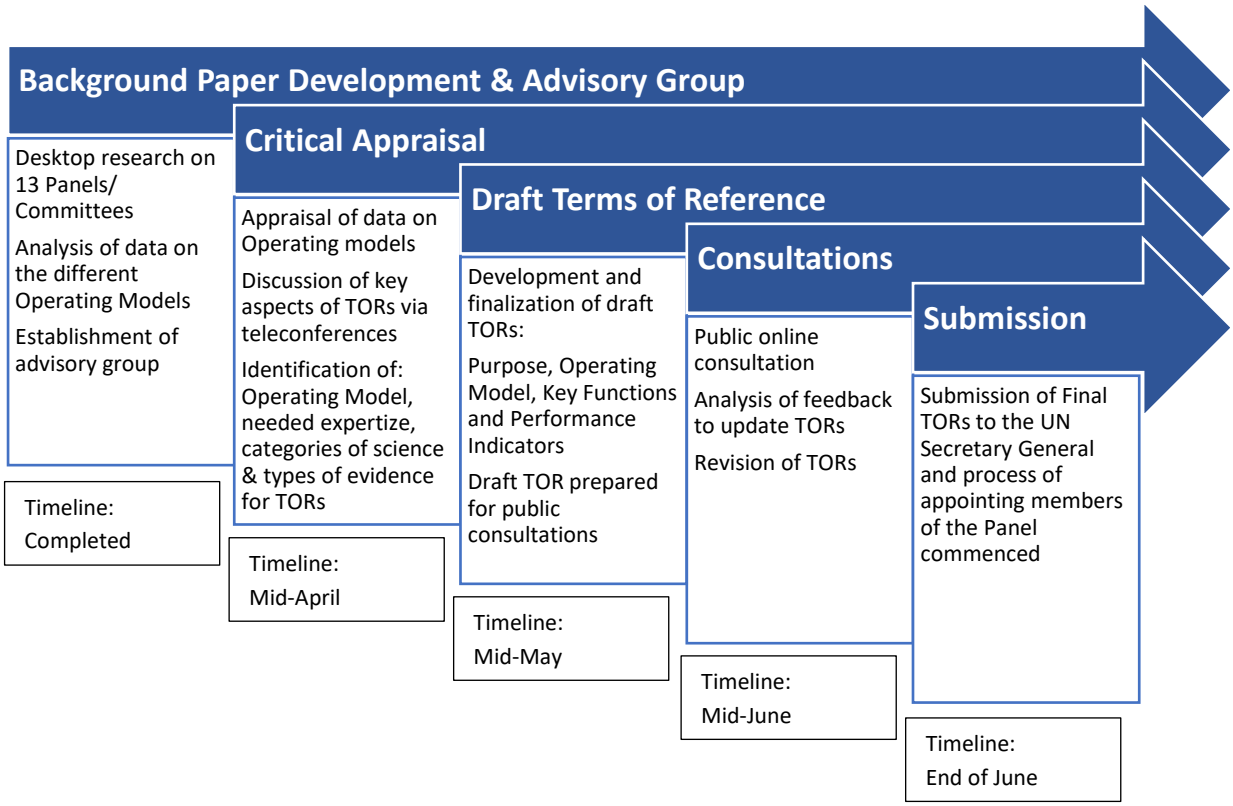
The UNSG requested the Tripartite in close consultation with his office to propose the terms of reference and mechanisms of establishment of the Independent Panel on Evidence for his consideration. The Tripartite in consultation with the SG Office is following a process which includes convening an Advisory Group to guide and support the development of the terms of reference for the Panel. The Advisory Group will assist in developing the terms of reference of the Panel in line with the IACG recommendations and the UNSG report on the implementation of the 2016 Political Declaration.

The Advisory Group has the following specific functions:

- Critically appraise operating models of similar Panels/Committees presented in the background paper as well as other relevant models and structures it can identify.
- Suggest the most suitable operating model, needed expertise, data, scientific information and assessment of evidence on Antimicrobial Resistance that are required to achieve the purpose of the Panel.
- Supported by the Tripartite Joint Secretariat, draft the terms of reference for the Panel to provide clarity on the purpose, operating model, key functions and key performance indicators.

Membership to the Advisory Group to develop the TORs does not preclude consideration for membership to the Evidence Panel.

The workflow and expected timeline are as follows:



INTRODUCTION

An expert panel (also known as a scientific/advisory committee) is usually established to provide technical expertise and evidence-based information to prepare a policy, develop recommendations or reach a decision. A large number of sectors depend on expert panels to inform the decisions of their policymakers and practitioners (1, 2). As the demand for evidence-based decisions has increased so has the demand for such panels. The WHO alone reported 43 expert advisory panels with 554 members in 2017 covering a wide range of health topics including communicable disease, non-communicable disease, health promotion and drugs (2). Although a number of studies have investigated design features that influence the operations of panels (3-5), there is limited evidence on what design factors make these panels effective (6). An important feature of a panel is a clear operating model at the outset. Clearly defining model inputs and model outputs including how they are developed, reviewed and disseminated is essential to ensure objectives are obtained. This background paper was developed to present the advisory group with a number of models to appraise and discuss.

The main objectives are to:

1- Assist the process of identifying the most suitable operating model for the Panel;

2- Identify the needed expertise, categories of science and types of evidence that are required;

3- Inform the terms of reference for the Panel.

MODEL SELECTION & DATA EXTRACTION

The models were purposefully selected to represent a wide variety of sectors related to the One Health spectrum which includes human, animal and plant health, food and feed production and the environment.

The models were selected based on the following criteria:

1- Provide support in a sector directly linked to the One Health spectrum; and
2- Have a clear mandate, governance structure and output(s) that is published or available in the public domain; and
3- Develop output(s) that include some type of assessment/synthesis of data and report

Based on the criteria above, 13 models were identified:

1- The African Institute for Development and Policy (AFIDEP)
2- Cochrane
3- European Academies' Science Advisory Council (EASAC)
4- The Global Environment Outlook (GEO)
5- High Level Panel of Experts of Food Security and Nutrition (HLPE)
6- The International Assessment of Agriculture Knowledge, Science and Technology Development (IAASTD)
7- InterAcademy Partnerships (IAP)
8- Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)
9- The Intergovernmental Panel on Climate Change (IPCC)
10- Joint FAO/WHO Expert Committee on Food Additives (JECFA)
11- National Center for Ecological Analysis and Synthesis (NCEAS)
12- The National Socio-Environmental Synthesis Center (SESYNC)
13- The Tripartite Advisory Group on Intersectoral Support on Antimicrobial Resistance (T-AGISAR)

Two models AFIDEP and T-AGISAR were excluded. The following were the reasons for their exclusion: AFIDEP is an institute and think tank that focuses on the African Region and there was limited information available in the public domain. T-AGISAR has not yet been established by the Tripartite Organizations.

Data Extraction

Information was extracted from the public domain (i.e. websites) using a standard extraction template. The template was based on six predefined areas which would help define the scope of the Terms of Reference for the Independent Panel on Evidence for AMR. These areas include:

1- Organizational overview: Includes a description of the model's mandate, goals, objectives and approach.

2- Governance structure (**Figure 1**): Describes the composition and responsibilities of the different levels including plenary, executive, oversight/project management, output production and secretariat levels.

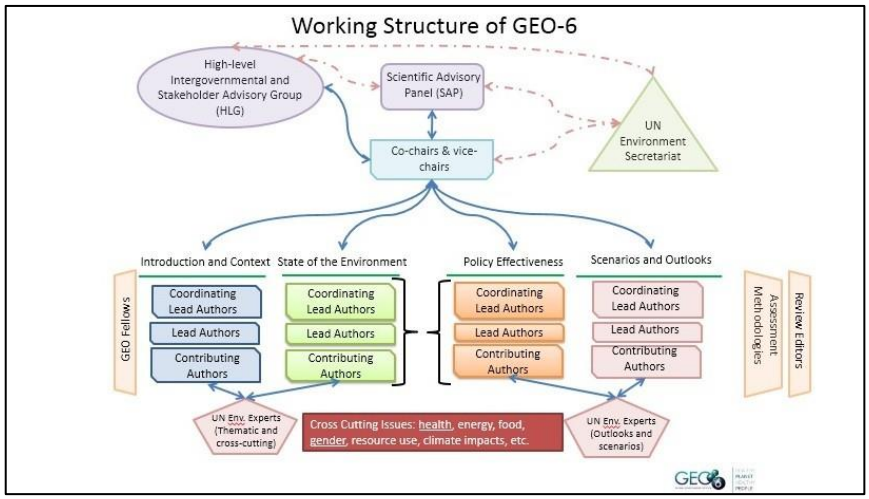


Figure 1: The working structure of the 6th Global Environmental Outlook (GEO-6)

3- Funding mechanism: Reports the different approaches taken to funding as well as additional sources of support for their work through in-kind contributions.

4- Prioritization: Outlines the approaches to selection of topics and priority areas and who is involved in the process.

5- Outputs: Describes the types of model outputs and how they are developed, peer reviewed, disseminated and evaluated (**Figure 2**).

6- Principles: Defines the principles that guide the evidence assessment and reporting which include:

   a. Non-duplication and complementarity
   b. Independence and political neutrality
   c. Transparency, peer review and open access
   d. Inter and intradisciplinary approach

Information was extracted for each model as presented in the public domain and displayed as is in this background paper. It is important to note that for a model if a certain model feature is not presented in the background paper, it means that it was not available in the public domain, but it might actually exist.

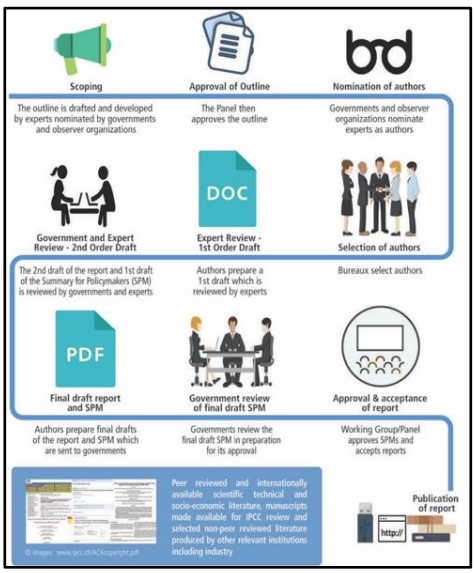


Figure 2: The output development chart of the Intergovernmental Panel on Climate change (IPCC)

THE MODELS

The final list of 11 models is not meant to be comprehensive but meant to give useful examples of a variety of operational models that can be examined and appraised by the Advisory Group with the aim of informing the development of terms of reference for the Panel. A brief general description of each model is listed below in **Table 1**.

Table 1: General description of the 11 models

Model	General Description
Cochrane	A global independent network of researchers, professionals, patients, carers and people interested in health. The network synthesizes the best evidence to inform health decision making (7). https://www.cochrane.org
European Academies' Science Advisory Council (EASAC)	EASAC brings together the National Academies of Science of the EU member States, Norway and Switzerland to provide independent science-based evidence to policy makers on important challenges for Europe (8). https://www.easac.eu
The Global Environment Outlook (GEO)	The GEO is a consultative and participatory process to develop environmental assessments to inform the development of evidence-based policy and decision making (9). http://www.unenvironment.org/global-environment-outlook
High Level Panel of Experts of Food Security and Nutrition (HLPE)	HLPE is the science-policy interface of the UN Committee on World Food Safety (CFS). It aims to facilitate policy debates and inform policy making by producing independent, comprehensive and evidence-based analysis and advice at the request of CFS. (10) http://www.fao.org/cfs/cfs-hlpe/reports/en/
The International Assessment of Agriculture Knowledge, Science and Technology Development (IAASTD)	IAASTD was a multidisciplinary/multi-stakeholder assessment which aimed to assess the current status, identify gaps, make the outputs of their work publicly available and further capacity of low and middle income countries to generate, access and use agricultural knowledge, science and technology that promote sustainable development.(11) https://projects.worldbank.org/en/projects-operations/project-detail/P090963?lang=en
Inter-Academy Partnership (IAP)	IAP is a global network of science, engineering and medical academies working together to produce evidence-based statements and reports examining major priorities for sustainable development and to provide independent expert advice to national governments and inter-governmental organizations (including the UN) on critical science based issues (12). http://www.interacademies.org
Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)	IPBES is an intergovernmental science policy platform on biodiversity and ecosystems services. IPBES conducts assessments on specific themes or methodological issues to provide policy-relevant knowledge to catalyze policies at all levels in government, private sector and civil society (14). https://ipbes.net
The Intergovernmental Panel on Climate Change (IPCC)	IPCC is the United Nations body for assessing the science related to climate change. It provides rigorous scientific information to decision makers and governments at all levels (13). https://www.ipcc.ch
Joint FAO/WHO Expert Committee on Food Additive (JECFA)	JECFA is an International scientific expert committee administered jointly by the FAO and WHO to evaluate the safety of food additives, contaminants, naturally occurring toxicants and residues of veterinary drugs in food (15). https://www.who.int/foodsafety/areas_work/chemical-risks/jecfa/en/

National Center for Ecological Analysis and Synthesis (NCEAS)	NCEAS is an independent research affiliate of the University of California, with a global network. NCEAS uses scientific synthesis to conduct transformational science focused on informing solutions that will allow people and nature to thrive (16). https://www.nceas.ucsb.edu
National Socio-environmental Synthesis Center (SESYNC)	SESYNC an institution funded by the University of Maryland (National Science Foundation. It brings together the science of the natural world with the science of human behavior and decision-making to find solutions to complex environmental problems (17). https://www.sesync.org

SUMMARY OF MODELS, EXPERTISE INVOLVED, CATEGORIES OF SCIENCE COVERED AND TYPES OF EVIDENCE PRODUCED

Table 2: Summary of the 11 models, expertise involved, categories of science covered, and types of evidence produced

	Operating Model	Expertise Involved	Categories of Science Covered	Types of Evidence Produced	Member State Governmental Involvement
Cochrane Collaboration	**-Global independent network of researchers** (11,000 members and over 68,000 supporters from 130 countries) -Scientific Committee consists of 6-8 members from the Cochrane community and 4-6 external members	Members of the scientific committee have expertise in guidelines, awarding and managing grants, software development and support many other high-level Committees and research organizations	-All aspects of human health care and health policy - In addition, cover 11 thematic Fields which focus on dimensions of health care other than a condition or topic - including the setting of care (primary care), the type of consumer (children, older people), or the type of provider (nursing); also have 17 Methods Groups which provide policy advice and space for discussion on methods	"Cochrane Reviews" including intervention reviews, diagnostic test accuracy reviews, methodology reviews, qualitative reviews and prognosis reviews and other synthesized research evidence	**No Member State engagement**
European Academies' Science Advisory Council (EASAC)	-Association of the **National Academies** of Science of the EU Member States, Norway and Switzerland -Council consists of 29 scientists nominated by each Academy and 2 other organizations -3 Steering Panels on: 1-energy; 2-environment; 3-biosciences	-Expertise depends on the scope of the project -Council consists of a wide range of scientists in the areas of medicine, statistics, biology, chemistry, physics, arts, geology, basic sciences, animal health, plant sciences, biosecurity and others	-Diverse topics related to energy, environment and biosciences -Current projects include: "Traditional Chinese Medicine", "Changes in Ocean Circulation: Implications for Europe" and "Decarbonation of Transport"	Authoritative reports, scientific articles, assessments, statements and commentaries on scientific topics to inform EU policy	**No Member State engagement** -However, experts from National Academies of the EU Member States, Norway and Switzerland form the Council that acts at the executive level setting direction, agreeing on the initiation of projects, nominating experts, monitoring their progress and reviewing/approving reports for publication among others (Some academies were established by national governments, but they were constituted as independent bodies)

Global Environmental Outlook (GEO)	-The **Scientific Advisory Panel** consists of: 3 **experts** from each UNEP region and up to 6 global experts, nominated by Member States and stakeholders -Guided by the High-Level Intergovernmental and Stakeholder Advisory Group (HLG) consists of 40 members: 5 members from each UN regional group and 5 stakeholder representatives	-Expertise in one or more areas relevant to the scope of the report including natural and social science, local and traditional knowledge, assessment and policy analysis - Experience in communicating, promoting and incorporating science into the policy development processes	-Environmental assessment -Recently published the UN Environment's 6th Global Environment Outlook (2019) including 6 regional assessments.	-Global & regional assessment reports, specialized reports (GEO for Youth, GEO for Business; GEO for local governments; GEO for policy makers) and thematic reports - Policy options are provided in the reports	**Member States are engaged** -Member States nominate panel experts for various roles. The Panel's mandate is to guide the assessment process and ensure the scientific credibility and overall quality and integrity[1] -5 Members from each of the UN regional groups of Member States are included in the HLG among others to provide guidance to the policy assessment process and leadership on the summary for policy makers
High Level Panel of Experts of Food Security and Nutrition (HLPE)	A Steering Committee of 12 world-renowned **experts** appointed by the Bureau of the UN Committee on World Food Security	Expertise in a variety of food security and nutrition related fields	-Food security and nutrition -Recently produced a report "Agroecological and other innovative approaches for sustainable agriculture and food systems that enhance food security and nutrition" (HLPE report 14)	Reports on a particular topic every 1-2 years	**Member States engaged** -Member States through the Committee on World Food Security (CFS)[2] define the HLPE mandate at the plenary level and present the report for discussion and policy debate -However, HLPE produces its reports, recommendations and advice independently from governmental positions
The International Assessment of Agriculture Knowledge, Science and Technology	-**Intergovernmental** process (58 Member States and 400 scientists) -A 4-year project initiated by the World Bank and	-Agronomists, economists, biologists, chemists, ecologists, meteorologists, anthropologists, botanists, medical scientists,	Ecological, economic, social and cultural aspects of agriculture, agriculture production, marketing processing, research…etc. as well as health, nutrition, gender, rural	Global report, regional reports, synthesis report and summaries for decision makers	**Member States engaged** -Member States of the co-sponsoring agencies make up the intergovernmental panel/plenary which is the decision-making body. Among its numerous tasks,

[1] Expert reviewers execute their task in their individual capacities.
[2] CSF is open to all Member States of FAO, the International Fund for Agricultural Development of The World Food Program and non-member States of FAO that are member states of the UN.

Development (IAASTD)	United Nations to evaluate global agriculture -Multi-stakeholder Bureau consists of 30 governments and 30 members of civil society, the private sector, scientific institutions and co-sponsoring organizations FAO, UNDP, WHO, UNEP, UNESCO, WB (ex-officio)	geographers, historians and philosophers -Expertise with appropriate local and institutional knowledge for each chapter of the report	development and the environment		the Panel nominates experts, reviews and gives comments on the report, signs the final draft report and reviews and approves the summaries for decision makers[3] -30 governments are included in the Multi-stakeholder Bureau which agrees on the basic question to be addressed, selects authors and reviewers, approves membership of scientific organizations, makes decision on financial matters and others
InterAcademy Partnership (IAP)	-Group of **National Academies** (more than 140 academies of science, medicine and engineering) -3 constituent networks: 1-IAP for Health; 2-IAP for Science; 3- IAP for Policy) -4 regional networks: Africa, Asia, Europe and Americas	Expertise depends on the scope of the project and the constituent network and regional network conducting the project	-Very broad and depends on the constituent network and regional network conducting the project -Covers 14 main topics which include: Agriculture and food security, biosecurity and biotechnology, environment and climate, health, careers in science, disaster risk reduction, energy, science advice, science education and literacy, Sustainable Development Goals, water, women in science, young scientist and others	Reports and statements to provide evidence-based advice to governments and intergovernmental organizations	**No Member State engagement** -However, membership is open to National Academies of Science who represent various regions of the world to connect with other academies, build capacity, participate in IAP and regional network projects and nominate academicians to IAP leadership positions (Many academies were established by national governments, but they were constituted as independent bodies)
Intergovernmental Science-Policy Platform on Biodiversity and	-**Intergovernmenta**l **platform** of UN member countries (Civil society and other organizations-observers) with a	-A range of scientific, technical and socio-economic expertise (e.g. natural and social sciences, scholars from the	-Biodiversity assessment and identification of policy relevant tools	Assessment reports, synthesis reports, summary for policy makers and technical summary	**-Member States engaged** -Member States make up the plenary level and nominate a national focal point. They are the

[3] If Panel experts contribute to the preparation and peer-review of outputs they were invited in their personal capacity.

Ecosystem Services (IPBES) "IPCC for biodiversity"	**Multidisciplinary Expert Panel** composed of five **experts** from each of the five UN regions and nominated by Member States	humanities, knowledge holders and experts in indigenous and local knowledge). -Experts from multiple disciplines based on the type of assessment. These disciplines currently include the thematic assessment of pollinators, pollination and food production and methodological assessment of scenario analysis and modelling; the thematic assessment on land degradation and restoration; global and reginal assessment of biodiversity	-Produced reports on specific themes (e.g. "Pollinators, Pollination and Food Production"); methodological issues (e.g. "Scenarios and Modelling); and at both the regional and global levels (e.g. "Global Assessment of Biodiversity and Ecosystem Services") -Recently developed the 7th Global Assessment on Biodiversity and Ecosystem Services (IPBES-7)		decision-making body and their mandate includes: Election of bureau and multidisciplinary panel; decide topics for assessments, consider the report on implementation of the work program, review the reports, consider outputs for acceptance and approval of the summary for policy makers, financial and budgetary arrangements
Intergovernmental Panel on Climate Change (IPCC)	-I**ntergovernmental** panel of 195 member countries of the World Meteorological Organization and United Nations (Civil society and other organizations-observers) -3 Working groups: 1-The physical science basis; 2-Impacts, adaptation and vulnerability; 3-Mitigation of climate change	-A range of scientific, technical and socio-economic expertise -Expertise depends on the scope and working group developing the report. Example: Report coming up on "Climate Change and Cities" required experts from: 1-Academia; 2- Urban practitioner; 3- Relevant scientific bodies and agencies	- Cover a wide range of disciplines in fulfilling its mandate of assessing scientific, technical and socio-economic evidence - Depends on the scope of the report. Main focus being climate change, its impact and mitigation -Recently produced a "Special Report on Climate Change and Land" and a "Special Report on the Ocean and Cryosphere in a Changing Climate"	- Summary for policy makers for governments - Working group reports, synthesis reports (written in non-technical style suitable for policy makers), special reports, methodological reports	**-Member States engaged** -Member States make up the Panel and identity focal points. The Panel decides the budget and work program, the scope and outline of reports, select experts, approve the reports, elect chair and others. The focal points prepare the list of experts and arrange for provision of integrated government comments on the draft reports
Joint FAO/WHO Expert Committee on Food Additives (JECFA)	**Independent experts** (10 to 15 internationally recognized experts in food security and nutrition relation fields)	Scientific expertise include: toxicology, pharmacology, metabolism, microbiology, pathology, epidemiology, molecular biology,	-Risk assessment practice: human health risk assessment, food consumption and exposure assessment, toxicology, epidemiology,	Report published in the WHO Technical Report Series; Monograph in the WHO Food Additive Series	**Member States engaged** Member States can directly request for evaluation of certain food additives and contaminants

		veterinary medicine, biostatistics and exposure assessment	veterinary medicine, chemistry, biology, biochemistry, life sciences. Cross-cutting scientific issues: statistical approaches in risk assessment, the preparation of guidance for risk assessment in the areas of food and feed.		or for veterinary drug residues in food through the Secretariat
National Center for Ecological Analysis and Synthesis (NCEAS)	**Independent research institute** (affiliate of the University of California) with a global network	Depends on the scope of the project. Mainly a wide range of ecologists and programmers/software engineers	-Environmental science, geography, ecology and epidemiology, marine biology, conservation and informatics -Researchers have produced publications on a diversity of topics including climate change, infectious disease, ecosystem services, marine ecology and conservation	A range of output including: publications, datasets, dissertations, presentations, reports and software	**No Member State engagement**
The national Socio-Environmental Synthesis Center (SESYNC)	**Independent research institute** (funded by University of Maryland)	Expertise depends on the scope of the project	-Environmental science, geography, ecology and epidemiology, marine biology, conservation, informatics, economics, business and sociology -Projects address broad national and international issues such as water resources management, land management, agriculture and species protection	Mainly research papers, datasets and presentations	**No Member State engagement**

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ANNEX I. REFERENCE PAPER ON MODELS TO INFORM THE DEVELOPMENT OF TERMS OF REFERENCE OF THE INDEPENDANT PANEL ON EVIDENCE FOR ACTION AGAINST AMR

February 2020

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COCHRANE

1. ORGANIZATIONAL OVERVIEW

Mandate:

Promote evidence-informed health decision-making by producing high-quality, relevant, accessible systematic reviews and other synthesized research evidence.

Goal(s):

1) Producing evidence -to produce high quality, relevant, up to date systematic reviews and other synthesized research evidence to inform health decision making.
2) Making evidence accessible - their aim is to make information accessible and useful for everybody in the world. They translate reviews into 14 languages and make the Cochrane library freely available to 3.66 million people.
3) Advocate for evidence - to inform health decision making and build recognition of their work.
4) Building an effective and sustainable organisation.

Approach:

Cochrane is a registered charity in the United Kingdom, they have a global network of 11,000 members and over 68,000 supporters from 130 countries who work together to achieve their strategic goals and are usually affiliated to one or more Cochrane Groups based on their interests, expertise, and/or geographical location.

1.1 Governance Structure

Being a UK based charity they have a legal requirement to hold Annual General Meetings (AGM) of members. The AGMs' provide an opportunity for Cochrane's governing Board and senior officers to update members about the management of the charity as well as hear from members and get their votes on issues affecting the organisation. Members are asked to vote on things such as: Board appointments, minutes of the previous AGM, Trustees' Report and Financial Statements, co-chairs report, CEO report, appointment of auditors.

Governing Board composition: Cochrane's Governing Board comprises of at least 13 people, who are also both Trustees of the Charity and Directors of the Company. The governing board electoral and appointment procedures are outlined on their website. At least seven board members are elected members (by Cochrane's contributors) and at least six members are appointed (by the Board).

Governing Board selection: Candidates standing for election must submit their nomination. Names are then announced on Cochrane's website with a period of one week for any disputes about eligibility to be raised and resolved. Cochrane members and staff (with exceptions for those involved directly in the election process) are then invited to vote.

Current members of the board have the power to appoint members to the Board after a call for nominations is published and candidates self-nominate. Nominations are shared with the Board who select the new Board members considering their skills and experience and the current skills and experience of the Board. The number of appointed members may be adjusted depending on coverage

of key areas of expertise within the Board membership. The appointments by the board members are ratified by Cochrane's members at the AGM.

The Board will seek diversity of gender, geographic location, language and other considerations of equity.

Governing Board mandate: The Governing Board is responsible for overseeing the development and implementation of Cochrane's strategic direction (and review on a regular basis), oversee financial reporting and disclosure, oversee the work of the Chief Executive Officer, Editor in Chief, and Central Executive Team (to whom the Board delegate the responsibility of how best to achieve the strategic objectives and manage the day-to-day business). Board members are expected to act in the best interests of Cochrane as a whole and in accordance with its vision, mission and values; uphold standards of governance.

Board members are expected to attend at least three (up to four) face-to-face Board meetings each year, and additional meetings by teleconference. They should attend the AGM of the Charity. Members are expected to contribute actively to the business of the Board, stay up to date with current issues, contribute to sub-committees or working groups and respond appropriately to requests for input by email. It is expected that the workload equivalent will be 1-2 days per month.

Governing Board terms of office: The term of office for Board members is for an initial period of three years. They can stand for re-election or re-appointment for one further term after which they cannot stand again for three years.

Governing Board compensation: All reasonable travel and accommodation costs of attending meetings and fulfilling the responsibilities of the Board will be reimbursed. Please see the Board expenses policy for more information.

Co-chairs selection: Two of the 13 governing board members serve as Co-Chairs; they may be elected or appointed members and are selected by the other Trustees to take on the role of chair. Nominated candidates must be nominated by three members of Cochrane (to Inc. one member of the Board). Candidates standing for appointment must submit their nomination to the Central Executive Team. Co-chairs are appointed by the Board following a set eligibility criteria.

Co-chairs mandate: the following tasks are divided between the co-chairs; chairing meetings and various Board sub-committees, chairing Cochrane's Annual General Meeting, Facilitating Strategic planning by the Board, advising and guiding the Chief Executive Officer (CEO), the Editor in Chief and the Central Executive Team in working towards delivery of the Cochrane's Strategy; serving as official spokesperson(s) for Cochrane and the Board, with the authority to delegate this responsibility to others; responding to issues raised by members of the organization, outside the remits of the CEO and the Editor in Chief; pursuing those initiatives and projects agreed by the Board to be the responsibility of the Co-Chairs; conducting the performance appraisal of the CEO.

Co-chairs are expected to give a minimum of eight hours per week combined but with an expectation that a combined total of up to thirty hours per week might sometimes be needed (not including Board meetings).

Co-chairs terms of office: The Co-Chairs hold office for two years (off set so they don't step down at the same time). They may continue to hold office for a further two-year term with the approval of the Board. After completing two terms, an individual may not stand again until after a break of three years, after which they are eligible to stand as a member of the Board, but not to stand again as a Co-Chair.

Co-chairs compensation: Co-chairs are remunerated up to a maximum of one day per week per person, pro rata.

Cochrane Council composition: Membership is drawn from the group Executives and the author community, but the Council has the autonomy to adjust membership as appropriate. Consideration is given to geographic, linguistic and economic diversity.

Cochrane Council mandate: The Cochrane Council is an advisory body to the Governing Board and Central Executive Team, which ensures that Cochrane Groups retain an effective voice in Cochrane's strategic decision-making and operational implementation. They are a forum for Cochrane groups to consider high-level matters affecting Cochrane as a whole, a mechanism to raise matters and provide input into the Governing Board on behalf of Cochrane Groups and members and a forum to consider maters at the request of the Board and inform Board deliberations. Their terms of reference is available on the website.

Cochrane Council approach: The Council meets at least twice a year and aims to reach consensus in its discussions. Where this is not possible, dissenting views should form part of the viewpoints presented to the Board/Cochrane community. They will raise issues or provide input to the Board in the form of a paper. Occasional joint face-to-face meetings are held with the Board along with informal discussions between the Co-chairs of the Council and Board. The Board may invite members of the Council to join Board meetings for specific items.

There is a mechanism for the Council to disagree with decisions of the Board. The co-chairs of the Board will determine the appropriate next steps and provide a written response from the Board to advise them accordingly.

Cochrane Council terms of office: The normal term is two years, with members being able to be reappointed for up to six consecutive years.

Central Executive Team (CET) composition: The Central Executive Team is comprised of: the CEO's office; publishing, research & development team; editorial & methods team; knowledge translation team; people services; IT services and finance services

Central Executive Team (CET) mandate: supports the work of 130+ Cochrane geographic Groups, Fields, Methods groups and Network Review groups.

- Developing Cochrane's strategic goals and objectives
- Managing relations with the Governing Board (including the selection of members and co-chairs) and leading organizational governance and policy
- Through the CEO, lead the Central Executive Team and Senior Management Team and ensuring they run effectively
- Managing Cochrane's global network of Geographic Groups

- External Affairs and partnerships development
- Fundraising and revenue generation
- Reports to the governing board
- Maintain and update Cochrane's editorial (Inc. methods) processes to ensure high quality content.
- Respond to requests for commissioned evidence reviews
- Ensure Knowledge Translation (KT) – ensuring information is high quality and trusted and easily accessible to decision-makers.
- Undertake finance, business performance and business services.
- Maintain and develop technical and software solutions used by Cochrane, e.g. review production systems, website.
- Develop tools and services that support both producers and users of evidence
- Human resources provision for everyone involved in Cochrane.

They also support the activities of the Council by organizing meetings, circulating papers, taking minutes/providing secretariat support and managing expenses (travel support, accommodation and other reasonable expenses).

Editorial Board mandate: The Editorial Board is responsible for supporting Cochrane's Editor in Chief (EiC) and overseeing the review production process of Cochrane Reviews but not have an operational influence on the work of the Networks. Its main role is one of strategy and support to the Review Group Networks and EiC.

Scientific Committee composition: Members hold senior academic and clinical positions, produce highly cited, high impact, including seminal, published work. Members also have expertise in guidelines, awarding and managing grants, software development and support many other high-level Committees and research organisations. Members collectively bring a wealth of experience and expertise in methods development, and the conduct of systematic reviews with many receiving prestigious awards, honours and prizes for their work. The Scientific Committee has two co-chairs.

Scientific Committee selection:

- Six to eight members from the Cochrane community who either have a strong focus on methods research and development, or editorial skills and healthcare experience with strong methods interests. Evidence of a longstanding leading role in Cochrane is an additional requirement. However, the selected member does not represent any entity in Cochrane.
- Four to six external members for independent balance. These people are senior experienced research leaders within their specialist field, who have a wide knowledge of systematic review methodology, or senior experienced systematic reviewers or editors with a known interest and experience in methodological development. At least two of the external members will also represent stakeholders and end users of reviews e.g. agencies using Cochrane Reviews in guidelines, health research funders and those representing consumer interests.

- The Editor in Chief (or Deputy Editor in Chief)
- An early career researcher who is also within 5 years of completing a PhD, developing a relevant methodological track record.

Selection will consider geographical location, gender and language diversity and any other considerations of equity. The Scientific Committee will take responsibility for the selection of members following a process of open nomination (see section 6.3 for membership criteria) for suitable candidates.

Scientific Committee mandate: The Scientific Committee strengthens the scientific integrity and oversight of methodological practice within Cochrane. It supports the Editor in Chief and the work of the Methods and Cochrane Review Groups, as well as colleagues working in their Centres and Fields across the world.

Review Group Networks mandate: are responsible for the efficient and timely production of high-quality systematic reviews that address the most important research questions for decision-makers. Cochrane has 8 in total which cover different specialisms, e.g. abdomen and endocrine, acute and emergency care, mental health and neuroscience, public health and health systems. Specifically, their responsivities include:

- To provide reliable evidence required to make important decisions on health.
- Carry out systematic reviews of available evidence.
- Publish reviews on the Cochrane Library and update periodically as new evidence is identified.
- Work with other Cochrane Review groups dealing with similar topics.
- Networks look to advance and contribute to methodological developments in Cochrane.
- Support knowledge translation to increase the impact of Cochrane review.

Review Group Networks approach:

- A strategic plan has been developed for each of the networks where consistent objectives have been developed across all networks.
- Most of the discussions within the networks take place online but it would appear face-to-face meetings do occur for specific tasks, but these are infrequent.
- Each network has a Senior Editor who is accountable to the Editor in Chief of the Cochrane Library.

Geographic Groups compensation: Are an independent network with members and supporters worldwide. Cochrane have official geographic Cochrane Groups in 43 countries. A list of the Cochrane groups are provided on their website, with links to the websites for each group.

Geographic Groups mandate: These Groups represent Cochrane in that country, promote, and support the use of Cochrane evidence in health policy and practice, and support Cochrane's members and supporters who live there.

Methods Groups composition: Cochrane has 17 methods groups. A list of the Cochrane methods groups are provided on their website, with links to the webpage for each group.

Methods Groups mandate: They provide policy advice and space for discussion on the development and implementation of methods used in the preparation of Cochrane Reviews.

Activities that might be undertaken by a group includes:

- Contributing to Cochrane outputs as relevant to the Group's remit.
- Development of tools relevant to the Group's remit.
- Develop guidelines relevant to the Group's remit.
- Providing advice to Cochrane entities on how to assess areas relevant to the Group's remit.

Methods Groups approach: Method groups are hosted and funded by research institutions. Groups tend to have conveners who are responsible for the daily work and then a number of members (self-nomination) with an interest and expertise in the area covered by a particular group.

1.2 Funding Mechanism

Cochrane's central organizational income in 2017 was £8.67 million an 19% increase from 2016 (£6.8 million GBP). Much of this income is derived from the proceeds of the Cochrane Library and other Cochrane products. It is invested back into the organization by the Governing Board to deliver the goals of STRATEGY TO 2020.

Cochrane's Global Networks had a direct income of £15,606,328 in 2017. This was through support by national governments, international governmental and non-governmental organisations, universities, hospitals, private foundations and personal donations worldwide (list here).

2. PRINCIPLES

Cochrane's work is based on ten key principles:

1) Collaboration: by fostering global co-operation, teamwork, and open and transparent communication and decision-making.

2) Building on the enthusiasm of individuals: by involving, supporting and training people of different skills and backgrounds.

3) Avoiding duplication of effort: by good management, co-ordination and effective internal communications to maximize economy of effort.

4) Minimizing bias: through a variety of approaches such as scientific rigor, ensuring broad participation, and avoiding conflicts of interest.

5) Keeping up to date: by a commitment to ensure that Cochrane Reviews are maintained through identification and incorporation of new evidence.

6) Striving for relevance: by promoting the assessment of health questions using outcomes that matter to people making choices in health and health care.

7) Promoting access: by wide dissemination of their outputs, taking advantage of strategic alliances, and by promoting appropriate access models and delivery solutions to meet the needs of users worldwide.

8) Ensuring quality: by applying advances in methodology, developing systems for quality improvement, and being open and responsive to criticism.

9) Continuity: by ensuring that responsibility for reviews, editorial processes, and key functions is maintained and renewed.

10) Enabling wide participation: in their work by reducing barriers to contributing and by encouraging diversity.

2.1 Non-duplication

No information found.

2.2 Complementarity

Organizations use Cochrane reviews to inform healthcare decision making, it is claimed that 80% of WHO guidelines use Cochrane reviews. No further information is found.

2.3 Independence

Cochrane maintains on its website that it is able to generate authoritative and reliable information and creates high-quality, independent evidence to inform healthcare decision making. No commercial or conflicted funding is accepted so Cochrane contributors are free to work unconstrained by commercial or financial interests. Cochrane has a commercial sponsorship policy.

All Board members must complete a declaration of interest statement and Trustee Eligibility Declaration, adhere to the governing Board Charter and agree to the Code of Conduct. Board co-chairs cannot be appointed if they have a current conflict of interest with any commercial company or device manufacturer. Similarly, members of the Council must not have any direct Conflict of Interest with a pharmaceutical company or other commercial organisations with a financial interest in the findings of Cochrane reviews.

Cochrane works collaboratively with partners to produce and disseminate authoritative, relevant, and reliable health evidence. Their partners include WHO, Wikipedia as well as their publishing partner Wiley.

2.4 Political Neutrality

Cochrane does not accept conflicted funding and claims to work freely, unconstrained by commercial and financial interests. It is however unclear if they aspire for political neutrality and how their priorities or work might be influenced by governments.

2.5 Transparency

Cochrane publish all key documents on their website, these include: Board minutes and agendas, policies and positions, Conflict of Interest declarations and information about the funding structure and funders.

2.6 Peer review/rigor

Cochrane Reviews base their findings on the results of studies that meet certain quality criteria. Authors of Cochrane Reviews apply methods which reduce the impact of bias across different parts of the review process, including:

1. Identification of relevant studies from a number of different sources (including unpublished sources);
2. Selection of studies for inclusion and evaluation of their strengths and limitations on the basis of clear, predefined criteria;
3. Systematic collection of data;
4. Appropriate synthesis of data.

Cochrane Reviews are updated to reflect the findings of new evidence when it becomes available because the results of new studies can change the conclusions of a review. Cochrane Reviews are therefore valuable sources of information for those receiving and providing care, as well as for decision-makers and researchers.

Cochrane publish peer -reviewed systematic reviews, that are prepared and supervised by the Cochrane Review Group editorial team. All new Cochrane Reviews are peer reviewed before publication.

Cochrane has 17 Methods Groups which provide policy advice and space for discussion on the development and implementation of methods used in the preparation of Cochrane Reviews. Which include a methods groups on: Bias, Comparing Multiple Interventions, Methods Group, Economics Adverse Effects, Priority Setting, Qualitative and Implementation, Rapid Reviews.

Many Cochrane Reviews measure benefits and harms by collecting combining data from more than one trial to generate an average result or meta-analysis. This aims to provide a more precise estimate of the effects of an intervention and to reduce uncertainty. Not every review in the Cochrane Database of Systematic Reviews contains a meta-analysis as this would not be appropriate if the designs of the studies are too different, if the outcomes measured are not sufficiently similar, or if there are concerns about the quality of the studies, for an average result across the studies to be meaningful.

The Cochrane Database of Systematic Reviews (CDSR) is a peer-reviewed publication, which means that every Cochrane Review is evaluated by one or more specialists external to the Cochrane Review Group (CRG) editorial team before publication, and the Cochrane Review authors have the opportunity to revise the Cochrane Review in response to feedback. Cochrane has a peer review policy which includes information on different types of peer review including peer review of new reviews, updated reviews, editorials and supplements as well as post-publication peer review. There is also information on the number and expertise of peer reviewers, and the decision making tree for whether an updated Cochrane Review should be peer reviewed. In all cases updated Cochrane Reviews undergo rigorous assessment by members of the Cochrane review group editorial team.

As a minimum standard, every Cochrane Review will be peer reviewed by at least one clinical/topic specialist (with a minimum of one external to the CRG editorial team) and one statistician/methodologist (who may, in some circumstances, be part of the CRG editorial team. The peer review checklists can be found here.

The Scientific Committee are responsible for assessing the robustness and viability of proposed changes to/discontinuation of methods/tools used by Cochrane. Where new methods/tools are considered to be robust and viable, advice is passed on to the Editor-in-Chief and Editorial Board who make decisions on implementation.

Cochrane authors use a process called Covidence which is a web-based software platform that streamlines the production of systematic reviews, including Cochrane Reviews. Specifically, it supports for duplicated work, including citation screening, full text review, risk of bias and data extraction stages.

2.7 Open Access

Cochrane define open access as "a concept about making online research outputs free of restrictions on access and free of many restrictions on use." They pride themselves on their open access offering (since 2013) which they believe will make an ever-larger proportion of Cochrane Reviews universally accessible in the future. Their Strategy to 2020 aims to put Cochrane evidence at the heart of health decision-making all over the world by making it accessible and useful to everybody. Their long-term ambition beyond 2020 is to achieve universal Open Access to Cochrane Reviews immediately upon publication for both new and updated reviews, and the archive of existing published reviews. They plan to review their Open Access policy regularly after 2020 to ensure balance between this ambition and Cochrane's financial viability.

'Green' open access scheme: Provide free access to new and updated Cochrane Reviews for all readers worldwide 12 months after publication. Over half of all Cochrane Reviews are available this way. All green Open Access Cochrane Reviews are available in the Cochrane Library and deposited in PubMed Central.

'Gold' open access scheme: Provide Cochrane author teams with the option to pay an Article Publication Charge to make their new and updated reviews freely available worldwide on publication, and to take up other benefits of a Creative Commons license. Gold open access articles are normally being deposited automatically in PubMed Central, and other repositories as determined by funder mandates.

All Abstracts and Protocols are free to access immediately upon publication, as well as Plain Language Summaries, which describe the findings from reviews in everyday language.

Cochrane includes Plain Language Summaries (PLSs) in all Cochrane Reviews to help people understand and interpret research findings. PLSs are created using standard content, structure and language to ease understanding and translation. There are currently 7000 PLSs available online.

They also have several access programmes including national provision funded access which enables all residents of a country to gain immediate access to the Cochrane Library as well as philanthropic access which together cover over 100 countries and over 3.66 billion people.

2.8 Inter and Intradisciplinary Approach

Cochrane has 11 thematic Fields which focus on dimensions of health care other than a condition or topic - including the setting of care (primary care), the type of consumer (children, older people), or the type of provider (nursing). These include: child health, complementary medicine, consumer

network, first aid, global ageing, insurance medicine, neurosciences, nursing, nutrition, pre-hospital and emergency care, primary care, rehabilitation and sustainable healthcare.

3. PRIORITIZATION

3.1 Criteria and 3.2 those involved

The Cochrane Priority Reviews List is a 'living' record of Cochrane's attempt to identify reviews that are of greatest importance to their stakeholders and which they believe are likely to impact significantly on health outcomes worldwide. The list is updated in real time as reviews are published and new titles added. Whilst their approach to review production priority setting is flexible, the Cochrane Knowledge Translation (KT) Working Group on Priority Setting has defined a set of standards that Groups need to comply with when proposing a review title for the list. These standards are described in the Guidance note for Cochrane Groups to define systematic review priorities.

The methods group also works on developing guidance documents for Cochrane Groups on how to conduct research priority setting exercises. Please refer to this link for examples of how priorities are set: https://methods.cochrane.org/prioritysetting/resources

Special Collections are commissioned by the Cochrane Editorial and Methods Department. For proposal of collections Cochrane should be contacted and provided with a clear objective for the Special Collection taking into consideration the target audience(s) among Cochrane Library users (e.g. practitioners, researchers, guideline developers, funders, general public). The Editorial and Methods Department will work with the contributing authors and have final editorial decision on publication of the collection. Cochrane Response is set-up to increase Cochrane's capacity to respond to requests for commissioned evidence reviews. They provide tailored and responsive evidence services, and accessible review formats for healthcare commissioners on a fee-for-service basis.

4. OUTPUTS

4.1 Type

Cochrane creates 'Cochrane reviews' which are systematic reviews of research in health care and health policy that are published in the Cochrane Database of Systematic reviews. Each Cochrane Review addresses a clearly formulated question.

There are 5 types of Cochrane review:

1) Intervention reviews assess the benefits and harms of interventions used in healthcare and health policy.
2) Diagnostic test accuracy reviews assess how well a diagnostic test performs in diagnosing and detecting a particular disease.
3) Methodology reviews address issues relevant to how systematic reviews and clinical trials are conducted and reported.

4) Qualitative reviews synthesize qualitative evidence to address questions on aspects of interventions other than effectiveness.
5) Prognosis reviews address the probable course or future outcome(s) of people with a health problem.

4.2 Process of creating outputs and those involved

Cochrane Reviews are prepared by author teams who work with Cochrane Review Groups from agreeing a review proposal, though registration and preparation of the review. Cochrane Review Groups manage the editorial process, including peer review, and provide authors with methodological and editorial support. Authors of Cochrane Reviews are expected to maintain their review once published by addressing comments that are submitted via the Cochrane Library and by updating the Cochrane Review when new evidence becomes available.

Editorials are commissioned by the Editor in Chief. They may be linked to Cochrane Reviews of interest or they may explore broader initiatives or topics. Editorials aim to stimulate discussion and ideas around the development of evidence synthesis to promote good decision-making in clinical care and health policy. Cochrane welcomes proposals for editorials which should be submitted to the Editor in Chief for consideration. Commissioned editorials should be submitted via the Cochrane Database of Systematic Reviews manuscript submission system. Editorials are up to 1000 words and may include figures and tables. They should be supported by references and should not present original research data.

The Cochrane Library Scientific Committee is the main decision-making body to agree what methods are employed within Cochrane and advises the Editor in Chief. In making its judgements the Scientific Committee draws upon empirical evidence supported by expertise within the Cochrane community, and in particular its Methods Groups. The Editor in chief reports directly to the governing board on editorial content.

Cochrane Clinical Answers provide a readable, digestible, clinically focused entry point to rigorous research from Cochrane Reviews. To answer research questions, Cochrane search for and collate all the existing primary research on a topic that meets certain criteria; then assess it using stringent guidelines, to establish whether or not there is conclusive evidence about a specific treatment. Cochrane Reviews are internationally recognized as the highest standard in evidence-based health care. Cochrane Reviews are regularly updated to incorporate new research, so that treatment decisions can be based on the most up-to-date and reliable health evidence. These methods are described in detail in the Cochrane Handbook for Systematic Reviews of Interventions and more information is available at About Clinical Answers.

Cochrane has a range of tools for review production these include RevMan5 and RevMan Web which are software used for preparing and maintaining Cochrane Reviews of studies on the effects of healthcare interventions, diagnostic test accuracy studies and reviews of studies of methodology and overviews of reviews. RevMan facilitates preparation of protocols and full reviews, including text, characteristics of studies, comparison tables, and study data. It can perform meta-analysis of the data entered and present the results graphically.

Covidence is the primary screening and data extraction tool for Cochrane authors, streamlining the production of standard intervention reviews. Covidence's support of key steps in the Cochrane Review

process, such as citation screening and Risk of Bias assessment, and improved links with RevMan, make the review writing process more efficient. Covidence is a tool framed around a quality user experience, with a focus on being highly intuitive for authors to use and tailored to Cochrane's methods.

4.3 Process of finalizing the outputs and those involved

Please see section 2.6 on peer review and rigor.

4.4 Management of opposing views

Cochrane welcomes comments on Cochrane Reviews, protocols for Cochrane Reviews, and Editorials published in the Cochrane Database of Systematic Reviews (CDSR). Commenting on Cochrane Reviews and Protocols provides an opportunity to contribute to the ongoing improvement and updating of a Cochrane Review. Seeking and responding to comments, and the transparency of that process, are important parts of the scientific process and publication ethics, as reflected in guidance from the International Committee of Medical Journal Editors. Comments are welcome from all users of the Cochrane Library, including patients and consumers and should be submitted via the Cochrane Library and may be published on the Cochrane Library.

4.5 Dissemination of outputs (target audience, outreach, use)

The target audience for the outputs of Cochrane is anyone who can benefit from enhancing their healthcare knowledge and decision-making skills, including: healthcare workers, patients, researchers, funders.

Cochrane publishes a wealth of material to support and guide health decision making and makes these available through the Cochrane library in various formats including: online resources, podcasts, monthly newsletters, Cochrane training, Cochrane consumer networks, online community for students interested in evidence-based healthcare.

4.6 Impact of outputs

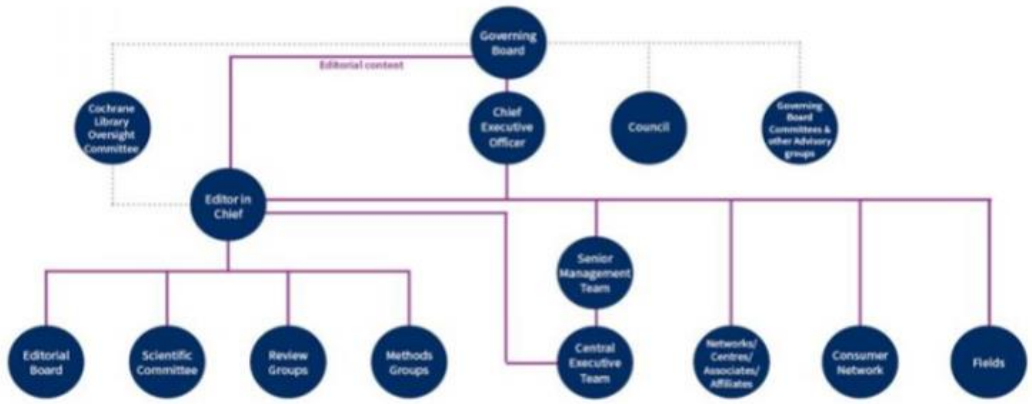
Cochrane has developed a document that provides the wider Cochrane community, and all of Cochrane's external stakeholders, with a definition of success for each of the Strategy to 2020 Objectives; an assessment of predicted progress by the end of 2018; and a framework for establishing the work remaining to be done to reach that definition of success. The document is intended to be relevant until 2020 but developed and updated as work is completed, and the organization adapts to new circumstances.

Cochrane measures the global impact they are making through a "Difference We Make Collection" which is a set of examples where Cochrane evidence has made an impact to global healthcare and policy. It highlights how Cochrane works with organizations such as the World Health Organization and Wikipedia; as well as how their evidence makes a difference to everyday lives.

4.7 Organogram (Figure 1)

Cochrane

Governance Structure and Executive Accountability Relationship



Key

— Formal governance/management relationship
····· Advisory relationship

EUROPEAN ACADEMIES' SCIENCE ADVISORY COUNCIL (EASAC)

1. ORGANIZATIONAL OVERVIEW

Mandate: The authoritative voice of independent science advice, mobilizing Europe's leading scientists to guide European Union policy for the benefit of society.

Goal(s):

1. To influence EU policy development and secondarily national policy within EU Member States, Norway and Switzerland i.e. those countries with EASAC members;

2. To inform EU and Member States' contributions to global policy frameworks, largely via its role as regional network for Europe to the InterAcademy Partnership (IAP);

3. To provide an independent EU-wide platform for debate and for convening scientists, policymakers and publics;

4. To build the science policy capacity of EU academies and scientists, and mobilise the European science community to engage on regional policy agendas;

5. To build a progressive and more resilient science academies' network.

Approach: It brings together the National Academies of Science of the EU Member States, Norway and Switzerland and is a mechanism for mobilizing Europe's best scientific minds on important public policy issues and for providing science-based advice to European policymakers and civil society.

1.1 Governance Structure

EASAC governance and operations are documented and found on their website.

Council composition: 29 experienced scientists, one member nominated by each of the national academies of the EU Member States, Norway and Switzerland, as well as two other organisations: Academia Europaea and ALLEA, as the federation of national Academies of sciences and humanities in Europe. The representatives from the national academies are normally the presidents of their academy or distinguished scientists nominated to act in their place. If there is doubt which Academy or consortium of Academies should represent a particular European Union country, the President of the Council, together with the Bureau and in consultation with the President of ALLEA resolve the matter.

The Federation of European Academies of Medicines has non-voting observer status. At the discretion of the Bureau, other non-voting observers may be invited to attend meetings.

The Council has a President and as many Vice-Presidents (being not less than two) as the Council decides.

Council mandate: The council's mandate includes setting direction, agreeing on the initiation of projects, monitoring their progress and reviewing/approving reports for publication. Council members are also required to:

1. Ensure good governance by monitoring and evaluating the progress of EASAC Bureau and activities under the three core programmes (Biosciences, Energy and Environment), and

ensuring due diligence in EASAC finances and other services provided by the EASAC Secretariat;

2. Contribute actively to EASAC business by
    - nominating – in consultation with their member academy – experts to working groups, Steering Panels and peer review groups for EASAC documents;
    - communicating EASAC's recommendations on a national level to policymakers (domestically and as national delegates to the EU), civil society, the media, other relevant audiences – including their own academy;
    - acting as an intermediary between their own academy and EASAC, making sure information is exchanged in both directions – including giving regular updates to Council on their academy's own policy work and/or relevant national policy development;
    - where possible, sharing good practice and "lessons learned" in evidence-informed policymaking (within their academy and in EASAC business);
    - acting as ambassadors for EASAC in their national and international circles.

Council approach: The Council meets every 6 months, but a meeting could be called whenever one-third of the members request it. Meetings are usually hosted by the Academy Member of the EU Member State in line to take over the EU Presidency two months later.

With the agreement of the Council, appropriate items of Council business, including voting, may be conducted by email or other efficient means of remote communication.

Council terms of office: Members serve on the Council for a period of three years, which can be renewed if approval by the Bureau. Overall, the performance and continuation of the Council is reviewed every 5 yrs.

Council compensation: Council members receive no fee or other remuneration but may receive out-of-pocket expenses. Travel expenses for participation of nominated experts Member is covered by the academies.

Bureau composition: The President and Vice-Presidents, together with the President-elect and, for the first year following the end of his or her term as President, the immediate past-President, constitute the Bureau.

Bureau selection: The President and vice presidents are elected by the Council from among its members; the election requires a two-thirds majority of those voting, provided that at least half the members vote. This election for the President normally takes place one year before the office of President is due to become vacant.

Bureau mandate: the bureau acts as the operational arm of EASAC and is accountable to the Council. It is responsible for the implementation of Council decisions; ensuring EASAC business runs smoothly; developing and implementing the strategy; appointment of Steering Panel chairs; overseeing steering panels and project specific working groups; building and maintaining links with member academies, EU policy makers, EU institutions and other relevant EU, and national agencies. They also liaise and, where relevant, work with other science academy networks; maintain close contact with EASAC member academies; and oversee EASAC's communication activities.

The Bureau supports the Council and takes decisions between the meetings of Council and represent EASAC to EU policymakers and other stakeholders.

Bureau approach: The Bureau holds quarterly meetings, normally hosted by one of EASAC's member academies and one extended format meeting to include the Programme Director (who provide scientific input and drafting expertise), the Executive Director and EASAC secretariat. Similar to the procedures of the council the bureau (and other EASAC committees and working groups) can conduct certain business by email or other efficient means of communication.

Bureau terms of office: The President and Vice-Presidents are elected to hold office for a maximum of three years at a time. They may be eligible for re-election, provided that the President does not serve for more than three years in all other than in exceptional circumstances and by special resolution of the Council, or as Vice-President for more than six years in total.

Core Steering Panel composition: There are three steering panels on energy, environment and biosciences, each run by a Programme Director.

Core Steering Panel selection: Members are nominated by EASAC member academies and selected on the basis of their expertise and complementary to the skill set of the rest of the Panel. Core steering Panel members must complete a declaration of interests form. The steering panel chairs are appointed by the Bureau.

Core Steering Panel mandate: to identify in accordance with key criteria for project selection and new projects to be recommend to the Bureau and Council. They also monitor progress and quality assure working group outputs, support the Programme Director in developing the work plans and supporting the dissemination of project outputs at a national and regional level

Core Steering Panel approach: Panels meet once every 6 to 9 months with the majority of the work completed electronically.

Working Group composition: EASAC member academies and council nominees. Each expert working group has a chair and are answerable to the Council or, for a collaborative project, jointly to the Council and the relevant partner(s).

Working Group selection: The Bureau asks each member of Council and each participating body for names of suitable experts to serve on the working group of a particular topic. The Bureau is not bound to accept all the names suggested and can consult the members of the respective Steering Panel to decide the most suitable members of a working group. Members are shortlisted by the Programme Director and relevant Steering Panel. Shortlisting is made on the basis of expertise and its application to the policy question. The Bureau informs the Council of the proposed membership of expert working groups before it is finalised. If a topic has a substantial component or other specialized aspects which are outside the normal competence of EASAC, the working group could be set up in collaboration with relevant partner(s). Final appointment is made by the Bureau for the lifetime of the working group.

Working Group mandate: Support the Programme Director and working group Chair in developing the work plan for a project, contributing significantly to the preparation of the report/statement, supporting the dissemination of project outputs at a national and regional level. to (1) their member (nominating) academy (drawing on policy and media teams where they have them) and (2) policy-makers (domestic and national delegates to the EU), civil society, the media, and other relevant audiences, liaising with their national member on the Steering Panel where there is one.

Working group members are also expected to act as ambassadors for the project in their national and international circles, especially in Brussels and Strasbourg.

Working Group approach: working groups meet on average 2-3 times across the lifetime of the project supported by extensive electronic exchange as the report is compiled.

Working Group compensation: Member academies fund travel expenses for participation of their nominated experts. Expert scientists give their time free of charge.

Secretariat composition: The secretariat comprises of the executive Director, Director for each of three core programmes, coordinator, scientific Policy Officer and a Senior Brussels Officer. The secretariat is hosted by one of EASAC's participating bodies. The management and support of the Secretariat is the responsibility of the host participating body.

The Executive Director of the Secretariat reports to the President and carries out such tasks as may be assigned by the President. The location of the Secretariat is reviewed by Council every five years.

Secretariat mandate: The task of the Secretariat is the day-to-day handling of all EASAC activities, in particular the organisation of working groups for the writing and publication of reports. They also offer support to EASAC levels of hierarchy, liaise with EU policymakers, EU institutions and other EU and national agencies and networks of relevance to EASAC's work and maintain close contact with EASAC member academies.

The Secretariat Executive Director liaises with the secretariats of ALLEA and Academia Europaea. The President or Executive Director provide periodic reports to individual participating bodies as is reasonably required.

1.2 Funding Mechanism

Most of EASAC's funding is provided by its members, the European National Academies of Science through annual contribution that supports the functioning of EASAC's work. The contributions made by the its members need not all be the same.

Some contributions are made by independent foundations and as EASAC is IAP's regional affiliated network for Europe it receives some support for its work from this organisation, which in turn is fully funded by UNESCO. EASAC sometimes applies for project-specific funding with non-profit foundations, such as the United Nations Foundation which has supported the publication of EASAC's reports.

EASAC member academies also make substantial in-kind contributions by funding all travel expenses of their nominated experts in for participation EASAC's Steering Panels and working groups.

EASAC will not undertake a project unless adequate financial provision is made, by the customer, the Council or the members.

2. PRINCIPLES

2.1 Non-duplication

No information found.

2.2 Complementarity

EASAC is the Inter-academy Partnership (IAP)'s regional affiliated network for Europe and therefore works closely with other regional academy networks in Africa, the Americas and Asia, sharing good practice and lessons learned. EASAC is a member of the project consortium for SAPEA – 'Science Advice for Policy by European Academies'.

They have ongoing dialogue with – European policy makers, the Commission's Joint Research Centre (JRC), European Parliamentary Research Service (EPRS) and also contributing to other science advisory mechanisms within the institutions of the EU.

They also work closely with a number of entities including: the Network of Medical Academies (FEAM), the pan-European Academy of Sciences and Humanities (Academia Europea), the Association of all Academies in Geographic Europe (ALLEA) and the Network of Engineering Academies (Euro-CASE).

2.3 Independence

Each Council member serves as an individual and not as the representative of the body from which s/he comes. However, Council members may consult their parent bodies provided this does not interfere with the efficient conduct of Council business.

EASAC Member Academies nominate people for the steering committees and working groups and clearance of reports/statements prior to publication.

Council members must inform the President of any conflicts of interest and, at the decision of the Bureau, may need to take no part in discussion and voting on the matter concerned. Similarly, potential working group and steering panel members provide a statement of any conflicts of interest.

EASAC has no commercial or business sponsors and does not receive sponsorship from the EU.

2.4 Political neutrality

EASAC Bureau and secretariat staff are expected to build relationships with EU policy makers.

2.5 Transparency

EASAC states that the expert working groups operate in accordance with best practice in respect of openness and transparency.

2.6 Peer review/rigor

The reports produced by EASAC are peer reviewed. But no further information is available on this.

2.7 Open access

All reports of expert working groups are published on the EASAC website and through other means deemed appropriate by the working group, unless decided otherwise by the Council. A decision by Council not to publish requires a majority of those voting.

2.8 Inter and intradisciplinary approach

The main areas of focus for EASAC are energy, environment and biosciences sectors.

3. PRIORITIZATION

3.1 Criteria and 3.2 Those involved

Topics for reports can be suggested by: the European Union Institution, any of the EASAC participating bodies, the Council itself, Council advisory groups or by any other customer. The Council will address any topic unless in the opinion of the Bureau it is unsuitable or the resources for addressing it are inadequate. In making their decision the Bureau will consult with the Council and take into consideration whether it is possible to obtain a report on the topic in a timely and authoritative way.

The acceptance of a topic requires a proposal from the Bureau together with the assent of a majority of members of the Council voting on the proposal. In assessing the scientific scope, strategic significance, value and viability of proposed reports the Bureau and Council can receive advice from Steering Panels, which are expert scientific advisory groups in each of the main areas of EASAC's policy advice activities.

4. OUTPUTS

4.1 Type

EASAC's publications include detailed authoritative reports, assessments, shorter statements and commentaries on scientific topics relevant to European policy needs intended to inform the EU policy debate. They also make contributions to scientific journals. Their main areas of focus are environment, energy, and bioscience and current projects include: "Traditional Chinese Medicine", "Changes in Ocean Circulation: Implications for Europe" and "Decarbonation of Transport".

4.2 Process of creating the outputs and those involved

Once a topic is accepted, the Bureau sets up an expert working group to produce the report. The process of producing the outputs and those involved is summarized in figure 2.

4.3 Process of finalizing the outputs and those involved

The draft reports are circulated to all members of the Council for their comments. The Bureau may then negotiate with the working group amendments to the report or publish the report with (if necessary) comments agreed by the Council appended to it. Reports are published under the aegis of the Council but are attributed to the named members of the expert working groups.

4.4 Management of opposing views

No information found.

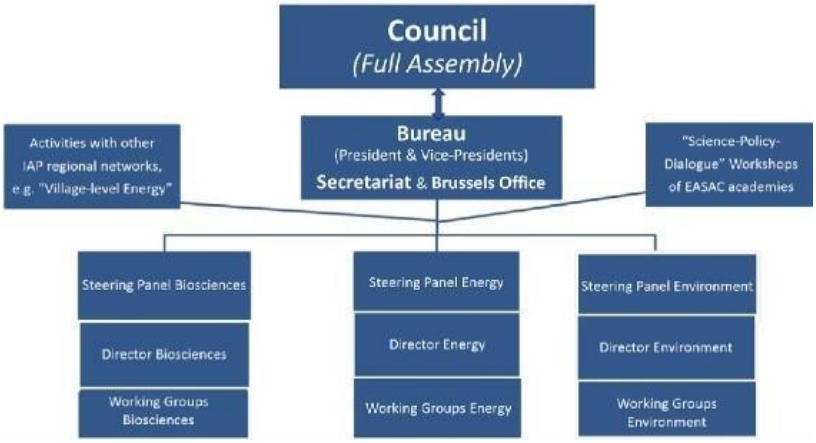
4.5 Dissemination of outputs (Target audience, outreach and use)

The target audience is primarily Policy makers within European Institutions (Commission and Parliament). Project outputs are disseminated by working group members at a national and regional level to (1) working members' (nominating) academy (drawing on policy and media teams where they have them) and (2) policy-makers (domestic and national delegates to the EU), civil society, the media, and other relevant audiences.

4.6 Impact of outputs

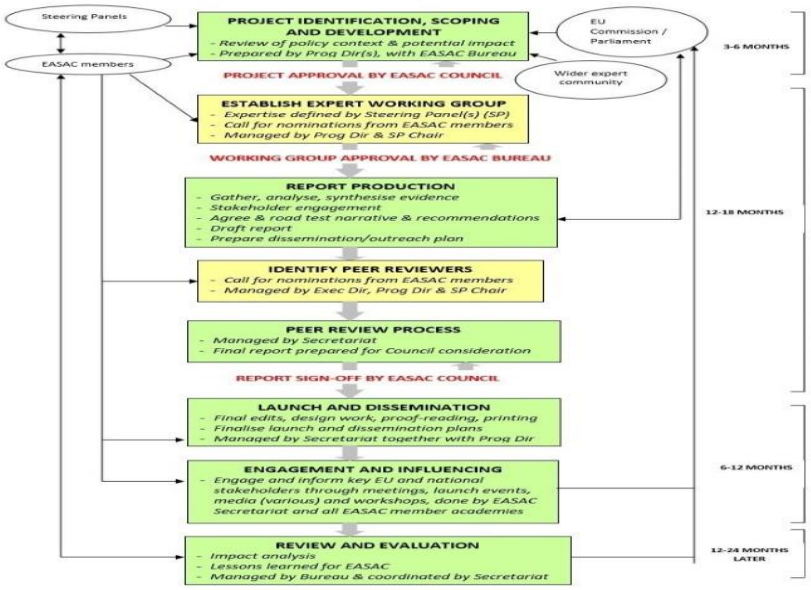
No information found.

4.7 Organogram (Figure 2)



4.8 Project process (Figure 3)

THE EASAC POLICY PROJECT PROCESS: OVERVIEW



THE GLOBAL ENVIRONMENT OUTLOOK (GEO)

1. ORGANIZATIONAL OVERVIEW

Mandate: The Global Environment Outlook (GEO) is a consultative and participatory process to prepare an independent assessment of the state of the environment (across six UN Environment regions – Africa, Asia and the Pacific, Europe, Latin American & the Caribbean, North America and West Asia), the effectiveness of the policy response to address these environmental challenges and the possible pathways to be achieve various internationally agreed environmental goals.

How is this achieved: Through the development of the Integrated Environmental Assessments to inform the development of evidenced-based policy and decision making. The process also builds capacity for conducting integrated environmental assessments and reporting on the state, trends and outlooks of the environment. Each assessment builds on the findings of its predecessor and draws on lessons learnt.

1.1 Governance structure

High-Level Intergovernmental and Stakeholder Advisory Group (HLG) composition: membership is comprised of 40 members in total - Five members from each of the UN regional groups of Member States plus 5 stakeholder representatives. There is a Chair and two vice-chairs – currently these are Member State representatives.

HLG mandate: to provide guidance to the policy assessment process and leadership on the Summary for Policy Makers. They also provide substantial support to relevant outreach activities.

Their Terms of Reference is published and can be found here. It includes their key roles and responsibilities:

- ensure that mandates, scope and process are fully realized within the implementation plan;
- as appropriate, advise on relevant procedures for GEO-6;
- provide guidance for the policy aspects of the global assessment;
- provide leadership on the development of the pre-negotiated Summary for Policy Makers for endorsement by UNEA;
- actively participate in the GEO-6 Communities of Practice (CoPs) and on-line discussions amongst members and attend the HLG meeting;
- where necessary, the HLG will provide recommendations to the Secretariat and Coordinating Lead Authors (CLAs) and CoP Moderators on ways to improve both methodology and content (in consultation with the Assessment Methodologies, Data and Information Working Group); and
- advise on, participate in and ensure that relevant outreach activities throughout the GEO-6 process are undertaken.

The Co-Chairs and vice-chairs act as a bridge between the authors and advisory bodies, GEO Fellows whose role will be to support the process by assisting the authors with research questions and performing quality assurance tasks for citations and references.

Scientific Advisory Panel composition: The panel is comprised of three experts from each UNEP region and up to six global experts.

Scientific Advisory Panel Selection: The panel members are selected through a nomination and engagement process*. Support is provided to the panel by the UNEP Chief Scientist's Office.

Scientific Advisory Panel mandate: The panel is tasked with guiding the assessment process and ensure the scientific credibility and overall quality and integrity.

Their Terms of Reference is published. It includes their key roles and responsibilities:

- Provide scientific leadership and guidance to the assessment process and ensure scientific credibility and overall quality of all sixth Global Environment Outlook process;
- Ensure that mandates, scope and process are fully realised within the implementation plan;
- Provide guidance on ensuring that the process for conducting assessments and consultations is credible, systematic and objective;
- Review, inform and monitor adherence on standards and guidelines for use of source materials;
- Advise on the process of ensuring a comprehensive scientific and expert review;
- Select Review Editors for the Global and Regional Assessments in close consultation with the Secretariat inter alia the Chief Scientist's Office, and coordinating lead authors;
- Advise on dealing with data and information credibility, grey literature including local, traditional and indigenous knowledge;
- In cases of uncertainty and/or contentious science related issues as raised by the Coordinating Lead Authors, Community of Practice Moderators, government participants, the Global Environment Outlook Secretariat or expert reviewers, the Scientific Advisory Panel will make the final determination;
- Conduct periodic internal evaluations of the sixth Global Environment Outlook assessment with respect to adherence to scientific guidelines, appropriate conduct of experts; methodology and content;
- Actively participate in the Global Environment Outlook Communities of Practice and on-line discussions amongst Scientific Advisory Panel members and attend the Scientific Advisory Panel meetings;
- Read, review and endorse the scientific credibility of the final sixth Global Environment Outlook report; and
- Where necessary, the Scientific Advisory Panel will provide recommendations to the Secretariat and coordinating lead authors on ways to improve both methodology and

content (in consultation with the Assessment Methodologies, Data and Information Working Group).

The Assessment Methodologies, Data and Information Working Group composition: members are selected through a nomination and engagement process* and comprised of three experts from each UNEP region, plus up to six global assessment, data and information experts. Support is provided to the working groups by Environment Live teams in UNEP HQ and regional offices.

The Assessment Methodologies, Data and Information Working Group mandate: is to provide guidance on assessment methodologies, data and information flows and to the overall quality assurance of data and information flows.

Communities of Practice (CoP) Moderators selection: CoP Moderators are selected through the nomination and engagement process*.

Communities of Practice Moderators mandate: Moderators are responsible for facilitating Working Group CoPs and provide the leadership and coordinative support to enable knowledge sharing and partnership building within their CoP. Moderators connect to and engage with one or more moderators of other writing teams to provide coherent support to CLAs and ensure appropriate data/information flows, handling of diverging viewpoints, responding to critical review comments, and developing content. Moderators are expected to uphold the standards of, and guidelines for ensuring scientific integrity and credibility following certain principles.

Their Terms of Reference is published and includes their key roles and responsibilities:

- lead and foster useful and spirited CoP discussions;
- support the writing "sprints" to deliver first drafts for each section;
- motivate active participation in their CoPs;
- create a congenial, professional community by establishing and maintaining a setting with respectful and appropriate dialogue, knowledge-sharing and exchange of views;
- recognize members' varying levels of experience and comfort in operating with online platforms and the social media environment;
- advise on interaction with other relevant CoP discussions;
- participate in the peer-review of designated sections and overall outreach of the assessment findings;
- act as a knowledge intermediary between CoP and designated/ relevant writing teams; and
- support CLAs in ensuring appropriate data/information flows, handling diverging viewpoints and responding to critical review comments, and where appropriate, developing content.

Communities of Practice Moderators compensation: A modest honorarium is paid by UNEP to all CoP moderators.

The Global Environmental Outlook Fellows mandate: The fellows (20 in total) are connected to, and engage with, one or more Working Groups and may participate in the writing teams. Their role is to actively participate in the specific Working Groups and writing teams as relevant; and act as knowledge intermediaries between GEO-6 CoPs.

Coordinating Lead Authors (CLA) selection: Lead authors are selected by the Scientific Advisory Panel, in consultation with the CoP Moderators, the Secretariat and the UNEP Chief Scientist. The number of experts is determined for each assessment round.

Coordinating lead Authors mandate: Lead Authors establish and coordinate writing teams for each section in the Global and Regional assessments in consultation with the scientific advisory panel, secretariat and moderators. They also ensure the scientific credibility and technical accuracy of GEO-6 content in the section that they are responsible for.

Their Terms of Reference is published and includes their key roles and responsibilities:

- the overall responsibility for coordinating and drafting sections to given deadlines, actively participate in the GEO-6 CoPs and work closely with the designated CoP Moderator and Secretariat staff to provide oversight of the section;
- plan relevant information, knowledge and data required for each section that will be accessed through UNEP Live;
- lead 'writing sprints' with the designated CoP Moderators to deliver first-order drafts for each section;
- ensure that manuscripts are completed to a high standard, collated and delivered to the Secretariat in a timely manner and conform to the GEO-6 guidelines for scientific credibility;
- ensure that all review comments are dealt with according to specific guidelines;
- develop text that is scientifically, technically and socio-economically sound incorporating contributions by a wide variety of experts;
- ensure that any crosscutting scientific or technical issues, which may involve several sections (and/or) regional assessments of the GEO-6 are addressed in a complete and coherent manner;
- prepare the first-order draft of the Summary for Policy Makers, under the guidance and leadership of the HLG;
- contribute to preparing intermediate technical papers as required; and
- take responsibility for referring any scientific credibility issues such as uncertainties and use of grey literature to the SAP, when such issues cannot be dealt with within their writing team.

Divergent viewpoints will be documented in the report as appropriate. Where diverging viewpoints are considered but not presented, they will still be documented and made available.

Coordinating lead Authors compensation: A modest honorarium is paid by UNEP to all CLAs.

Lead Authors (LA) composition: a core group of Lead Authors (LA) are selected to join the various writing teams for each section in the Global and Regional assessments. Each writing group will comprise between 15 to 20 authors depending on the nature and scope of the section.

Lead Authors selection: The Scientific Advisory Panel, in close consultation with respective CLAs, the Secretariat and the UNEP Chief Scientist, will select Lead Authors.

Lead Authors mandate: Their Terms of Reference is published and includes their key roles and responsibilities:

- actively participate in the GEO-6 CoPs and lead the drafting and revising of their designated section of the GEO-6 report;
- identify, collect and synthesize relevant material drawn from available peer-reviewed literature, the UNEP Live portal, and other knowledge sources as appropriate;
- record expert views which cannot be reconciled with a consensus view, but which are nonetheless scientifically or technically valid9;
- take account of expert and government review comments when revising text and record how comments have been dealt with;
- identify data gaps on specific topics in consultation with the data and indicators working group;
- ensure that the various components of the section are brought together on time, are of uniformly high quality and conform to the guidelines for scientific credibility; and
- work closely with the CLAs to prepare text.

The LAs in consultation with the SAP, CLAs, secretariat and UNEP's Chief Scientist will document diverging viewpoints in the assessment report as appropriate. Diverging viewpoints considered but not presented in the final report will still be documented and made available in the CoP.

Review Editors and Reviewers selection: Review editors and Reviewers are selected through the nomination and engagement process* by the Scientific Advisory Panel in consultation with the Secretariat and UNEP Chief Scientist's Office, prior to the first round of peer-review.

Review Editors and Reviewers mandate: conduct evaluations at the end of each review period to ensure that all substantive expert and government review comments are afforded appropriate consideration by the Writing Teams. Review Editors are not intended to be additional reviewers of the content, but rather provide quality assurance and oversight on the review process itself. They prepare a summary report from each review period.

Their Terms of Reference is published and includes their key roles and responsibilities:

- provide oversight on the review process of designated sections;
- ensure all substantive review comments are afforded appropriate consideration;
- prepare written summaries of the most significant issues raised by reviewers;

- on a case-by-case basis, as requested by the Secretariat, carefully monitor and review the use and consideration of grey literature including the integration of local and indigenous knowledge sources;
- be available to provide responses to the SAP when requested, on the review process; and
- prepare final reports to the Secretariat.

Interagency GEO Support Group mandate: is established to provide technical support and interagency coordination during the GEO-6 assessment process. The group will comprise of 20-30 experts from UN agencies, funds and programmes and multilateral bodies.

Their Terms of Reference is published and includes their key roles and responsibilities:

- to provide technical support, as required, and exchange views on a regular basis on various aspects of the assessment process;
- facilitate systematic and timely information and data exchange among entities of the United Nations system and intergovernmental organizations in support of the GEO assessment;
- initiate and pursue, to the extent possible, cooperation and coordination in the implementation of GEO assessment activities including outreach; and
- identify areas which require enhanced complementarity and synergy as well as those where duplication among existing assessment activities and processes of member agencies should be avoided.

Secretariat: Secretariat support is provided by UNEP. No further information provided as to the nature of the support or size or composition of the secretariat.

*Nomination and engagement process summary:

Member States and stakeholders are invited to nominate experts and individuals for the various roles through the Nominations Portal. The names, profiles and Curricula Vitae of all nominees will be made available through the GEO-6 Community of Practice, along with the identity of the Member State, observer state or institution/ individual making the nomination. Self-nominations are not accepted. An individual may not serve on more than one advisory body.

The following considerations should be carefully weighed before nominating experts and individuals to the regional and global assessments:

- Availability and willingness of candidate to commit to actively participating from the beginning of the process right through until completion of the GEO-6; bearing in mind the intensity of responsibilities of the respective role(s), including requirement to attend key meetings, subsidiary meetings and consultations, as appropriate (3-5 in total);
- In-depth expertise in one or more areas relevant to the scope of GEO-6 including natural and social sciences, local and traditional knowledge, assessment and policy analysis and;
- Experience in communicating, promoting and incorporating science into policy development processes.

The following criteria should be taken into account in nominating and selecting members to the Scientific Advisory Panel and Coordinating Lead Authors (CLAs):

- World-renowned expert as recognized by membership of a national academic society, union, professional body, or equivalent, senior university faculty member and corresponding publication record;
- Experts with an established reputation in providing a high level of scientific credibility to assessment processes;
- At least ten years of documented professional experience, including assessment-work at the regional and/or global level;
- Ability to assess and synthesize technical material rapidly; and
- Excellent drafting/ writing skills (preferably in English, not excluding other UN languages).

The following criteria should be taken into account in nominating and selecting members to the CoP Moderators include:

- At least ten years of documented professional experience, including assessment-work at the regional and/or global level;
- Ability to assess and synthesize technical material rapidly;
- Excellent drafting/ writing skills (in English and other UN languages as appropriate for facilitating discussion and incorporating sources across different languages);
- Excellent interpersonal and organizational skills and experience in moderating discussions;
- Multi-lingual would be highly desirable; and
- Ability to use the ICT platform and tools effectively.

UNEP recommends the following criteria should be applied in nominating and selecting members to the High-Level Intergovernmental and Stakeholder Advisory Group:

- At least ten years of documented professional experience with international environmental affairs and/or international sustainable development;
- Comprehensive understanding of environmental assessment processes and their role in informing policy makers;
- Extensive expertise with the international policy agenda and assessment work;
- Preferably previous experience with high-level intergovernmental processes in relation to environmental policy and sustainable development; and
- For MGS the nominee is required to be a leading representative of the group and have a track record of practical experience in one or more of the above criteria.

1.2 Funding Mechanism

It is unclear from the GEO official website how they are funded. It would appear that funding is received through the UN Environment programme.

2. PRINCIPLES

2.1 Non-duplication

No information found.

2.2 Complementarity

No information found.

2.3 Independence

No information found.

2.4 Political Neutrality

Governments are able to nominate experts in a transparent process (detailed above). They are also able to comment in the review process.

2.5 Transparency

No information found.

2.6 Peer review/Rigor

Reference to a comprehensive peer review process, but no details found.

2.7 open access

No information found.

2.8 inter and intradisciplinary approach

The GEO process supports multi-stakeholder networking and intra and inter-regional cooperation to identify and assess key priority environmental issues at the regional levels. No details provided on how this is achieved.

3. PRIORITIZATION

No information found.

4. OUTPUTS

4.1 Type

The assessment report itself is the main product of the process and synthesizes data, information and knowledge about the environment with the hope that it will inform future decisions and actions on the environment, leading ultimately to positive change. There is a summary for Policy Makers – which

is pre-negotiated for endorsement by the UN Environment Assembly. There are also regional reports, specialized reports (including GEO for Youth, GEO for Business, GEO for local governments and GEO for policy makers) and thematic reports. Recently published the UN Environment's 6th Global Environment Outlook (2019) including 6 regional assessments.

4.2 Process of creating the outputs and those involved

The process starts with a first global author's meeting which is the inception meeting to develop 1st Order Draft. The following people are involved at this meeting:

- Authors for the thematic and cross-cutting chapters of the assessment,
- The High-level Intergovernmental and Stakeholder Advisory Group,
- The Scientific Advisory Panel,
- The Global Environmental Outlook Fellows,
- The Assessment Methodologies, Data and Information Working Group, and
- The Innovative Outlooks Group.

There is then a second Author's meeting - with outreach event (stakeholder workshop), followed by a Third Global Authors Meeting + outreach event, workshop and field trip. The process is completed with a final meeting + outreach event, visioning workshop and field trip.

4.3 Process of finalizing the outputs and those involved

There is reference to 'pre-negotiation' but unclear what this entails.

4.4 Management of diverging views

The Lead Authors in consultation with the SAP, CLAs, secretariat and UNEP's Chief Scientist document diverging viewpoints in the assessment report as appropriate. Diverging viewpoints considered but not presented in the final report will still be documented and made available in the CoP.

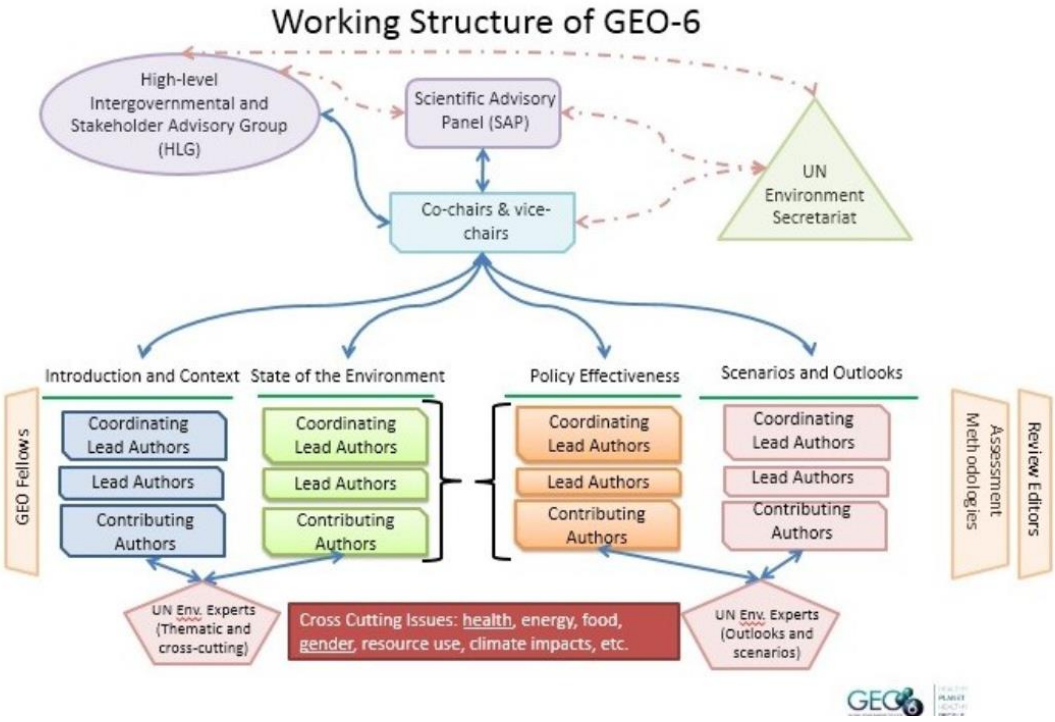
4.5 Dissemination of outputs (target audience, outreach, use)

The outputs of GEO are intended not only to inform environmental decision-making for governments but also various stakeholders such as the youth, businesses and local governments. GEO, through its outputs aims to facilitate the interaction between science and policy. The theory of change process is captured in the Assessment process (Figure 5)

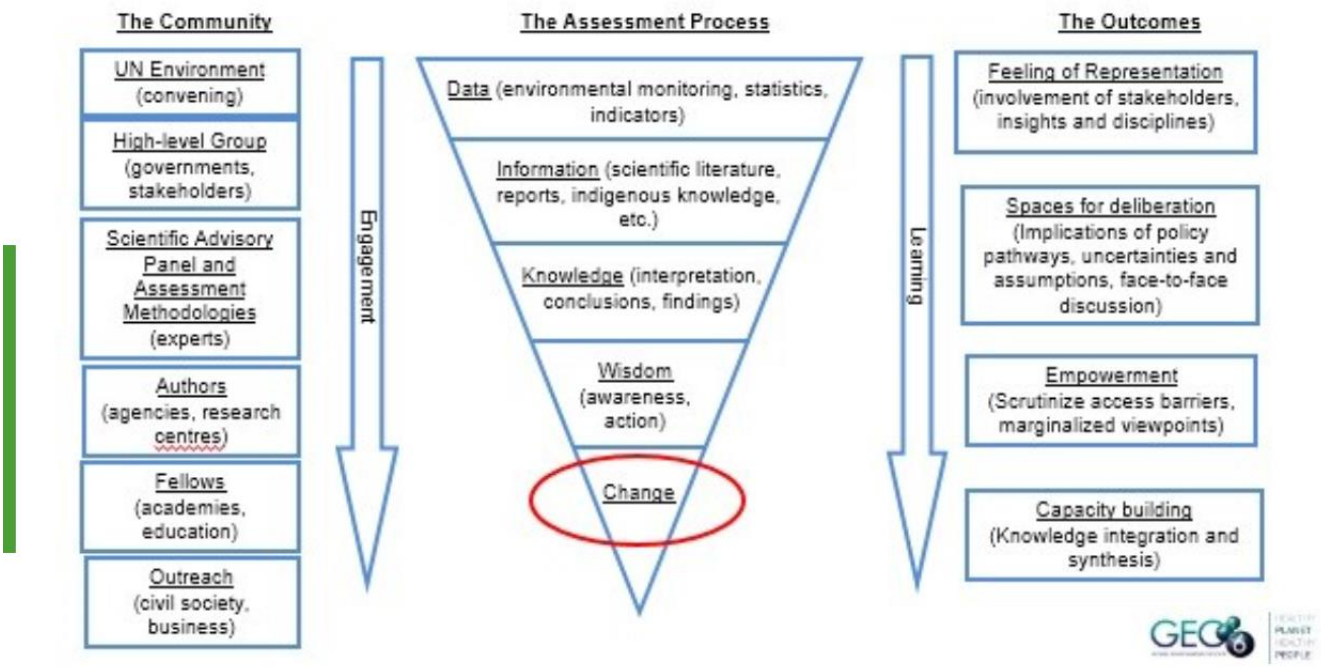
4.6 Impact of output

No information found.

4.7 Organogram (Figure 4)


Working Structure of GEO-6
High-level Intergovernmental and Stakeholder Advisory Group (HLG)
Scientific Advisory Panel (SAP)
UN Environment Secretariat
Co-chairs & vice-chairs
Introduction and Context
State of the Environment
Policy Effectiveness
Scenarios and Outlooks
GEO Fellows
Coordinating Lead Authors
Lead Authors
Contributing Authors
Assessment Methodologies
Review Editors
UN Env. Experts (Thematic and cross-cutting)
Cross Cutting Issues: health, energy, food, gender, resource use, climate impacts, etc.
UN Env. Experts (Outlooks and scenarios)

4.8 Assessment process (Figure 5)



HIGH LEVEL PANEL OF EXPERTS OF FOOD SECURITY AND NUTRITION (HLPE)

1. ORGANIZATIONAL OVERVIEW

Mandate: Assess and analyse the current state of food security and nutrition and its underlying causes. Provide scientific and knowledge-based analysis and advice on specific policy-relevant issues, utilizing existing high-quality research, data and technical studies. Identify emerging issues, and help members prioritize future actions and attentions on key focal areas.

Approach:

HLPE works as a science-policy interface for food security and nutrition and realizes demand-driven thematic assessments in a short time frame to provide understanding and advice on urgent policy relevant questions. The HLPE receives its mandate from Committee on World F and reports to it. But it produces its reports, recommendations and advice independently from governmental positions.

1.1 Governance Structure

The internal procedures and methodological guidelines for the work of the HLPE summarizes the key HLPE components, their roles and responsibilities.

Steering Committee composition: The Steering Committee of the HLPE of the Committee on World Food Security (CFS) are a group of 12 world-renowned experts in a variety of food security and nutrition related fields. The Steering Committee should reflect an assortment of technical disciplines, balance of regional expertise as well as consideration of gender representation.

Steering Committee selection:

HLPE steering committee members are selected following a selection process and a set criterion which is published online. Appoints are made by the CFS Bureau on the basis of a recommendation of an ad-hoc technical selection committee consisting of representatives of FAO, the World Food Programme, the International Fund for Agricultural Development, Biodiversity International (CGIAR) and a representative of civil society organizations.

Steering committee terms of office: Committee members are appointed for an initial 2-year term which can be renewed once.

Steering Committee mandate:

1) The Steering Committee appoints Project Team Leaders and members that are charged to prepare the reports.

2) The Steering Committee appoints Review Editors and Reviewers.

3) The Steering Committee, based on the request of CFS, defines the scope of the reports and assigns work plans to the Project Teams, with due consideration for calendar issues and constraints.

4) From the appointment of a Project Team until the finalization and approval of the report, the Steering Committee has an oversight and guidance role on the Project Teams. The Steering Committee liaises continuously with the Project Team, through its Leader, on course of the project, for general oversight and guidance.

5) The Steering Committee finalizes and approves the reports.

The report elaboration process and towards the completion of the study, posterior to the appointment of the Project Team and up to the approval of the reports, the main role of the Steering Committee is a role of oversight. While important elements of this oversight function were defined by the CFS, notably the fact that "the HLPE StC assigns clearly defined mandates and work plans to the Project Teams, with due consideration for calendar issues and constraints", other aspects were left to be determined internally by the StC.

Steering Committee approach:

The Steering Committee normally meets two times per year in Rome and possibly more in extraordinary circumstances to review work methodologies, prepare work plans and finalize products/reports. Extraordinary meetings need to be approved by the CFS Bureau.

Steering Committee compensation: HLPE Steering Committee members are not compensated for their time and work. Travel expenses and per diem to internal HLPE meetings will be covered, following approval by the Secretariat.

Steering Committee Chair selection: The Chair and Vice-Chair are elected by secret vote of the members of the Steering Committee organized under the supervision of the CFS Chair or his representative. Members of the Steering Committee who aspire to be Chair submit their candidature to the Secretariat until the vote.

Steering Committee Chair mandate: is responsible for the proper execution of the mandate given to the HLPE. The Chair ensures that the HLPE procedures and decisions taken by the Steering Committee are properly implemented. Working jointly with other members of the Steering Committee, and according to the HLPE Rules and Procedures, the Chair is responsible for the good provision of the work of the Steering Committee, in terms of scoping, planning, organizing, and implementing the HLPE process. This includes being responsible for:

- The call and selection of Project Teams and their Team Leaders, according to the criteria laid down by the CFS.
- Ensuring that appropriate interaction takes place between the Steering Committee and Project Teams, and the Coordinator, for the different steps of the process.
- The timely production, review, finalization and approval of Reports.
- Facilitating the adoption of the internal procedures and working methods of the Steering Committee and of the Project Teams, as necessary to the implementation of the mandate of the HLPE.
- Ensuring that internal procedures and working methods of the HLPE are compatible with the overall HLPE Rules and Procedures agreed by the CFS Bureau and are adhered to.
- Acting as the liaison between the HLPE Steering Committee and the CFS/HLPE Secretariat, and between the HLPE Steering Committee and the CFS Bureau.

The Chair of the Steering Committee of the HLPE is invited to CFS sessions to introduce and present findings of HLPE reports, possibly in conjunction with the Vice-Chair, the Team Leader and/or Lead Author(s).

Steering Committee Chair terms of office: The terms of office of the Chair and Vice-Chair are the same as the term of the Steering Committee of the HLPE, as set by the Bureau of the CFS.

Oversight Groups (OG) composition: are a subsection of the Steering Committee formed for each report that HLPE is working on (HLPE often works on several reports in parallel). For each specific study, the composition of the Oversight Group is collegially decided at the level of the HLPE Steering Committee, usually during a face-to-face meeting, and validated by the HLPE StC Chair. Steering Committee members can join any OG at any time, by request to the Chair. Members that are not part of the OG can always attend teleconferences or meetings of the OG.

Oversight Group (OG) mandate:

The Oversight Group has a key role in the continuous StC oversight and guidance of the process of developing reports. The responsibility for the proper and timely organization of the rounds of guidance falls within the Oversight Group and the Oversight Convener.

The OG is also tasked with preparing decisions that have to be taken collegially within the whole Steering Committee or those that need clearance by the StC Chair. The decision-making matrix in Figure 7 details the precise role of the Oversight Group at each step of the process.

For each OG, one StC member is appointed by the HLPE StC as "Convener" of the Steering Committee Oversight. The Oversight Convener reports to the Chair regarding the timely preparation of the Study and has the responsibility to convene the execution of the different steps for the elaboration of reports involving the different components of the HLPE. The Convener is the HLPE StC focal point for the study towards other Steering Committee members and towards the Project Team. The HLPE Coordinator works closely with the Convener in support of these tasks. The Convener takes care to collegially associate all the StC members in the Oversight proposals or decisions, and to consult and inform the appropriate HLPE components, as deemed necessary according to the respective attribution of roles for each step of the HLPE process.

Project Teams composition: Project Teams reflect the general principles of scientific and technical relevance, regional expertise and balanced geographic representation, as appropriate. While Project Team members do not work as representative of their institution, all efforts are made to ensure that the composition of the Project Team covers a broad range of different institutions and working curricula and that the composition of the Teams covers the range of topics and issues falling within the scope of the report and embraces a variety of disciplines and background experiences.

Project Teams mandate: They act on a project-specific basis the preparation of the draft report is carried out by the HLPE Project Teams, under the responsibility of their Team Leader and under StC oversight. Team members work under the direction of the Team Leader. The internal organization of the Project Team, respective allocation of roles, and contributions of team members are to be decided internally to the team, under the responsibility of its Leader, and in a collegial way.

Projects teams are expected to provide regular feedback and report to the Steering committee and Coordinator.

Project Teams selection: The Steering Committee, with support of the Secretariat, organizes open calls for nomination for each Project Team. These calls for nominations are published on the HLPE website, transmitted to the CFS through the CFS Bureau and Advisory group, and to the HLPE Roster of experts. Experts are checked (by the Steering Committee) against a defined criteria (see section 1.3.2).

Review editors composition: Review Editors are experts that are outside the Steering Committee and outside the Project Team.

Review editors mandate:

(i) to work closely with the Steering Committee and Project Team to prepare the review process:

1. Launch of a call for nomination

2. Secretariat compiles the nominations received

3. Discussion on a short list within the Oversight Group

4. Seeking interest and availability of short-listed experts

5. Steering Committee discusses and appoints the Team Leader based on the recommendation of the Oversight Group

6. Steering Committee finalizes the composition of the Project Team notably the selection of reviewers, and

(ii) to finalize the report (V2) after the external peer review jointly with the Project Team Leader and under Steering Committee guidance and oversight. Review Editors can play an important role to smooth the finalization of the report.

Secretariat mandate: The essential functions to be assured by the HLPE Secretariat are defined by the CFS Bureau. The secretariat provides administrative, logistical and technical, scientific and editorial support to the HLPE Chair, Steering Committee (StC) and Project Teams. The HLPE Secretariat is the part of the CFS Secretariat charged of those activities related to providing appropriate support to the HLPE. It is housed in FAO/AGD and works in close coordination with the CFS Secretariat and participates in its works when relevant.

The HLPE works with experts spread all over the world, who have other activities, and who cannot continuously work for the HLPE. They need to rely on permanent support to ensure the advancement and continuity of the work. Since the creation of the HLPE, the functions of the Secretariat have progressively evolved in order to provide diversified support to Steering Committee members and Project Teams, among other to ensure the respect of the calendar and the quality of the final products, mobilizing competencies in relation to scientific support and review editing. The functions performed by the secretariat can be grouped within five main categories:

1. Coordination functions: Ensure the good coordination, regular, smooth and diligent process of elaboration of the reports, and the coordinated work of all components, as per the agreed responsibilities.
2. Administrative functions: Administration, fundraising, finance and financial reporting, logistics, meeting and travel support, administration of the calls for experts and of the roster of experts.
3. Technical support functions: Assist the Steering Committee, especially in time-consuming, labour intensive steps, but very time constrained steps of the process, such as for example to process the results of the electronic consultations, or to prepare, for the Oversight Convener, the quick compilation of internal comments of Steering Committee members, preparing draft guidance notes, etc.

4. Scientific and editorial functions: Duties of scientific and editorial nature, performed under the supervision of the Steering Committee, for the finalization on time of the reports, to ensure their scientific and editorial quality, as per the requests of the Steering Committee. These functions are performed by delegation of the Steering Committee, and under its supervision and final control. This typically includes scientific review editing functions, checking whether the subsequent drafts comply with the guidance of the Steering Committee, and, finally the editorial work to implement for the Steering Committee, in a very short time frame, the decisions of the Steering Committee meeting where a report is approved.
5. Publication, outreach and communication functions: Realization, maintenance and update of the HLPE website, publication of reports and of other official documentation, including translation, as well as outreach activities, organization of the launches of the reports, participation to external conferences, etc.

More information on the principal activities of the HLPE Secretariat can be found on their website.

1.2 Funding Mechanism

The HLPE is exclusively funded through a voluntary trust fund based at FAO. This trust fund covers the costs of the preparation of reports, Steering Committee and Project Teams meetings, translation, editing and publication of reports, communication and outreach, and Secretariat support.
Contributions to the HLPE trust fund are received from a diverse range of high, low- and medical-income countries including. Countries also provide in-kind staff resources.

Requests made by CFS to the HLPE need to take into consideration budgetary limitations or additional financing proposals.

The annual budget, including valuation of in-kind staff resources, amounts to around 1.4 million USD (2016 figures). The Secretariat establishes a budget for each study, taking into account the need to cover all elements of the process (e-consultations, editing of reports, translation, etc.), as well as financial constraints. In that framework, case to case support needs for the Project Team and its work is to be discussed ahead of time on an ad-hoc basis with the Secretariat and the Steering Committee and is covered by a lump sum allocation to the team.

The secretariat staff and support are entirely extrabudgetary funded, through voluntary contributions, including covering human resources.

2. PRINCIPLES

In producing its outputs HLPE has the following guiding principles:

- The importance of strict planning for the different steps of the project (workshops, writing workshops, e-consultations, Steering Committee meetings, appointment of experts, of reviewers etc.…), as well as clear attribution of respective responsibilities.

- The importance to follow sound methodologies and ways of work to elaborate the report.

- As decisions on the methods or on the processes have a direct impact on the calendar, the importance of agreeing on them well upfront, at the beginning of the project cycle.

- The necessity to respect the established calendar, at every stage of the process, in order to ensure enough time for the effective writing of the reports.

- The importance of quick reaction according to the respective roles, taking into account the delocalized structure of the HLPE.

2.1 Non-duplication

No information

2.2 Complementarity

No information

2.3 Independence

The HLPE produces its scientific reports and recommendations, through an independent, inclusive and evidence-based process.

2.4 Political neutrality

The HLPE receives its mandate from CFS and reports to it. But it produces its reports, recommendations and advice independently from governmental positions.

2.5 Transparency

To ensure the scientific legitimacy and credibility of the process, as well as its transparency and openness to all forms of knowledge, the HLPE operates with very specific rules, agreed by the CFS. For each report published there is a "process and documents" page which gives an in-detail overview of the process behind creating a that specific report.

The project cycle for the reports, in spite of its being extremely time constrained, includes clearly defined stages separating the political question by CFS, its scientific formulation by the Steering Committee, the scientific work of a time bound and topic bound Project Team selected and appointed by the Steering Committee and working under its oversight, external consultations to enrich the knowledge base, and an external scientific review.

There are defined modalities (see Annex 3) to seek and consider contributions to the Project Team, and regarding acknowledgments.

It is suggested that because the project Team consults widely and seek advice and inputs by external experts, the project team ensures that draft versions of reports (except the V0 draft) remain confidential. Similarly, throughout the process of report drafting and finalization, the exchanges between HLPE StC members as well as with the Project Team remain confidential. This is to ensure maximum degree of liberty of debate in internal works and debates.

2.6 Peer review/rigor

In the elaboration of the draft reports, the Project Team is encouraged to draw its writings on an extensive array of different sources, as needed. "The HLPE should help create synergies between

world class academic/scientific knowledge, field experience, knowledge from social actors and practical application in various settings." Non peer- reviewed sources are accepted as relevant information sources, as far as their content is accessible to the HLPE and their quality is reviewed by the project team before incorporation in the HLPE report.

Similarly, the Project Team is encouraged to consult and to seek advice and inputs by external experts

The StC designates, with Secretariat assistance, two Review Editors external to the panel, who submit the draft report for review to a set of individual experts (reviewers) with significant expertise in the area covered by the report who were not involved in the preparation of the report. The list of report reviewers is decided by the Review Editors, in consultation with the StC and the Team Leader, with Secretariat assistance, considering the need for a range of views, expertise, and geographical representation of reviewers. Reviewers execute their task in their individual capacities, and not as representatives of their respective governments, institutions or organizations. Production of the revised draft report is under responsibility of the Team leader and the Review Editors, under StC oversight, taking into account reviewers' comments.

Final drafts are produced by the project teams for final approval from the steering committee.

2.7 Open access

HLPE reports are published on their website.

2.8 Inter and intradisciplinary approach

No information found.

3. PRIORITIZATION

3.1 Criteria and 3.2 Those involved

Priorities and topics are often put forward to the HLPE steering committee by the CFS Plenary. The Study process starts with an open electronic consultation for feedback and comments on a proposed draft scope of the study / consultation text. The Oversight Group is responsible for elaborating the consultation text, which can take various forms as deemed appropriate (list of questions, main directions of study, building blocks, areas of emphasis, areas of recommendations, proposed scope etc...). The convener of the Steering Committee Oversight takes responsibility for writing the very first draft, which is then circulated for comments in the entire Steering Committee. The draft scope is cleared for consultation by the Convener of the Oversight, eventually following a teleconference of the Oversight Group. An example scope paper can be found on their website.

4. OUTPUTS

4.1 Type

HLPE produces reports on a particular topic every one or two years. A recently produced report is "Agroecological and other innovative approaches for sustainable agriculture and food systems that enhance food security and nutrition" (HLPE report 14).

4.2 Process of creating the outputs and those involved

Figure 6 outlines the process involved in drafting of reports. Figure 7 summarizes the decision-making matrix at different stages of report development and finalization. Decisions made during consultations are typically carried out in face-to-face physical meetings, tele-conferences or videoconferences, or by electronic means and exchanges of e-mails.

Most of the work of the HLPE is done at distance. The HLPE favours the use of e-mail, teleconferences, videoconferences. The HLPE can also organize, with due consideration to budgetary constraints, meetings of the Steering Committee, and other meetings such as kick off meetings of Project Teams, writing meetings etc.

The HLPE involves a broad range of experts and confronts diverse scientific points of view at every stage of the process. The process organizes a scientific dialogue between the Steering Committee and the Project Team, as well as, through open electronic consultations, between the HLPE, the experts in the HLPE Roster (there are currently 1200 of them), and all concerned stakeholders.

The Chair, Vice-chair, and members of the StC interact on a regular basis, and especially in the final phase of the elaboration of a report, with Team Leaders and their team members. Steering Committee Members can also contribute, as appropriate, to the preparation of the draft report. A virtual workspace is made available to the StC and project teams, within the CFS web site, for the purpose of communication and working on draft documents.

4.3 Process of finalizing the outputs and those involved

The Project Team has a role up until the end of the report finalization process. After the review, the final editing is done either by the Team Leader (see responsibilities in section 1.3.1) or jointly between the Team Leader and the Review Editor(s) under Steering Committee oversight: "Production of the revised draft report is under responsibility of the Team Leader and the Review Editors, under StC oversight, taking into account reviewers' comments."

If the Steering Committee has appointed several Project teams to write different sections of a report, it coordinates, with the help of Team Leaders and Review Editors, the finalization of the report, with due consideration for uniform quality standards of the report.

The CFS defines the process: "Prior to their publication and distribution, HLPE reports are approved by the StC on the basis alone of conformity to the request of the CFS and observation of proper quality standards and the review process"

After approval by the HLPE StC, only grammatical and/or minor editorial changes can be made prior to publication.

4.4 Management of opposing views

The final reports are approved to the extent possible by consensus. If they cannot be reconciled with a consensus, differing and

dissentinviews or controversies on matters of a scientific, technical, or socioeconomic nature are as appropriate and if relevant to the policy debate are represented and recorded in the report, and appropriately documented with the aim to have the final report approved by consensus.

4.5 Dissemination (Target audience, outreach and use)

Reports are launched with a half day launch meeting where the authors present the main themes of the report with a Question and Answers session.

http://www.fao.org/cfs/cfs-hlpe/news-archive/detail/en/c/1200386/

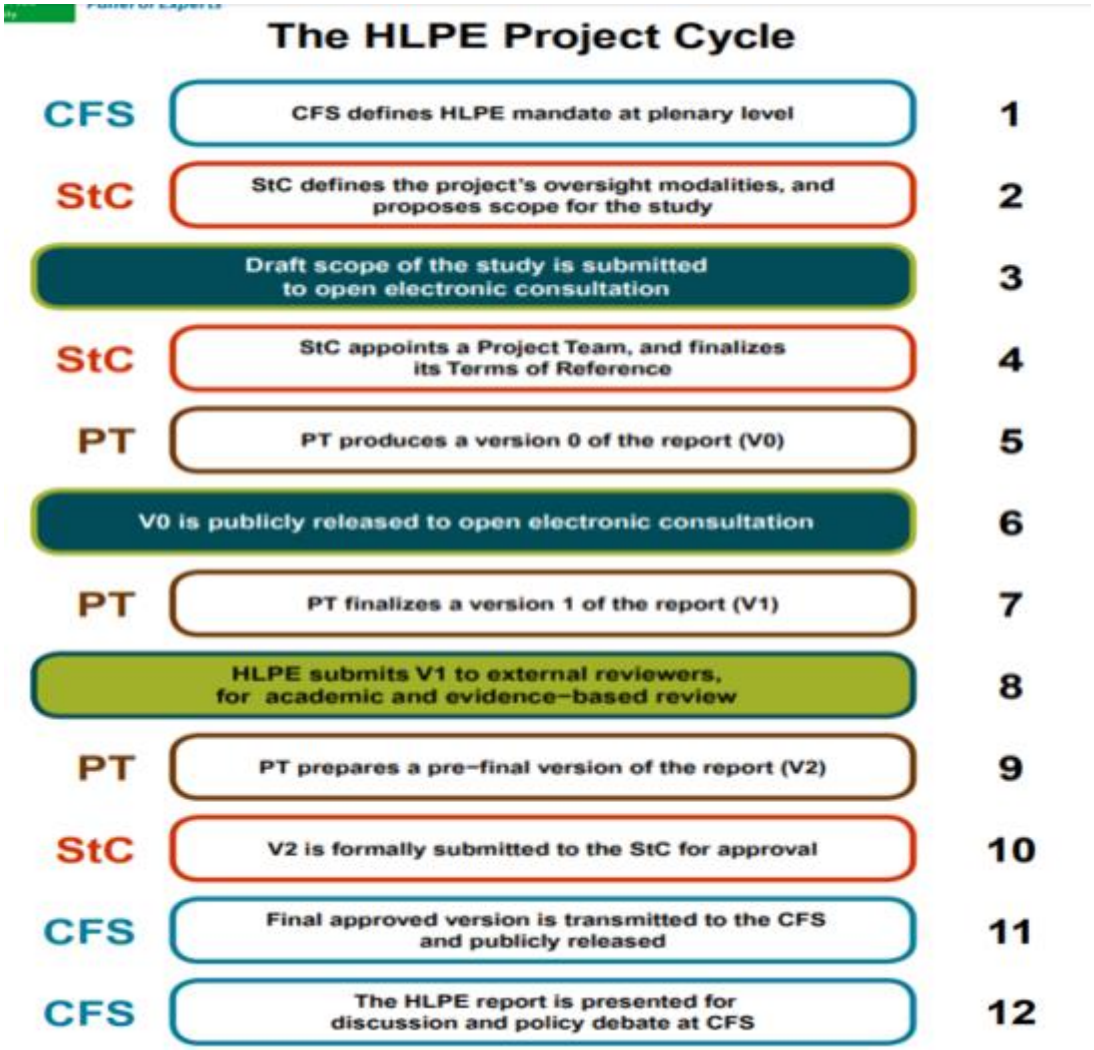
4.6 Impact of outputs

No information found.

4.7 Organogram

No information found.

4.8 Project Cycle (Figure 6):



4.9 Decision-making matrix for the different steps of the HLPE process (Figure 7)

In the table below, "StC" and "Oversight Group" means "collegial decision" of the StC or OG, ultimately validated by the Chair or the Oversight Convener.

Decision item	Consultation of	Proposed by	Decided or cleared by	Implemented by or follow-up ensured by	Dates
Steps 1&2 (The HLPE receives request from CFS, Project calendar, Oversight modalities)					
HLPE Calendar	StC, CFS Bureau	Coordinator	HLPE Chair	Coordinator	
Date and place of StC meetings	Coordinator	StC	Chair	Coordinator	
Definition of Project Oversight modalities	Coordinator	StC	Chair	Oversight Group	
Agree on process to select experts, Review Editors, and Reviewers	Coordinator	StC	Chair	Coordinator	
Principle and modalities of a consultation on scope of study	Coordinator (financial implications)	Oversight Group	StC	Coordinator	
Principle and modalities of a consultation on V0 of report	Coordinator (financial implications)	Oversight Group	StC	Coordinator	
Principle and modalities of organization of workshops or write shops as part of the work of Project Teams	Coordinator (financial implications)	Oversight Group	StC	Coordinator	
Step 3 (Draft scope of study and e-consultation)					
Draft scope of study	StC	Oversight Group	Chair	Coordinator	
Selection of date for consultation on draft scope		Coordinator	Oversight Group	Coordinator	

Decision item	Consultation of	Proposed by	Decided or cleared by	Implemented by or follow-up ensured by	Dates
Launch of consultation on draft scope of study			Oversight Convener	Coordinator	
Step 4 (Appointment of Project Team, reviewers and Review Editors)					
Final scope of study	StC	Oversight Group	Chair	Project Team	
Selection of Project Team Leader	Steering Committee	Oversight Group	Chair	Coordinator (information)	
Selection of Project Team members	StC, Team Leader	Oversight Group	Chair	Coordinator (information)	
Letter of appointment of PT Members		Coordinator (calendar,process)	Chair	Coordinator	
Selection of reviewers	StC, Team Leader	Oversight Group and Review Editors	Chair	Coordinator (information)	
Letters of appointment of reviewers		Coordinator	Chair	Coordinator	
Decision to appoint a Review Editor	Team Leader, Coordinator	Oversight Group	Chair	Coordinator	
Selection of Review Editors	StC, Team Leader	Oversight Group	Chair	Coordinator (information)	
Letters of appointment of Review Editors		Coordinator	Chair	Coordinator	
Step 5 (Production of V0)					
Date and place of PT meetings	Project Team, Coordinator Oversight Convener		Team Leader	Coordinator	
Organization of Study workshops with external participants	Oversight Group and Coordinator (financial implications)	Team Leader	Chair	Team Leader and Coordinator	
Modalities (dates, teleconferences etc) for execution by the StC of the round of guidance	Oversight Group	Coordinator	Oversight Convener	Coordinator	

Decision item	Consultation of	Proposed by	Decided or cleared by	Implemented by or follow-up ensured by	Dates
Fixing deadlines for submission of V0 and pre-V0 to the StC	Team Leader	Coordinator	Oversight Convener	Team leader	
Sending of pre-V0 and of V0 to the StC	Team Members	Team Leader	Team Leader	Coordinator	
Running list of items in discussion (pre-V0 and v0)	StC Team members	Team Leader OG	Coordinator (maintenance)		
Step 6 (Open electronic consultation on V0)					
Fixing calendar for consultation on V0 of the report	Team Leader and Coordinator	Oversight Group	Chair	Coordinator	
Launch of consultation on V0 of report	Coordinator Oversight Group StC Chair and Vice-Chair	Team Leader	Oversight Convener	Coordinator	
Step 7 (Project Team finalizes a V1)					
Modalities (dates, teleconferences etc) for the round of guidance	Oversight Group	Coordinator	Oversight Convener	Coordinator	
Fixing deadlines for submission of V1 and pre-V1 to the StC	Team Leader	Coordinator	Oversight Convener		
Integration of remarks from consultation on V0	OG	Project Team	Team Leader	Project Team	
Submission of V1 to the StC	Team Members	Team Leader	Oversight Convener	Coordinator	
Running list of items in discussion	StC Team members	Team Leader OG	Coordinator (maintenance)		
Clearance of V1 (to be sent to review)	Coordinator Oversight Group StC Chair and Vice-Chair	Team Leader	Oversight Group	Coordinator	
Step 8 (Review)					
Integration of remarks of reviewers	OG	Project Team	Review Editors and Project Team Leader		

Decision item	Consultation of	Proposed by	Decided or cleared by	Implemented by or follow-up ensured by	Dates
Step 9 (Project Team finalizes a V2)					
Modalities (dates, teleconferences etc) for the round of guidance	Oversight Group	Coordinator	Oversight Convener	Coordinator	
Dates for submission of V2 and pre-V2 to the StC	Team Leader	Coordinator	Oversight Convener	Team leader	
Clearance of V2 (sent to Steering Committee)		Team Leader	Oversight Group		
Running list of items in discussion		Team Leader OG	Coordinator (maintenance)		
Step 10 (V2 is submitted to the Steering Committee for approval)					
Approval of reports	Review Editor Team Leader	Oversight Group	Steering Committee	Coordinator (copy-editing)	
Response to Reviewers	Oversight Group	Review Editor and Team Leader	Steering Committee	Coordinator	
Press release	Coordinator Team Leader	Oversight group	Steering Committee (Chair)	Coordinator Media office of FAO, no further modification of the cleared version	
Step 11 (Sending to CFS and Launch of the reports)					
Principle, date, and place of venue of a launch of the HLPE reports	Coordinator CFS Bureau Chair	Steering Committee	HLPE Chair, with information of the CFS Bureau. If the launch is requested by CFS, decision of time and date by the CFS Bureau	Coordinator, with support of CFS Secretariat if during CFS	
Format of the launch	Oversight Conveners, Coordinator (financial implications)	HLPE StC Chair and Vice Chair, or any StC member	Steering Committee Chair	Coordinator	

Decision item	Consultation of	Proposed by	Decided or cleared by	Implemented by or follow-up ensured by	Dates
Unforeseen events (any step)					
Any change in the calendar before appointment of Team Leader	Coordinator	Oversight Group	Chair	Coordinator	
Any change in the calendar after appointment of the Team Leader	Coordinator Oversight Group	Team Leader	Chair	Coordinator	
Corrective measures to remedy any possible problem in the elaboration of reports	StC	Oversight Group, Coordinator, Team Leader	Chair	To be determined as appropriate	

THE INTERNATIONAL ASSESSMENT OF AGRICULTURE KNOWLEDGE, SCIENCE AND TECHNOLOGY DEVELOPMENT (IAASTD)

1. ORGANIZATIONAL OVERVIEW

Mandate: to evaluate the state of global agriculture, its history and future.

Goal(s): comprehensively, openly and transparently assess the scientific, technical and socio-economic literature, experience and knowledge relevant to how agricultural science and technology can reduce hunger and poverty, improve rural livelihoods, and facilitate equitable, environmentally, socially and economically sustainable development through the generation, access and use of agricultural knowledge, science and technology. The IAASTD Report aimed to be policy relevant but not policy prescriptive, and deal objectively with scientific, technical and socio-economic issues.

Approach: More than 400 scientists from all continents (58 Member States) and a broad spectrum of disciplines worked together for four years on a targeted research project to undertake global and sub-global assessments of the role of agricultural science and technology in reducing hunger and poverty, improving rural livelihoods, and facilitating equitable, environmentally, socially and economically sustainable development. The IAASTD process brought together agronomists, economists, biologists, chemists, ecologists, meteorologists, anthropologists, botanists, medical scientists, geographers, historians and philosophers

The IAASTD governance structure is described as "a hybrid model" of governance from experience with the Intergovernmental Panel on Climate Change (IPCC) and the Millennium Ecosystem Assessment (MEA). The terminal evaluation of the IAASTD notes that the project borrowed widely commended principles and procedures from the IPCC.

1.1 Governance Structure

Intergovernmental Panel/Plenary composition: membership was open to all Member States of the co-sponsoring agencies. Invitations to participate in the Plenary meetings were extended to governments and participating organizations by the co-chairs of IAASTD.

Intergovernmental Panel/Plenary mandate: The panel was the decision-making body of the IAASTD.

Panel chair selection: Two co-chairs (one from a developed country and one from a developing country) were elected by the Plenary with consideration for gender and expertise.

Panel chair mandate: The co-chairs chaired the Plenary and Bureau sessions, sessions of the Global authors and provide intellectual leadership for IAASTD.

Multi-stakeholder Bureau composition: Membership comprised of 30 governments (elected by Panel) and 30 members from civil society (NGOs, consumers groups, inter-governmental and international institutions), the private sector and scientific institutions as well as co-sponsoring agencies who served as ex officio members. The Bureau reported back to the full Panel.

The composition of the group reflected the need to aim for a range of views, expertise, gender balance and geographical representation, considering local and institutional knowledge. All Bureau members should have had relevant technical and scientific expertise in a field such as agriculture (production, marketing, processing, research, etc.) health, nutrition, gender, rural development or the

environment. In addition, individuals needed to promote trust among the Stakeholders and demonstrate broad vision.

Multi-stakeholder Bureau selection: The Panel of participating governments elected government representatives for the multi-stakeholder Bureau. Representatives from producer, consumer, nongovernmental, and private sector entities nominated their delegates through a parallel process.

The Panel approved the membership of scientific organizations on the Bureau with input from the Cosponsoring Agencies.

Multi-stakeholder Bureau mandate: The role of the Bureau included agreeing the basic question to be addressed, selecting authors and reviewers, approving membership of scientific organisations on the Bureau, making decisions on financial matters and forming committees as needed, e.g. for finance and fund raising, communications and outreach. These committees prepared documents as needed for consideration by the full Bureau.

Intersessional decisions were adopted five working days after communication to the members of the Bureau on a no-objection basis. All recommendations of a subcommittee of the Bureau were sent to the full Bureau for approval on a no-objection basis. Bureau members have one week to review and comment. If four or more members have an objection to a subcommittee recommendation, then the subcommittee should take any substantiated objections into account in making their final decision, which is then communicated to the full Bureau. In the case of the fund-raising and finance committee, all decisions were taken by the full Bureau.

Multi-stakeholder Bureau approach:

The Bureau worked on a no-objections basis. Where recommendations came from a sub-committee and four or more members had an objection to the subcommittee recommendation, the subcommittee took any substantial objections into account in making their final decision, which was then communicated to the full Bureau.

Global Expert selection: Experts from member countries or international, intergovernmental or non-governmental organizations were invited in their personal capacity to contribute to the preparation and peer-review of the IAASTD.

Coordinating Lead Authors selection: The subcommittees made the initial selection of coordinating lead authors and alternates based on nominations from all stakeholder groups and communicated the list to the full Bureau. The Bureau selected Coordinating Lead Authors for each chapter from those experts nominated by governments and participating organizations.

Coordinating Lead Authors mandate: Their mandate included overall responsibility for a Chapter of the Report for which they are responsible and ensuring that the chapter is completed to a high standard in a timely manner and in conformance with style requirements. Also, they were tasked with coordination of crosscutting scientific and technical issues across different chapters, so the report is complete, coherent and reflects the latest information available.

Annex 1 of principles and procedures doc outlines the tasks and responsibilities of IAASTD lead Authors, Coordinating Lead Authors, Contributing Authors, Expert Reviewers and Review Editors and Focal points.

Lead Authors selection: The subcommittees made the initial selection of lead authors and alternates based on nominations from all stakeholder groups and communicated the list to the full Bureau. The Bureau selected Lead Authors for each chapter from those experts nominated by governments and participating organizations.

Lead Authors mandate: They were responsible to produce designated sections of the global and sub-global assessments based on the best scientific and technical information available. As well as ensuring that the various components of their section were brought together on time, are of uniformly high quality, and conform to any overall standards of style set for the document. In conjunction with Review Editors, they were also required to consider expert and government review comments. They also needed to record in the Report views that cannot be reconciled with a consensus view but that are nonetheless scientifically or technically valid.

Contributing authors selection: The Coordinating Lead Authors and Lead Authors enlisted other experts as Contributing Authors to assist in their work.

Contributing authors mandate: The prepared technical information – text, graphs or data – for assimilation by Lead Authors. Also, they ensured contributions were supported by references from peer-reviewed and internationally available literature where possible.

Review Editors selection: The subcommittees made the initial selection of review editors and alternates based on nominations from all stakeholder groups and communicated the list to the full Bureau. The Bureau selected Review Editors for each chapter from those experts nominated by governments and participating organizations.

Review Editors mandate: Assisted in identifying reviewers, ensure that all substantive expert and government review comments are given appropriate consideration, advise lead authors on how to handle contentious/controversial issues and ensure genuine controversies are adequately reflected in the text of the Report.

Peer Reviewers mandate: comment on the accuracy, balance and completeness of the scientific and technical content.

Secretariat composition: Director of Secretariat, and additional staff – all drawn from within and outside co-sponsoring agencies. All staff needed to have the requisite technical, communication and administrative skills.

Secretariat selection: The Director of the Secretariat was appointed by the Heads of Cosponsoring Agencies and provided intellectual leadership along with the Co-chairs. The Director appointed the secretariat staff, who were drawn from within and from outside of the Cosponsoring Agencies.

Secretariat mandate: They oversaw the day-to-day management of IAASTD, acted as a technical support unit for IAASTD and organized sessions of the Panel and Bureau and sessions of the global and sub-global (community to regional) assessments.

They proposed the annual budget and managed the Trust Fund, oversaw and coordinated IAASTD public information and outreach activities and publicized and disseminated reports to the relevant stakeholder groups.

They monitored the progress of IAASTD activities and ensured coordination among global and sub global (community to regional) assessments and liaised with member governments and other relevant stakeholder organizations on IAASTD matters.

The secretariat also oversaw nomination process for authors, reviewers and review editors by requesting that all governments and participating organizations identify appropriate experts with local and institutional knowledge for each Chapter in the Report, ensuring where necessary that there is balanced representation of experts and reviewers from developed countries, developing countries, and countries with economies in transition. The Secretariat then informed all key stakeholder groups including Governments of countries from where citizens were selected, the Panel and participating organizations the names of the Coordinating Lead Authors and Lead Authors responsible for each chapter.

The secretariat liaised with member governments and other relevant stakeholder organizations on IAASTD matters.

1.2 Funding Mechanism

IASSTD funding was through a GEF trust fund with the World Bank as the implementing agency and the following executing agencies: UNEP, UNDP, FAO, World Bank and UNESCO. More information related to the GEF Trust fund can be found on the GEF website.

The total project costs were in excess of 10.8M USD. The particulars of the cost types can be found in the table below.

Project Preparation Grant Amount	350,000 USD
GEF Project Grant	3,000,000 USD
Co-financing Total	7,510,000 USD
GEF Agency Fees	302,000 USD
Total Cost	10,860,000.00 USD

According to the terminal evaluation financial reporting followed World Bank guidelines and procurement regulations, and all the 6-monthly administrative and financial reporting requirements were fulfilled as planned in the project appraisal document.

2. PRINCIPLES

2.1 Non-duplication

No information

2.2 Complementarity

No information

2.3 Independence

Member States are represented on the Panel and Bureau. There is engagement of non-government members at Bureau level and below. The Cosponsoring Agencies (FAO, UNDP, WHO, UNEP, UNESCO and the WB) served as ex officio members of the Bureau.

2.4 Political neutrality

Governments were given the opportunity to sign the final draft report – three chose not to but welcomed the assessment as a 'valuable and important contribution'.

2.5 Transparency

Review is said to be undertaken in a transparent way, but little detail on how this was achieved in the documents reviewed.

The IAASTD Report was to be made available to governments and other participating organizations by the Secretariat at least six weeks in advance of the Plenary for final acceptance/adoption/approval and, to the extent possible, the Summaries for Decision Makers for the Global Assessment and Sub global Assessments were distributed in all official UN languages.

The IAASTD terminal evaluation review as well as project concept, project appraisal and executive summary are all available online. The documents include recommendations for future assessments with multi stakeholder governance:

1. "Clear rules of conduct" need to be developed and participants should be provided "special coaching" on the performance of their functions.

2. To be prepared for potential conflicts, conflict resolution mechanisms suitable both for parties involved and the nature of the conflict.

3. It needs to be understood that managing the trade-off between salience, credibility and legitimacy always creates tension

4. Because of difference in knowledge, language and cultural practices, everybody may not present his or her ideas, being silenced by "dominating personalities", professional facilitation is recommended.

5. Reducing the gap between approval and availability of the final report promotes wider adoption of the report.

2.6 Peer review/rigor

Institutional knowledge was supplemented as appropriate with local knowledge. Peer-review of local and institutional knowledge by relevant experts in government and civil society was an essential part of the IAASTD process.

Contributing authors needed to ensured contributions were supported by references from peer-reviewed and internationally available literature where possible. Peer Reviewers are tasked with commenting on the accuracy, balance and completeness of the scientific and technical content.

Annex 2 of the principles and procedures doc outlines the procedures for using non-published/non-peer-reviewed sources in the Assessment Report including the responsibilities of Coordinating, Lead and Contributing Authors and Review Editors. This includes instructions to Authors who wish to

include information from a non-published/non-peer-reviewed source who are requested to critically assess the source. Each chapter team reviews the quality of the material and the validity of the source. One copy of each unpublished or non-refereed source was also sent to the Coordinating Lead Authors. The Review Editors ensured that these sources are selected and used in a consistent manner across the Report.

The reference sections of the Report contained both sources that have been peer-reviewed and those that have not been peer-reviewed. If the source was not peer-reviewed, a note indicated that this is the case and will provide details on how to access the material.

2.7 Open access

All written expert and government review comments were made available to reviewers on request during the review process and were retained in an open archive in a location determined by the IAASTD Bureau on completion of the Report for a period of at least five years.

2.8 Inter and intradisciplinary approach

Multi-stakeholder engagement in the process including governments, civil society and private sector. Scientific expertise sought included: agriculture (production, marketing, processing, research, etc.) health, nutrition, gender, rural development or the environment.

3. PRIORITIZATION

3.1 What criteria and 3.2 Who is involved

For the global assessment component of the IAASTD, sections to be covered and specific questions to be addressed were identified during the project design phase. However, based on the terminal evaluation, conflict resolution mechanisms and codes of conduct were not adequate to "prevent minor disputes from growing into major distractions". The Bank served as a catalyst through its convening power especially during the consultative phase leading up to the Assessment. The terminal evaluation notes, "From the official accounts in the Preface to the reports, discussions at the Bank brought the private sector and the CSO community together with specific reassurances of a balanced process." In order to remain the host of an intergovernmental process without giving any appearance of control over the process and direction, the Bank did not play any oversight or arbitration role.

4. OUTPUTS

4.1 Type

Report, global and sub global (community to regional) assessments, summaries for Decision Makers (main report and global/sub global assessments).

4.2 Process of creating the outputs and those involved

The process for preparation, review, acceptance, approval, adoption and publication of the IAASTD report is outlined in the principles and procedures doc

In outlining the procedures for preparing and reviewing the report the IAASTD make the following distinctions in definitions for acceptance, adoption and approval:

“Acceptance” signifies that the material has not been subjected to line-by-line discussion and agreement, but represents a comprehensive, objective and balanced view of the subject matter. “Adoption” is a process of endorsement section by section (i.e., not line-by-line). “Approval” signifies that the material has been subjected to line-by-line discussion and agreement.

The preparation and peer-review process took place in six stages: • Preparation of the first-order draft report; • Government and expert (peer) review of the first-order draft report; • Preparation of the second-order draft report; • Government/expert review of the second-order draft report; • Preparation of the final report; and • Government review and approval of the Summaries for Decision Makers.

4.3 Process of finalizing the outputs and those involved

At least six weeks were allowed for review by experts and governments. The purpose of the review process is to ensure that the IAASTD Report presents a comprehensive, objective and balanced view of both local and institutional knowledge. The content of the authored chapters is the responsibility of the lead authors. After acceptance by the Panel, only grammatical and or minor editorial changes can be made prior to publication. To ensure proper preparation and review, the following steps should be taken:

(a) Compilation of governmental and non-governmental Focal Points and nominees for Coordinating Lead Authors, Lead Authors, Contributing Authors, Expert Reviewers, Review Editors and (b) Selection of Coordinating Lead Authors and Lead Authors (c) Preparation of draft Report (d) Review • First draft by governments and experts • Second draft by governments and experts (e) Preparation of final draft Report (f) Acceptance of Report at a session of the Plenary

One of the problems encountered during the project execution was turnover of authors and review editors. Two principal reasons were accountable for this: country representatives were changed due to internal promotion and transfer within other departments, and authors and review editors would walk away when there were disagreements on their opinions due to lack of effective conflict resolution mechanism.

4.4 Management of opposing views

The Panel endeavoured to reach consensus in taking decisions regarding all matters related to IAASTD, and in approving, adopting and accepting the Report. The Report described any differences in scientific, technical, and socio-economic views on a subject, particularly if they were relevant to a policy debate.

If consensus was judged impossible by the relevant body, the following procedures were followed: (a) on procedural issues the Rules and Procedures of UNEP Governing Council should be followed to resolve the matter; (b) for decisions on approval, adoption and acceptance of the report, the differing views are explained and, upon request, recorded. Differing views on a matter concerning a scientific, technical or socio-economic document are represented in the document concerned. Differing views on matters of policy are recorded in the report of the session.

Lead authors received advice from Review Editors and on how to handle contentious/controversial issues and ensured that views that cannot be reconciled with a consensus view but that are nonetheless scientifically or technically valid are adequately reflected in the text of the Report.

4.5 Dissemination of outputs (target audience, outreach and use)

While IAASTD did not advocate specific policies or practices; it assessed the major issues facing AKST and pointed towards a range of AKST options for action that meet development and sustainability goals. The report was seen to be policy relevant, but not policy prescriptive. Therefore, the target audience were varied and included governments and policy makers.

The secretariat was tasked with overseeing and coordinating IAASTD public information and outreach activities and publicizing and disseminating reports to the relevant stakeholder groups.

The terminal evaluation considers the agreement with Island Press to put an embargo on electronic distribution of the reports as "unfortunate" as it limited their availability during the time of most active outreach and advocacy of the project. No initiatives appear to have been taken to address these issues.

4.6 Impact of outputs

The terminal evaluation of IAASTD recommends that benchmarking for monitoring progresses of the implementation of IAASTD's is established. It suggests that a defined project executed by a consortium of institutions or a self-forming network could be assigned to develop such benchmarks and report through a newsletter on promising initiatives.

It is also recommended that a few targeted research projects are carried out to enhance the usefulness of IAASTD to policy makers through: 1) revisiting the scenarios through an iterative process of "strategic conversation" by using both quantitative and qualitative information; 2) quantifying the size and importance of the recommendation domains for the agroecological options proposed; and 3)assessing the scientific, educational and institutional investments required to implement the options.

4.7 Organogram

No information found.

INTERACADEMY PARTNERSHIPS (IAP)

1. ORGANISATION OVERVIEW

Mandate: To produce evidence-based statements and reports examining major priorities for sustainable development and provide independent and authoritative advice to national governments and inter-governmental organizations, including the UN, on critical science-based issues.

It provides a platform for mobilizing regional and national expertise on wide-ranging issues of global importance at the interface of science and policy, and for facilitating cooperation with other key stakeholders and partners. IAP harnesses the expertise of the world's scientific, medical and engineering leaders to advance sound policies, improve public health, promote excellence in science education, and achieve other critical development goals.

Approach: It works through four regional networks – in Africa (the Network of African Science Academies, NASAC), the Americas (the InterAmerican Network of Academies of Sciences, IANAS), Asia (the Association of Academies and Societies of Sciences in Asia, AASSA) and Europe (the European Academies Science Advisory Council, EASAC). More than 140 national and regional member academies work together to support the special role of science and its efforts to seek solutions to address the world's most challenging problems.

IAP has a Strategic Plan – the plan is approved by members every 3 years.

Goal(s):

(1) Build the capacity of, and empower, regional networks of academies and their national members, who represent excellence in science, engineering and medicine in their countries;

(2) Empower academies and regional academy networks to provide independent, authoritative advice on global, regional and national issues through synthesis reports, consensus statements, foresight studies, critiquing public policy processes and outputs, and convening key stakeholders;

(3) Communicate the importance of science, engineering and medicine in terms of research, education, literacy, public discourse, and outreach;

(4) Build IAP as a progressive and more resilient global academies network by strengthening governance, empowering the secretariat, and designing and implementing cohesive policies.

Objective(s): The general objective of the IAP is to act as an independent international forum that brings together Academies of Science of all nations to discuss the scientific aspects of problems of global concern, to make common statements on major global issues and to provide mutual support to Member Academies. In pursuing this objective, the IAP collaborates with the Academies of Engineering and Technologies, Medicine, Agriculture and Social Sciences, as well as with international organizations like the International Council for Science (ICSU), and the InterAcademy Council (IAC).

The specific objectives of the IAP are to:

1) facilitate, directly or through the IAC and other organizations, the provision of advice to governments and international organizations on scientific (including natural and social science, engineering and technical science, medical, and agricultural science) aspects of issues of global importance;

2) promote cooperation between Academies of the world by exchanging information on programmes and experiences and sharing common visions;

3) assist in building the capacities of Academies, particularly young and small Academies and especially those in the developing world, to improve their role as independent expert advisors to governments and to strengthen their national and international functions;

4) assist science communities, particularly those in developing countries, to set up national independent Academies where such bodies do not exist;

5) organize conferences, workshops and symposia and issue statements or reports on topics of major international concern. Such statements or reports are issued in the name of the IAP Member Academies that formally endorse the report/statement.

1.1 Governance Structure

During the April 2019 General Assembly meeting the General Assembly approved a revised IAP structure with one unified Board, one unified Executive Committee, and several thematic groups (initially Science, Health and Policy-themed). The General Assembly delegated to the current co-chairs and secretariat the authority to develop a detailed model for this revised structure based on these principles, which will be subject to endorsement by the general assembly. Detailed information on the governance structure can be found online.

Member composition: Membership of the IAP is open to Academies of Sciences as follows:
1) National Academies of Sciences whose members are elected on the basis of scientific excellence. Each country is represented, normally, by only one Academy. Where there is no such nationally based scientific Academy, or where multiple Academies serve individual specific scientific fields, a confederation of local Academies or another appropriate organization may represent that country.
2) Academies of Sciences representing various regions of the World.
3) Multinational associations of Academies may be observers in IAP.

IAP currently has a membership of over 140 academies of science, medicine and engineering from around the world; these include both national academies/institutions as well as regional/global groupings of scientists. Several other scientific organizations participate in IAP meetings and activities either as observers or partners.

Its members constitute more than 30,000 of the best scientists, engineers and health professionals in over 100 countries across Africa, the Americas, Asia-Pacific and Europe.

Academies are typically independent and highly committed institutions that recognize and promote excellence and achievement. They are merit-based, with members selected from among the leading scientific minds within a country or region. In addition to their honorific roles, academies are vital civil society institutions that have the credibility to inform the public and policymakers about problems and potential solutions.

Member selection: Application for Membership needs be made in writing to the IAP Secretariat and is considered by the Executive Committee and confirmed by the General Assembly.

Members mandate: Connect with other academies and key stakeholders and learn from each other's experiences. Build capacity to advise their national and regional governments on critical science policy issues. Collaborate with other academies on national, regional and global science policy issues. Participate in IAP and regional network projects, e.g. by nominating experts to working groups and committees. Guide IAP policy and projects by nominating academicians to IAP leadership positions. Amplify their impact as part of a unified 'global voice' of independent academies through IAP reports, statements, and other outputs.

Members terms of office: Members are not time limited and are permanently appointed, unless they have not participated in IAP activities for more than 5 consecutive years.

Members compensation: Member academies are expected to bear their own costs of participating in the meetings of the General Assembly or Executive Committee.

General Assembly composition: consists of the Presidents, or their representatives, of all Academies that are Members of the IAP.

General Assembly mandate: it is the highest decision-making body of the IAP and is empowered to take decisions on all matters affecting the rules, regulations, membership, programmes and activities of the IAP. In particular, the general Assembly performs the following functions:

a) formulate the general policy of the IAP and approve the programmes and budget prepared by the Executive Committee;
b) elect the two Co-Chairpersons, other Members of the Executive Committee and the Academy hosting the Secretariat;
c) direct the Executive Committee to carry out any other duties it may deem necessary for attaining the objectives of the IAP;

d) make rules and regulations governing its own procedures and those of the other bodies.

General Assembly approach:

The General Assembly normally meets in Ordinary Session every three years to coincide with a General Conference of the IAP. In between Ordinary Sessions of the General Assembly, the Executive Committee may poll Member Academies on specific issues of principal importance. A decision would be reached through most of the votes cast by IAP Member Academies, received either electronically or through postal vote.

Executive Committee composition: Comprises of the two Co-Chairpersons of the IAP, Presidents, or their representatives, of eleven Member Academies elected at an Ordinary Session of the General Assembly (six from developing countries and five from developed countries). The executive committee also have several ex officio non-voting participants:

- one of the Co-Chairpersons of the InterAcademy Council;
- the President (or his/her representative) of International Council for Science;
- the President (or his/her representative) of the Academy hosting the Secretariat

In addition to the IAP Executive committee, each of the 'three pillar' networks have its own Executive Committee (in the case of IAP for Policy it is a 'Board') led by two co-chairs – one from a developed country and one from a developing country.

Executive Committee selection: Election of Member Academies to the Executive Committee is held once every three years by those Member Academies present at an Ordinary Session of the General Assembly. Call for candidatures is made by the IAP Secretariat at least 6 months prior to the Ordinary Session of the General Assembly. The list of candidate Academies is first considered by the Executive Committee and then circulated with recommendations to all IAP Members at least one month in advance of the Ordinary Session of the General Assembly.

Executive Committee terms of office: Elected Member Academies of the Executive Committee serve for a period of three years and can be re-elected for only one successive term.

Executive Committee mandate: Implement the policies approved by the General Assembly and manage the affairs of the IAP. The Executive Committee may set up such standing or ad hoc committees, programmes or projects as it deems necessary for its work and initiate and maintain programmes and projects designed to meet its objectives. Other responsibilities of the Executive committee include:

a. Setting the time and venue for the meetings of the General Assembly;

b. Preparing the agenda of the meetings of the General Assembly;

c. Implementing the decisions taken by the General Assembly;

d. Securing funding for programs and activities;

e. Approving programs and activities, as well as their budgets;

f. Ensuring that actual spending is in accordance with these budgets.

Executive Committee approach: The Executive Committee meets at least once a year with provision to meet as often as is necessary.

IAP Co-chairs selection: IAP has two co-chairpersons, one from a developing country and one from a developed country. They are elected (by the General Assembly) to serve for three years (one can be renewed). If a Co-Chair is member of an academy that is a member of the Executive Committee, that academy must resign from the Executive Committee.

IAP Co-chairs terms of office: Co-Chairs are elected for a term of office that expires at the end of the first regular meeting of the General Assembly after the meeting in which they were elected.

IAP Co-chairs mandate: To preside over the ordinary sessions of the General assembly and Executive Committee, presenting reports on IAP activities.

Board composition: There are currently 10 board members. Six steering committee co-chairs, two each from its three constituent networks as well as 4 representatives, one from each of the four regional networks.

Board approach: No information found on how the Board operates.

Steering Committee composition: The co-chairs of each of IAP's three constituent networks make up the six-steering committee. From these six Steering Committee members, two are selected to act as Presidents to guide the IAP.

Steering Committee approach: No information found on how the Steering Committee operates.

Network Executive Committees:

IAP for Science

- Works with member academies to strengthen the role science plays in society and to advise public officials on the scientific aspects of critical global issues.
- Help to create science academies in countries where they don't exist and assist young/small academies to become more prominent
- Sponsors programmes for young scientists to help them build strong foundations for successful careers and to more effectively engage decision makers.
- Provide high quality, independent advice on science-related issues to government and society.
- Develop programmes for scientific capacity building, science education, science communication and other science-related issues of global significance
- Lead efforts to forge closer collaboration among science academies and other scientific institutions.

IAP for Health

- Works with member academies to strengthen the role health plays in society and to advise public officials on the scientific aspects of critical global issues.
- Support the creation of new academies
- Support the creation of projects by member academies to strengthen research and higher education in their countries
- Issue consensus statements on matters important to health

IAP for Policy

- Provide high quality, in-depth advice to international organisations and national governments on critical scientific issues

Secretariat composition: The IAP Secretariat is hosted by an IAP member academy elected by the General Assembly.

Secretariat mandate: Under the overall guidance of the IAP Co-Chairs, the IAP Secretariat supports the General Assembly and the Executive Committee in the discharge of their respective tasks and responsibilities. The functions of the secretariat include:

- Preparing and organizing all official IAP meetings;
- Disseminating relevant materials to member academies;
- Establish close co-operations with the offices of the two co-chairpersons and other members of the Executive Committee;
- Preparing an Annual Report on IAP programs and activities;
- Maintaining working relations with relevant other organizations;
- Receiving and disbursing the funds of the IAP;
- Preparing and present reports and audits on the finances of the IAP; and
- Formally present a report of their work at the Executive Committee

Secretariat terms of office: They serve for a term of three years which can be renewed once.

Secretariat compensation: The hosting academy bears all costs of the Secretariat, including salaries, office space, travel and communication.

1.2 Funding mechanism

The Executive Committee seeks funding from governments, international organizations and other sources to meet operational costs, as well as the costs of programmes and activities. The Executive Committee working with IAP Member Academies, seeks and arranges for the

receipt of financial contributions such as grants, donations and gifts. Acceptance of such contributions is affected by the Executive Committee after due diligence is appropriately carried out.

The Executive Committee may also request member academies to make voluntary contributions to the IAMP as such or to any of its programmes and activities. Member academies provide financial and in-kind contributions to IAP programme activities, sponsor IAP events and host executive committee & general assembly meetings. Unless explicitly arranged otherwise, member academies bear their own costs of participating in the meetings of the General Assembly or the Executive Committee.

For the **IAP for health and science** committees the government of Italy provides core funding.

INCOME[1]	2018
Balance brought forward 01.01.2018	1.042.715,10
Ministry of Foreign Affairs, Italy	761.575,78
Tides, USA	172.000,00
WHS Foundation GmbH, Germany	12.093,70
KAST, Republic of Korea	4.980,00
Turkish Academy of Sciences	2.000,00
Transfer to Reserve Fund	-50.000,00
Interest	24.707,00
TOTAL INCOME	**1.970.071,58**

[1] All contributions are expressed in US dollars and have been converted using the UN official rate of exchange in effect at the time the contributions were received.

IAP for Policy

INCOME	
US NASEM contribution	$246,212
Projects and administration	$1,189,748
Book royalties	$665
Total income	**$1,436,625**

2. PRINCIPLES

2.1 Non-duplication

No information

2.2 Complementarity

The IAP has four regional networks which span Africa (Network of African Science Academies), the America's (InterAmerican Network of Academies of sciences), Asia (the Association of

Academies and Societies of Sciences in Asia, AASSA) and Europe (the European Academies Science Advisory Council, EASAC).

These networks allow the partners (members) to work together and form the intellectual core of IAP. The networks bring together the academies of science, health and policy in their respective continents to discuss major issues, release common statements and provide scientific judgement to policy makers. IAP brings these networks together by providing a platform for mobilizing regional and national expertise on wide ranging issues of global importance at the interface of science and policy. For example, IAP for Science builds co-operation through inter-disciplinary and trans-disciplinary approaches with other organisations (e.g. World Bank, UNESCO).

The World Academy of Sciences (although their focus is on advancement of science in developing countries), the majority of whose (over 1,250) members are also national academicians. The International Science Council (ISC) – 60% of whose members are national academies.

2.3 Independence

It's stated that member academies' credibility comes not only from the scientific excellence of their members, but also from the fact that they are free of vested political and commercial interests. Indeed, although many academies were established by national governments and tasked with serving their countries by, among other things, bringing scientific perspectives to bear on national and international issues, they were also constituted as independent bodies.

2.4 Political neutrality

Website indicates members are free of vested political and commercial interests and they are constituted as independent bodies.

2.5 Transparency

One of IAP's aims is to promote "transparent and inclusive research".

Each of the committees have states rules and procedures as well as key documents such as strategic plans, review guidelines, financial protocol, conflict of interest, study process, governance: IAP for Policy , IAP for Health, IAP for Science.

2.6 Peer review/rigor

Reports are peer-reviewed using guidelines to help ensure the report meets institutional standards for objectivity, evidence and responsiveness to the committee task. The review of the report is overseen by individuals appointed by the InterAcademy Council.

2.7 Open access

Products of IAP programmes, projects and activities are posted on the publications page of their website.

2.8 Inter and intradisciplinary approach

IAP has three different networks covering: Science, Health and policy. The outputs (publications and statements) cover the following 14 topics:

1. Agriculture and Food security
2. Biosecurity and biotechnology
3. Careers in science
4. Disaster risk reduction
5. Energy
6. Environment and Climate
7. Health
8. Science Advice
9. Science Education and Literacy
10. Sustainable Development Goals
11. Water
12. Women in Science
13. Young Scientists
14. Other

3. PRIORITIZATION

3.1 Criteria

IAP regularly canvases its member academies for suitable topics and deciding on a study proposal the Board is guided, inter alia, by the following considerations:

a. The importance of the issue;
b. The timing of the study;
c. Engagement of target audiences;
d. Previous studies and related activities;
e. Likely impact on policymaking;
f. Range of competencies required for the study;
g. Possible dissemination mechanisms; and
h. Availability of funding.

3.2 Those involved

Academies can submit a proforma to the secretariat of their pillar if there is a topic they want to review. The topic is placed before the InterAcademy Council Board by the InterAcademy

Council Co-Chairs. The Board approves a study proposal with a two-thirds majority vote of all members of the InterAcademy Council.

4. OUTPUTS

4.1 Types

IAP produces publications as well as statements. Typically, an IAP Statement runs to between 1,000-2,000 words. It briefly introduces the current state of knowledge before presenting its arguments followed by a series of recommendations or These reports and statements cover over 14 different sectors.

4.2 Process of creating the outputs and those involved

The member which proposes a topic will usually also create an initial draft. The IAP Secretariat will also put out a call for action to other member academies requesting experts in the topic. The experts who come forward are put into a working group who will review the draft developed by the lead academy. When one or more rounds of review have happened with the working group the final version goes to the appropriate constituent network (i.e. Science, Policy, Health). The process is overseen by the IAP Statements Governance committee.

More information on the general process for the development of IAP statements can be found here.

4.3 Process of finalizing the outputs and those involved

Each of the three networks follow slightly different processes for output finalization. These are outlined below.

IAP for Health

The Executive Committee appoints from among its members an IAMP Publication Committee and charges it with approving, or disapproving, draft publications emanating from an IAMP programme or activity to be issued as an IAMP publication. The approval, or disapproval, of a draft publication is based on the merits of its data, analysis and conclusions and does not imply that the IAMP or its member academies approve the content of the publication. If necessary, the Publication Committee may decide to subject a draft publication to an independent review process.

IAP for Policy (IAC)

All IAC reports are subject to independent review by experts not involved in the preparation of the draft report. Review takes place immediately after the study panel has formally approved the draft report.

Reviewers are asked whether in their judgment the evidence and arguments of a draft report are sound and whether the draft report is fully responsive to the charge of the study panel. Reviewers are not be asked to agree or disagree with the findings of a draft report.

The IAC Co-Chairs ask the Presidents, or their designated representatives, of IAC member academies to nominate persons qualified to serve as reviewers.

Reviewers are appointed by the IAC Co-Chairs. The IAC Co-Chairs also appoints review monitors to advise them whether or not the study panel has dealt adequately with the comments and observations received from reviewers.

The IAC Board adopts, with a two-thirds majority vote of all members of the IAC, special guidelines and procedures to make the review process as transparent as possible to all concerned.

In deciding on the release of a (draft) IAC report for publication, the IAC Co-Chairs consult with the review monitors on the manner in which the study panel has dealt with the comments and observations of the reviewers.

If the IAC Co-Chairs decide that a (draft) IAC report is ready for publication, they submit a proposal to the IAC Board on the manner and mechanisms of report dissemination. The report is released for publication after the approval of that proposal by the Board with a two-thirds majority vote of all members of the IAC.

The text of IAC reports needs to be identical to the final text approved by the study panel after review. Format and style of IAC reports are determined by the IAC, while the role of the IAC in the preparation of the report is explained in the front or the back of IAC reports.

IAP for Science

The IAP name or logo cannot be used on any publication without the express permission of the IAP Co-Chairs. When appropriate, the IAP Co-Chairs can appoint an ad hoc review committee to review publications that request the use of the IAP name or logo.

The ad hoc review committee is charged with evaluating the proposed publication to ensure the accuracy and balance of a publication to safeguard the credibility and reputation of IAP.

Reviewers are appointed by the InterAcademy Council Co-Chairs after consultation with the InterAcademy Council Board. The InterAcademy Council Co-Chairs also appoint two review monitors to oversee the review process. A draft report is sent to reviewers only after the Study Panel has indicated that it is satisfied with its form and content.

Reviewers receive the complete report, along with the charge given to the Study Panel and these Review Guidelines, including the Annex. Reviewers are asked to provide written comments on any and all aspects of the draft report, but to pay particular attention to the

review questions set forth in the Annex. The Study Panel is expected to consider all review comments and to provide written responses, which are evaluated by the review monitors.

When the review monitors are satisfied that the Panel has adequately dealt with the issues raised by the reviewers, the InterAcademy Council Co-Chairs decide that the report is ready for publication. The InterAcademy Council Co-Chairs then inform the InterAcademy Council Board whether, in their judgment, the study and review have been conducted satisfactorily in accordance with the InterAcademy Council Rules of Procedure. If after several reiterations, the review monitors and the Study Panel become deadlocked on one or more particular issues raised by reviewers, the matter is referred to the InterAcademy Council Co-Chairs for resolution. The InterAcademy Council Co-Chairs have, in all cases, final authority as to whether to recommend publication.

4.4 Management of opposing views

No information

4.5 Dissemination of outputs (Target audience, outreach and use)

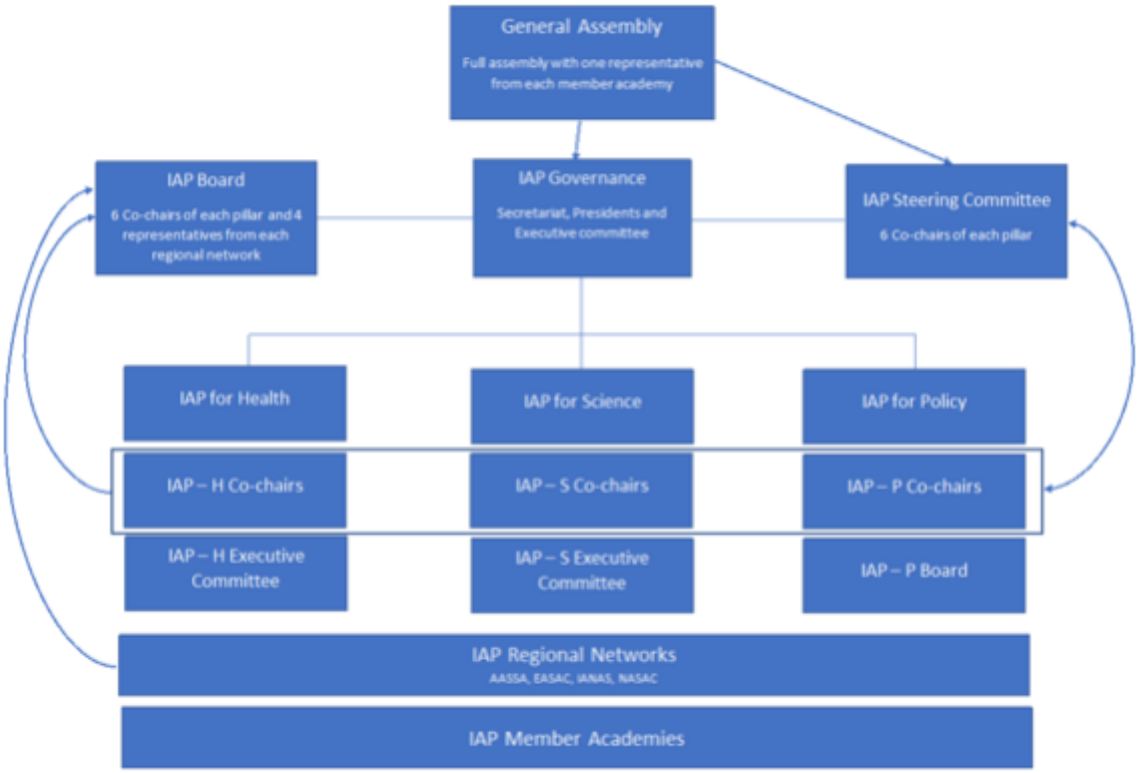
All IAP study reports are to be made publicly available. However, the Board for each IAP entity will decide on the precise mechanisms of dissemination for each report/statement.

The outputs are primarily aimed at decision-makers in government, international organizations, academies, and other scientific institutions, etc.

4.6 Impact of outputs

No information found.

4.7 Organogram (Figure 8):



INTERGOVERNMENTAL SCIENCE-POLICY PLATFORM ON BIODIVERSITY AND ECOSYSTEM SERVICES (IPBES)

1. ORGANISATION OVERVIEW

Mandate: Often described as the “IPCC for biodiversity". IPBES harnesses the best expertise from across all scientific disciplines and knowledge communities – to provide policy-relevant knowledge and to catalyse the implementation of knowledge-based policies at all levels in government, the private sector and civil society.

Objective: to strengthen the science-policy interface for biodiversity and ecosystem services for the conservation and sustainable use of biodiversity, long-term human well-being and sustainable development

Approach: IPBES receives requests directly from Governments as well as through multilateral environmental agreements related to biodiversity and ecosystem services as determined by their respective governing bodies. The Plenary also welcomes inputs and suggestions from, and the participation of, United Nations bodies related to biodiversity and ecosystem services and encourages and considers, as appropriate, inputs and suggestions made by relevant stakeholders, such as other intergovernmental organizations, international and regional scientific organizations, environment trust funds, non-governmental organizations, indigenous peoples and local communities and the private sector.

The meeting report resolution of the Second session of the plenary meeting to determine modalities and institutional arrangements for an intergovernmental science-policy platform on biodiversity and ecosystem services covers many important topics including: election of bureau officers, organization of work, credentials of the representatives, operating principles, consideration of the modalities and institutional arrangements.

1.1 Governance Structure

Plenary composition: Membership is open to all members of the United Nations who express their wish to become members, with many NGOs, organisations, conventions and civil society groupings participating in the formal IPBES process as observers. Member States write to the IPBES secretariat requesting to join and nominate a national focal point to represent their country.

Plenary mandate: The decision-making body of IPBES. They have a range of responsibilities including: election of Bureau members and multidisciplinary expert panel; admission of observers; decide topics for assessments, review of credentials of member state representatives prior to the adoption of any decisions; consider the report on the implementation of the work programme; consider outputs for acceptance and approval of the summary for policy makers (Inc. calling for financial and other support for the highest-priority needs); financial and budgetary arrangements for the platform; future work

plans/strategic frameworks; dates and agenda for future Plenary session; review of collaborative partnership arrangements. The functions of the Plenary include:

- Acting as the Platform's decision-making body;
- Responding to requests from Governments, including those conveyed to it by multilateral environmental agreements related to biodiversity and ecosystem services as determined by their respective governing bodies;
- Welcoming inputs and suggestions from, and the participation of, United Nations bodies related to biodiversity and ecosystem services as determined by their respective governing bodies;
- Encouraging and considering, as appropriate, inputs and suggestions made by relevant stakeholders, such as other intergovernmental organizations, international and regional scientific UNEP/IPBES.MI/2/9 12 organizations, environmental trust funds, non-governmental organizations, indigenous peoples and local communities and the private sector;
- Ensuring the active and efficient participation of civil society in the Plenary;
- Selecting one Chair and four Vice-Chairs, taking due account of the principle of geographical balance among the five United Nations regions, based on criteria, a nomination process and length of service to be decided by the Plenary;
- Selecting members of any subsidiary body (functions set out in appendix1 section B of the meeting report), taking due account of the principle of geographical balance among the five United Nations regions, based on criteria, a nomination process and length of service to be decided by the Plenary;
- Approving a budget and overseeing the allocation of the trust fund;
- Deciding on an evaluation process for independently reviewing the Platform's efficiency and effectiveness on a periodic basis;
- Adopting a programme of work for the Platform, including on knowledge generation, assessments, policy support and capacity-building;
- Establishing subsidiary bodies and working groups as appropriate;
- Setting up a transparent peer review process to produce reports by the Platform;
- Deciding on a process for defining the scope of reports and for the adoption or approval of any reports produced by the Platform (following agreement on the work programme);
- Adopting and amending rules of procedures and financial rules.

Plenary approach: They usually meets once per year, all meeting documents are available online. The plenary follows the rules of procedure of the UNEP Governing council with the exception that proposals can be made by any Government and that decisions would be adopted by all Governments, rather than just by members of the Governing Council.

Plenary Officers selection: Officers (Chairs and Vice Chairs) of the Plenary are selected by Governments that are members of the Plenary, taking due account of geographical balance

among the five United Nations regions. Guidelines covering the nomination process, length of service and any rotation of the Chair of the Plenary among the regions are provided for in the rules of procedure of the Plenary as outlined in the meeting report appendix 1, section 4C.

Plenary Officers mandate:

Chair: Presiding over meetings of the Plenary; Chairing the Bureau of the Plenary; Representing the Platform as its Chair.

Four Vice-Chairs: Serving as rapporteur of the Plenary; Participating in the work of the Bureau; Acting as the representative of the Platform as Vice-Chair as necessary.

Plenary Observers composition: Any State not yet a member of IPBES; the Convention on Biological Diversity (CBD) and other biodiversity-related conventions; related UN bodies; as well as many other relevant organizations and agencies (to Inc. CSOs).

Bureau composition: Comprising of 5 officers, each representing one of the five UN regions, the IPBES Chair, four Vice-Chairs and five additional officers who oversee the administrative functions of IPBES.

Bureau mandate: The Bureau reports to the Plenary and stakeholders and has the following responsibilities:

1. Addressing requests related to IPBES' programme of work and products that require attention by IPBES between sessions of the Plenary;
2. Overseeing communication and outreach activities;
3. Reviewing progress in the implementation of decisions of the Plenary, if so, directed by the Plenary;
4. Monitoring the secretariat's performance;
5. Organizing and helping to conduct the sessions of the Plenary;
6. Reviewing the observance of IPBES' rules and procedures;
7. Reviewing the management of resources and observance of financial rules and reporting thereon to the Plenary;
8. Advising the Plenary on coordination between IPBES and other relevant institutions;
9. Identifying donors and developing partnership arrangements for the implementation of IPBES' activities.

Multidisciplinary Expert Panel (MEP) composition: Five expert participants from each of the five UN regions, overseeing all IPBES scientific and technical functions. The chairs of the scientific subsidiary bodies of the multilateral environmental agreements related to

biodiversity and ecosystem services and the Intergovernmental Panel on Climate Change will be observers. More information on the membership of the MEG as well as their mandate and procedures is available online.

Multidisciplinary Expert Panel (MEP) mandate: The MEG reports to the Plenary and is responsible for carrying out scientific and technical functions including:

1. Providing advice to the Plenary on scientific and technical aspects of IPBES' programme of work;
2. Providing advice and assistance on technical and/or scientific communication matters;
3. Managing IPBES' peer-review process to ensure the highest levels of scientific quality, independence and credibility for all products delivered by IPBES at all stages of the process;
4. Engaging the scientific community and other knowledge holders with the work programme, considering the need for different disciplines and types of knowledge, gender balance, and effective contribution and participation by experts from developing countries;
5. Assuring scientific and technical coordination among structures set up under IPBES and facilitating coordination between IPBES and other related processes to build upon existing efforts;
6. Exploring ways and means to bring different knowledge systems, including indigenous knowledge systems, into the science-policy interface.

The Plenary also assigns to the MEP various roles in the process of preparing IPBES deliverables these are set out in the Procedures for the preparation of Platform deliverables.

Expert Groups and Task forces composition: Selected scientists and knowledge holders. They report to the Bureau, MEP and stakeholders.

Expert Groups and Task forces selection: Reference is made to a nomination process (based on a specified criteria) from which the Plenary selects members.

Expert Groups and Task forces mandate: Carry out the IPBES assessments and other deliverables. Their range of tasks include:

(a) Identifying and prioritizing key scientific information needed for policymakers and catalysing efforts to generate new knowledge (without undertaking new research);
(b) Performing regular and timely assessments of knowledge on biodiversity and ecosystem services [and functions]and their interlinkages, which might include comprehensive global, regional and, as necessary, sub regional assessments, thematic issues at appropriate scales and new topics identified by science;
(c) Identifying policy-relevant tools and methodologies, such as those arising from

assessments, enabling decision makers to gain access to those tools and methodologies and, where necessary, promoting and catalysing their further development;
(d) Prioritizing capacity-building needs to improve the science-policy interface at appropriate levels and then providing and calling for financial and other support for the highest-priority needs related directly to its activities, as decided by the Plenary, and catalysing financing for such capacity building activities by providing a forum with conventional and potential sources of funding.

Report co-chairs mandate: To assume responsibility for overseeing the preparation of an assessment report or synthesis report. Report co-chairs are responsible for ensuring that a report is completed to the highest scientific standard. The names of all report co-chairs will be acknowledged prominently in the reports that they are involved in preparing.

Coordinating lead authors mandate: To assume overall responsibility for coordinating major sections and/or chapters of an assessment report.

Lead authors mandate: To assume responsibility for the production of designated sections or parts of chapters that respond to the work programme of the Platform on the basis of the best scientific, technical and socioeconomic information available.

Contributing authors mandate: To prepare technical information in the form of text, graphs or data for inclusion by the lead authors in the relevant section or part of a chapter.

Review Editors selection: The Multidisciplinary Expert Panel normally select two review editors per chapter (including for the chapter's executive summary) and per technical summary of each report based on the lists of experts nominated. Review editors should be selected from among nominees from developed and developing countries and countries with economies in transition.

Review Editors composition: Review editors should not be involved as authors or reviewers of material for which they will act as review editors. In making its decision the MEP must ensure that there is balanced representation of scientific, technical and socioeconomic expertise.

Review editors mandate: To assist the Multidisciplinary Expert Panel in identifying reviewers for the expert review process, ensure that all substantive expert and government review comments are afforded appropriate consideration, advise lead authors on how to handle contentious or controversial issues and ensure that genuine controversies are adequately reflected in the text of the report concerned.

Expert reviewers mandate: To comment on the accuracy and completeness of the scientific, technical and socioeconomic content and the overall balance between the scientific, technical and socioeconomic aspects of the drafts.

Working Groups (optional) mandate: In addition to the above subsidiary bodies, and depending on the decisions related to their establishment, the Plenary might establish

working groups or other structures to implement the Platform's work programme. The functions to be performed by such groups or structures could include:

(a) Identifying and prioritizing key scientific information needed for policymakers and catalysing efforts to generate new knowledge (without undertaking new research);

(b) Performing regular and timely assessments of knowledge on biodiversity and ecosystem services [and functions]and their interlinkages, which might include comprehensive global, regional and, as necessary, sub regional assessments, thematic issues at appropriate scales and new topics identified by science;

(c) Identifying policy-relevant tools and methodologies, such as those arising from assessments, enabling decision makers to gain access to those tools and methodologies and, where necessary, promoting and catalysing their further development;

(d) Prioritizing capacity-building needs to improve the science-policy interface at appropriate levels and then providing and calling for financial and other support for the highest-priority needs related directly to its activities, as decided by the Plenary, and catalysing financing for such capacity-building activities by providing a forum with conventional and potential sources of funding.

During the second meeting of the Plenary it was acknowledged that any agreement to establish working groups would take place only after more detailed discussion of the work programme. They did however offer preliminary options for the establishment of working groups or other structures to deliver the Platform's work programme these included:

(a) Option 1: Two working groups are established, one to undertake assessments, generate knowledge and support policy, and the other to oversee the capacity-building work on the Platform in relation to knowledge generation, assessment and policy support. Both working groups are established with geographic, disciplinary and gender balance;

(b) Option 2: Two working groups are established, one to undertake assessments and the other to oversee the work on knowledge generation, policy support and capacity-building. Both working groups are established with geographic, disciplinary and gender balance;

(c) Option 3: Regional structures are established (whether working groups or centres), to oversee the full programme of work (knowledge generation, assessment, policy support and capacity building) at the regional level. Regional working groups would comprise regional experts with gender, disciplinary and within-region geographic balance. In addition, ad hoc and time-bound working groups might be formed to undertake global and/or thematic assessments. Such global and/or thematic groups would be formed with geographic, disciplinary and gender balance.

Secretariat composition: The headquarters of the secretariat is hosted in Bonn by the Federal Government of Germany. The secretariat reports to the Plenary.

Secretariat mandate: Led by the Executive Secretary of IPBES, the secretariat ensures the efficient functioning of IPBES through support to the Plenary, Bureau and MEP, as well as implementing the Platform's work and administrative functions. Other functions include:

(a) Organizing meetings and providing administrative support for meetings, including the preparation of documents and reports to the Plenary and its subsidiary bodies as needed; (b) Assisting the members of the Plenary, the Bureau and the Multidisciplinary Expert Panel to undertake their respective functions as decided by the Plenary, including facilitating communication between the various stakeholders of the Platform;

(c) Facilitating communication among any working groups that might be established by the Plenary;

(d) Disseminating public information and assisting in outreach activities and in the production of relevant communication materials;

(e) Preparing the Platform's draft budget for submission to the Plenary, managing the trust fund and preparing any necessary financial reports;

(f) Assisting in the mobilization of financial resources;

(g) Assisting in the facilitation of monitoring and evaluation of the Platform's work.

1.2 Funding Mechanisms

A core trust fund is established to receive voluntary contributions from Governments, as well as from United Nations bodies, the Global Environment Facility, other intergovernmental organizations and other stakeholders such as the private sector and foundations.

Specific requirements for governing the trust fund is specified in financial rules and procedures adopted by the Plenary.

Exceptionally, subject to approval by the Plenary, additional voluntary contributions may be accepted outside the trust fund, such as direct support for specific activities of the Platform's work programme.

In kind contributions need to come without conditionalities from Governments, the scientific community, other knowledge holders and stakeholders and are key to the success of the implementation of the work programme.

2. PRINCIPLES

In carrying out its work the Platform will be guided by the following operating principles:

(a) Collaborate with existing initiatives on biodiversity and ecosystem services, including

multilateral environment agreements, United Nations bodies and networks of scientists and knowledge holders, to fill gaps and build upon their work while avoiding duplication;

(b) Be scientifically independent and ensure credibility, relevance and legitimacy through peer review of its work and transparency in its decision-making processes;

(c) Use clear, transparent and scientifically credible processes for the exchange, sharing and use of data, information and technologies from all relevant sources, including non-peer-reviewed literature, as appropriate;

(d) Recognize and respect the contribution of indigenous and local knowledge to the conservation and sustainable use of biodiversity and ecosystems;

(e) Provide policy-relevant information, but not policy-prescriptive advice, mindful of the respective mandates of the multilateral environmental agreements;

(f) Integrate capacity-building into all relevant aspects of its work according to priorities decided by the Plenary;

(g) Recognize the unique biodiversity and scientific knowledge thereof within and among regions and the need for the full and effective participation of developing countries and balanced regional representation and participation in its structure and work;

(h) Take an interdisciplinary and multidisciplinary approach that incorporates all relevant disciplines, including social and natural sciences;

(i) Recognize the need for gender equity in all relevant aspects of its work;

(j) Address terrestrial, marine and inland water biodiversity and ecosystem services and their interactions;

(k) Ensure the full use of national, sub regional and regional assessments and knowledge, as appropriate, including by ensuring a bottom-up approach.

2.1 Non-duplication

No information found.

2.2 Complementarity

No information found.

2.3 Independence and 2.4 Political neutrality

IPBES pays special attention to independence and bias and requests details on these in their conflict of interest form which needs to be completed by all experts.

IPBES receives funding from a range of stakeholder groups including private sector and governments. In receiving funding and in-kind contributions IPBES makes clear that such the use if such contributions must come without conditionalities and that they will not orient the work of the Platform and cannot be earmarked for specific activities.

2.5 Transparency

All decisions made by the plenary are uploaded onto the IPBES website with explanations. Processes for producing outputs as well as the final outputs are also documented and published on their website.

The use of funding and in-kind contributions is determined by the Plenary in an open and transparent manner.

2.6 Peer review/rigor

Three principles govern the review process: First, the Platform's reports should represent the best possible scientific, technical and socioeconomic advice and be as balanced and comprehensive as possible. Second, as many experts as possible should be involved in the review process, ensuring representation of independent experts (i.e., experts not involved in the preparation of the chapters they are to review) from all countries. Third, the review process should be balanced, open and transparent and record the response to each review comment.

Report co-chairs should arrange a comprehensive review of reports in each review phase, seeking to ensure complete coverage of all content. Sections of a report that deal with issues similar to issues addressed in other reports should be cross-checked through the relevant authors and report co-chairs.

2.7 Open access

Assessment reports are made available on the website.

2.8 Inter and intradisciplinary approach

No information

3. PRIORITIZATION

3.1 Criteria

Requests that are submitted to the Platform will be accompanied by information on:

(a) Relevance to the objective, functions and work programme of the Platform;

(b) Urgency of action by the Platform in the light of the imminence of the risks caused by the issues to be addressed by such action;

(c) Relevance of the requested action in addressing specific policies or processes; 2

(d) Geographic scope of the requested action, as well as issues to be covered by such action;

(e) Anticipated level of complexity of the issues to be addressed by the requested action;

(f) Previous work and existing initiatives of a similar nature and evidence of remaining gaps, such as the absence or limited availability of information and tools to address the issues, and reasons why the Platform is best suited to act;

(g) Availability of scientific literature and expertise for the Platform to undertake the requested action;

(h) Scale of the potential impacts, and potential beneficiaries of the requested action;

(i) Requirements for financial and human resources, and potential duration of the requested action;

(j) An identification of priorities within multiple requests submitted.

3.2 Those involved

All requests, inputs and suggestions need to be received by the secretariat no later than six months prior to an IPBES Plenary. The secretariat compiles these and makes them available on the IPBES website. The Multidisciplinary Expert Panel and the Bureau considers and prioritizes the submitted requests, inputs and suggestions.

12 weeks prior to the Plenary meeting at which time the prioritized requests will be considered, the Multidisciplinary Expert Panel and the Bureau prepares a report containing the prioritized list of requests, with an analysis on the scientific and policy relevance of the above criteria, including the possible need for additional scoping and the implications of the requests for the Platform's work programme and resource requirements.

In accordance with the rules of procedure of the Plenary of the Platform, the secretariat processes the report and make it available to the Plenary for consideration and decision.

If the Plenary approves the issue for detailed scoping, the Multidisciplinary Expert

Panel, through the secretariat, will request nominations from Governments and invite relevant stakeholders to present names of experts to assist with the scoping. The secretariat will compile the lists of nominations, which will be made available to Multidisciplinary Expert Panel.

The Multidisciplinary Expert Panel will then select experts from the lists of nominations, of which experts selected from those presented by relevant stakeholders should not exceed

twenty per cent, and then oversee the detailed scoping, including outline, costs and feasibility.

Based on the results of the detailed scoping exercise and comments received from members of the Platform and other stakeholders, the Multidisciplinary Expert Panel and the Bureau decide whether to proceed with the assessment, if it can be conducted within the budget and timetable approved by the Plenary. If, however, the Panel and the Bureau conclude that the assessment should not go forward, they will so inform the Plenary for its review and decision.

4. OUTPUTS

4.1 Type

IPBES has a range of outputs which include:

- "Reports" means the main deliverables of the Platform, including assessment reports and synthesis reports, their summaries for policymakers and technical summaries, technical papers and technical guidelines. Reports have been developed on specific themes (e.g. "Pollinators, Pollination and Food Production"); methodological issues (e.g. "Scenarios and Modelling); and at both the regional and global levels (e.g. "Global Assessment of Biodiversity and Ecosystem Services").
- "Assessment reports" are published assessments of scientific, technical and socioeconomic issues that consider different approaches, visions and knowledge systems, including global assessments of biodiversity and ecosystem services, regional and sub regional assessments of biodiversity and ecosystem services with a defined geographical scope, and thematic or methodological assessments based on the standard or the fast-track approach. They are to be composed of two or more sections including a summary for policymakers, an optional technical summary and individual chapters and their executive summaries. The 7th Global Assessment on Biodiversity and Ecosystem Services (IPBES-7) was recently developed.
- "Synthesis reports" synthesize and integrate materials drawing from assessment reports, are written in a non-technical style suitable for policymakers and address a broad range of policy-relevant questions. They are to be composed of two sections: a summary for policymakers, and a full report.
- "Summary for policymakers" is a component of any report providing a policy-relevant but not policy-prescriptive summary of that report.
- "Technical summary" is a longer detailed and specialized version of the material contained in the summary for policymakers. "Technical papers" are based on the material contained in the assessment reports and are prepared on topics deemed important by the Plenary.
- "Supporting material" is material that has been prepared for the Platform.

4.2 Process of creating the outputs and those involved

Procedures for the preparation of Platform deliverables provides details of scoping for platform deliverables, general procedures and preparing platform reports.

Once the decision is made to proceed with an assessment: The Multidisciplinary Expert Panel requests nominations from Governments and invites relevant stakeholders to present names of experts to contribute to the preparation of the report;

The Multidisciplinary Expert Panel selects the report co-chairs, coordinating lead authors, lead authors and review editors using the selection criteria from the lists of nominations, of which experts selected from those presented by relevant stakeholders should not exceed twenty per cent;

The report co-chairs, coordinating lead authors and lead authors prepare the first draft of the report;

The first draft of the report is peer reviewed by experts in an open and transparent process;

The report co-chairs, coordinating lead authors and lead authors prepare the second draft of the report and the first draft of the summary for policymakers under the guidance of the review editors and the Multidisciplinary Expert Panel;

The second draft of the report and the first draft of the summary for policymakers are reviewed concurrently by both Governments and experts in an open and transparent process;

The report co-chairs, coordinating lead authors and lead authors prepare final drafts of the report and the summary for policymakers under the guidance of the review editors and the Multidisciplinary Expert Panel;

The summary for policymakers is translated into the six official languages of the United Nations and prior to distribution is checked for accuracy by the experts involved in the assessments;

The final drafts of the report and the summary for policymakers are sent to Governments for final review and made available on the Platform website;

Governments are strongly encouraged to submit written comments to the secretariat at least two weeks prior to any session of the Plenary;

The Plenary reviews and may accept the report and approve the summary for policymakers.

4.3 Process of finalizing the outputs and those involved

Procedures for the preparation of Platform deliverables provides details of the review process, acceptance of reports by the plenary, preparation and addressing possible errors clearance processes for technical papers.

Report co-chairs need to arrange a comprehensive review of reports in each review phase, seeking to ensure complete coverage of all content. Sections of a report that deal with issues similar to issues addressed in other reports should be cross-checked through the relevant authors and report co-chairs.

First review (by experts)

The first draft of a report should be circulated by the Multidisciplinary Expert Panel through the secretariat for review.

Governments should be notified of the commencement of the first review process. The first draft of a report should be sent by the secretariat to government-designated national focal points for information purposes. A full list of reviewers should be made available on the Platform's website.

The secretariat should make available to reviewers on request during the review process any specific material referenced in the document being reviewed that is not available in the internationally published literature.

Expert reviewers should provide their comments to the appropriate lead authors through the secretariat.

Second review (by Governments, experts, in an open and transparent manner)

The second draft of the report and the first draft of the summary for policymakers should be distributed concurrently by the Platform secretariat to Governments through the government designated national focal points, the Bureau of the Plenary, the Multidisciplinary Expert Panel and the report co-chairs, coordinating lead authors, lead authors, contributing authors and expert reviewers.

Government focal points should be notified of the commencement of the second review process some six to eight weeks in advance. Governments should send one integrated set of comments for each report to the secretariat through their government-designated national focal points. Experts should send their comments for each report to the secretariat.

4.4 Management of opposing views and potential errors

The secretariat will in the first instance ask the report co-chairs to investigate and rectify the possible error in a timely manner, reporting back to the secretariat on the conclusion. If the report co-chairs find that an error has been made, the secretariat will notify the Multidisciplinary Expert Panel co-chairs, who will decide on the appropriate remedial action in consultation with the report co-chairs. Appropriate remedial action may include an assessment of the implications of the error and the publication of a provisional correction and an accompanying assessment of the impact of the error on the report and/or its summary for policymakers, to be made available on the Platform website. The correction would be subject to consideration and ratification by the Plenary at its next session. Any correction to the

report that is required must be made without undue delay. If no remedial action is deemed necessary, a written justification from the report co-chairs (upon advice from the Multidisciplinary Expert Panel co-chairs and the secretariat) must be provided to the claimant and the Plenary.

4.5 Dissemination of outputs (target audience, outreach and use)

Synthesis reports are aimed at policy makers (and therefore written in non-technical styles).

4.6 Impact of outputs

The Platform's efficiency and effectiveness will be independently reviewed and evaluated on a periodic basis as decided by the Plenary, with adjustments to be made as necessary.

4.7 Organogram

No information found.

THE INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE (IPCC)

1. ORGANIZATIONAL OVERVIEW

Mandate: IPCC assessments provide a scientific basis for governments at all levels to develop climate related policies, and they underlie negotiations at the UN Climate Conference – the United Nations Framework Convention on Climate Change (UNFCCC). The assessments are policy-relevant but not policy-prescriptive: they may present projections of future climate change based on different scenarios and the risks that climate change poses and discuss the implications of response options, but they do not tell policymakers what actions to take.

Approach: IPCC provides rigorous and balanced scientific information to decision-makers because of its scientific and intergovernmental nature.

Goal: To assess on a comprehensive, objective, open and transparent basis the scientific, technical and socio-economic information relevant to the understanding of climate change, its impacts and future risks, and options for adaptation and mitigation.

1.1 Governance Structure

Panel composition: participation is open to all member countries of the WMO and United Nations. It currently has 195 members.

Panel mandate: Decide on the organization's budget and work programme; the scope and outline of its reports; select experts to write the reports; issues related to principles and procedures of the IPCC; and the structure and mandate of IPCC Working Groups and Task Forces. The Panel also approves and adopts IPCC reports and elects the IPCC Chair, other members of the IPCC Bureau and the Task Force Bureau.

Panel approach: Representatives of IPCC member governments meet in Plenary Sessions at least once a year. The Sessions are attended by hundreds of officials and experts from relevant ministries, agencies and research institutions from member countries and from Observer Organizations. The Panel operates through consensus.

National Focal Points selection: National focal points are identified by each IPCC member government. In cases where a country has not identified a Focal Point, all correspondence from the IPCC is directed to the Ministry of Foreign Affairs.

National Focal Points mandate: They prepare and update the list of national experts to help implement the IPCC work programme. They also arrange for the provision of integrated government comments on the accuracy and completeness of the scientific and/or technical content and the overall scientific and/or technical balance of drafts of reports. They serve as the point of contact between the IPCC and its member governments.

Observer Organizations composition: consist of any non-profit body or agency qualified in matters covered by the IPCC, whether national or international, governmental or intergovernmental. UN bodies and organizations are admitted as observers if they so request, and organizations with an existing observer status with the WMO or the UN may be considered as observers of the IPCC, subject to acceptance by the Panel. The IPCC has at present 30 Observer Organizations among UN bodies and organizations as participating organisations, and 131 non-UN observers.

Observer Organizations selection: There are policies and processes for admitting Observer Organizations.

Observer Organizations mandate: Representatives of observer organizations may attend sessions of the IPCC and the plenary sessions of the IPCC Working Groups. They are also invited to encourage experts to review draft IPCC reports. These experts participate in the review process in their own name and not on behalf of the Observer Organization.

IPCC Bureau selection: Bureau members are elected by the Panel for the duration of an assessment cycle (following procedures in Appendix C of the Principles Governing). Members are expected to declare interests in accordance with the IPCC policy on Conflict of Interest.

IPCC Bureau composition: The Bureau is made of the IPCC Chair, IPCC Vice-Chairs, the Co-Chairs and Vice-Chairs of the three Working Groups and the Co-Chairs of the Task Force on National Greenhouse Gas Inventories. It currently has 34 members (During its 41st Session, the Panel decided to increase the size of the Bureau from 31 members to 34 through an increase in representation from Africa (2) and Asia (1)).

The Bureau must reflect a balanced geographic representation, with due consideration for scientific and technical requirements. IPCC Bureau members are grouped according to the six regions of the World Meteorological Organization.

The Bureau is chaired by the IPCC Chair and supported by the secretariat.

Chairs Terms of office: The term of office for the IPCC Chair, IPCC Vice-Chairs and the Co-Chairs of the Working Groups and Task Force on National Greenhouse Gas Inventories is limited to (decided during 33rd session) one term in a particular office, with the possibility of nomination for re-election in the same office for one additional term, based on individual cases as decided by the Panel.

Bureau mandate: The purpose of the Bureau is to provide guidance to the Panel on the scientific and technical aspects of its work, to advise on related management and strategic issues, and to take decisions on specific issues within its mandate, in accordance with the Principles Governing IPCC Work. The Bureau will also advise on the conduct of Sessions of the Panel, progress in and coordination of the work of the IPCC, application of the Principles and Procedures of the IPCC and technical/scientific communications matters.

The Bureau also engages with the production of assessment reports and other outputs in the following ways: advising the Panel on the IPCC work programme and coordination of work between the working groups, develop and agree the list of authors, review editors and expert reviewers (taking into account the balance of expertise, geographical coverage and gender), encourage nominations and participation of scientists from their region in IPCC activities, engage with the wider scientific community, oversee scientific quality, respond to possible errors in outputs. The Bureau acts as the editorial board in order to finalize technical papers, oversee the work of technical task groups, provide guidance on cross-cutting scientific issues related to the drafting of reports, implement the communications strategy in respect to activities of IPCC Bureau members, review requests for observer organisations and perform duties as assigned by the Panel.

The TOR of the Bureau is available online (was agreed upon during the 33rd session).

Bureau compensation: None of the Bureau members are paid by the IPCC.

Task Force Bureau (TFB) mandate: Serves the Task Force on National Greenhouse Gas Inventories (TFI) and is composed of 12 members and the two Co-Chairs of the TFI. The TFB overseas the National Greenhouse Gas Inventories Programme.

Task Force Bureau (TFB) Terms of office: The term of the TFB is normally the same as the term of the IPCC Bureau, and its members are elected at the same Session at which the IPCC Bureau is elected, unless decided otherwise by the Panel.

The Executive Committee (ExCom) composition: consists of the IPCC Chair, IPCC Vice-Chairs, and the Co-Chairs of the three Working Groups and the Task Force on National Greenhouse Gas Inventories. It includes as advisory members the head of the IPCC Secretariat and the heads of the Technical Support Units of the Working Groups and TFI.

The Executive Committee (ExCom) mandate: to strengthen and facilitate the timely and effective implementation of the IPCC work programme in accordance with the IPCC's Principles and Procedures, the decisions of the Panel, and the advice of the Bureau. The ExCom addresses issues related to IPCC products and its work programme that require prompt attention between Panel Sessions and strengthens coordination between Working Groups and the Task Force on National Greenhouse Gas Inventories on activities related to the production of assessment reports and other relevant IPCC products. It also undertakes communication and outreach activities and oversees the response to possible errors in completed assessments and other IPCC products based on the Error Protocol. The TOR of the ExCom is available.

The Executive Committee (ExCom) approach:

It meets regularly, and its meetings are chaired by the IPCC Chair.

- The authority provided to the Executive Committee is vested in the body, and any Member of the Executive Committee who acts/speaks on its behalf must reflect and

be consistent with the views of the Executive Committee and act in accordance with the Principles Governing IPCC Work, Communication Strategy and Policy on Conflict of Interest;

- The Members of the Executive Committee are expected to reach decisions by consensus. If, exceptionally on matters of urgency, consensus is not possible, the IPCC Chair may take the final decision, having regard to the weight of opinion in the Executive Committee. Any such decisions should be reported to the Panel;
- A quorum consists of two thirds of the Members;
- If the Chair cannot be present at a meeting of the Executive Committee, he/she may nominate as chair an IPCC Vice Chair or another Member, if there are no Vice Chairs present;
- The Executive Committee may invite additional individuals to participate in a meeting of the Executive Committee;
- The Secretariat will provide administrative support to the Executive Committee. It will prepare a draft agenda in consultation with the Chair of the Executive Committee and normally make it available for information to the Panel and Bureau members in advance of those meetings;
- The Secretariat will prepare and make available the conclusions and decisions of the Executive Committee to the Panel and Bureau members as soon as possible, but not later than four weeks after the meeting;
- The Executive Committee is expected to meet regularly. Meetings should be planned to minimize travel and cost. Additional meetings may be convened at the request of the Chair or at least three Members of the Committee. Meetings may be conducted in person or by electronic means;
- The Executive Committee is accountable to the Panel, and the Chair of the IPCC should report on the activities of the Executive Committee to the Panel and the Bureau.

Working Group/Task Force Bureaus composition: The structure and mandate are decided by the Plenary. Currently each of the three working groups are comprised of two co-chairs and number vice chairs from different regions. The Task Force Bureau is comprised of 14 members, including two co-chairs.

Each of the working groups/task force bureau are responsible for different overarching areas and each is supported by a Technical support Unit**.**

Working group Bureaus mandate: To provide guidance to the Plenary on the scientific and technical aspects of its work, advise on related management and strategic issues, and take decisions on issues such as author selection and review editors. They oversee the scientific quality and engage with the wider scientific community, both regionally and globally, endorsing final drafts of the outputs before they are put to the Plenary.

Task Force Bureau mandate: Advise the Task force Bureau co-chairs with respect to the preparation of the methodology reports, management of activities, including workshops, expert meetings and scoping meetings.

The Terms of Reference Task Force Bureau can be found here.

IPCC Authors and Experts composition: They are leading experts in the different areas covered by the IPCC reports who volunteer their time and expertise as Coordinating Lead Authors (CLAs), Lead Authors (LAs) Contributing Authors (CAs) and Review Editors (REs) to prepare IPCC Reports.

IPCC Authors and Experts selection: There is a fact sheet on how IPCC authors are selected. Authors are selected on the basis of their expertise following a call to governments, Observer Organizations and the IPCC Bureau for nominations and the submission of detailed CVs. After the nomination deadline, the Bureau of the relevant IPCC Working Group or Task Force selects the experts for these roles, taking into account the range of scientific, technical and socio-economic views and backgrounds, as well as geographical and gender balance.

They also ensure that the teams include a mixture of experts with and without previous IPCC experience. This ensures that reports are not biased towards the perspective of any one region and that questions of importance to particular groups are not overlooked.

Author teams may also involve experts from industry and from non-governmental organizations who can bring a valuable perspective to the assessment.

Note: scientists who are nominated but not selected are invited to register as expert reviewers.

IPCC Authors/Experts mandate:

- Prepare a draft outline of the report for the Plenary to review and determine whether the work should continue preparing the report and agrees on its scope, outline and workplan (Inc. budget).
- Assess all relevant scientific, technical and social-economic information (priority given to peer-reviewed)
- Consider comments from Reviewers in preparation of the second draft of the report.
- Following the first review of the Report, authors also prepare a 'Summary for Policymakers' document which distils the main policy-relevant findings from the underlying report.
- Following a second stage of review, the authors then prepare the final drafts of the report and Summary for Policymakers.
- Participate in meetings with the Plenary where the Summary for Policy makers is approved line by line and the longer report section by section.

Coordinating Lead Authors and Lead Authors' mandate: They are responsible for the content of each chapter and draft specific sections based on their area of expertise.

The Coordinating Lead Authors oversee the process and are responsible for the coordination of the chapters. There are usually two Coordinating Lead Authors per chapter, one from a developing and one from a developed country.

The Lead Authors work in teams to produce the content of the chapter on the basis of the best scientific, technical and socio-economic information available.

Coordinating Lead Authors and Lead Authors may enlist other experts as Contributing Authors to assist with their work. Hundreds of Contributing Authors provide specific knowledge or expertise in a given area in the form of text, graphs or data, and help ensure that the full range of views held in the scientific community is reflected in the report.

Contributions may be solicited by Lead Authors, but unsolicited contributions are also encouraged. In most cases, chapter teams which comprise of Coordinating Lead Authors, Lead Authors and Review Editors are supported by Chapter Scientists, who provide technical and logistical support.

Tasks and Responsibilities for Lead Authors, Coordinating Lead Authors, Contributing Authors, Expert Reviewers and Review Editors of IPCC Reports and Government Focal Points.

Authors and Experts Compensation: Hundreds of leading experts in the different areas covered by IPCC reports volunteer their time and expertise as Coordinating Lead Authors and Lead Authors to produce these assessments. Many hundreds more are involved in drafting specific contributions as Contributing Authors and commenting on chapters as Expert Reviewers.

Chapter scientist selection: The Bureau of the relevant IPCC Working Group or Task Force selects scientists for these roles from nominations of experts from their respective countries by IPCC member governments and observer organizations or from other experts known through their publications and work. Experts who are nominated by governments and observer organizations but not selected are encouraged to contribute to the report as Expert Reviewers.

Expert Reviewers mandate: may decide to comment on one section of the report, on a complete chapter or on the report as a whole.

Secretariat selection: IPCC Panel has some input to the recruitment processes, preparation of annual job plans and performance appraisals of the secretary and Deputy Secretary. All done in accordance with WMO and UNEP procedures.

Secretariat mandate: coordinates and assists the work of the Intergovernmental Panel on Climate Change. It organizes IPCC Plenary, Bureau and Executive Committee meetings and provides administrative support for these, including the preparation of documents and reports. It supports, as required, the Working Groups, the Task Force on National Greenhouse

Gas Inventories, and any other task force, task group or committee established by the IPCC in the organization of their activities and meetings. The Secretariat also manages the IPCC Trust Fund and any other Funds agreed by the Panel, including budgeting, contributions to the IPCC Trust Fund, management of expenditure, auditing and reporting, consistent with WMO regulations and rules, and manages contractual and legal matters related to the IPCC. It manages the support for travel of delegates and experts eligible for support from the IPCC Trust Fund and assists with the necessary arrangements. The TOR of the secretariat is available.

Other tasks include:

- providing information management for the IPCC, including the archiving of IPCC reports and material used for their preparation, in accordance with the Principles and Procedures of the IPCC and in co-operation with the Technical Support Units;
- contributing to the implementation of the IPCC Protocol for addressing possible errors, the IPCC Communication Strategy and the Conflict of Interest Policy; in accordance with its responsibilities contained in these documents;
- providing the principal point of contact for members of the IPCC and Observer Organizations;
- promoting and maintaining cooperation, as principal IPCC contact point, with the UN system, in particular with UNFCCC; and liaising with the two parent organizations, WMO and UNEP;
- participating, through the Secretary of the IPCC, in the IPCC Executive Committee as an Advisory Member;
- undertaking any other tasks as required to support the IPCC in fulfilling its mandate as assigned by the Panel, the IPCC Bureau or the Executive Committee.

Secretariat host: The Secretariat is located in Geneva, Switzerland, in the building of the World Meteorological Organization. It has 13 members of staff.

Financial Task Team composition and selection: While being open-ended, the Financial Task Team has a core membership of four government representatives from countries represented on the Bureau. The co-chairs and core members of the Financial Task Team would be selected by the Bureau. The Financial Task Team should be co-chaired by two government representatives represented on the IPCC Bureau: one from a developed country and one from either a developing country or a country with economy in transition.

Financial Task Team mandate: The Panel should establish for every assessment cycle a Financial Task Team (FiTT) to undertake tasks including reviewing income and expenditures, assisting in preparing the budget proposals and developing other recommendations related to finance for consideration by the Panel

1.2 Funding mechanism

The IPCC is funded by regular contributions from its parent organizations WMO and UNEP, and voluntary contributions from its member governments and the UNFCCC. Information about contributions received and expenditures incurred is provided by the Secretariat to the Panel and the annual budget is decided by the Panel at its Plenary Sessions. The WMO also hosts the IPCC Secretariat, and the WMO and UNEP each fund the costs of a senior staff member in the Secretariat.

The IPCC Trust Fund is administered under the Financial Regulations of the WMO. The Trust Fund supports IPCC activities, in particular the participation of developing country experts in the IPCC, the organization of meetings as well as publication and translation of IPCC reports. Governments provide further substantial in-kind support for activities of the IPCC, in particular by hosting Technical Support Units, supporting the participation of experts from their respective countries in IPCC activities, and by hosting meetings. The Panel has revised the IPCC Financial Procedures to ensure consistency with International Public-Sector Accounting Standards (IPSAS). The Panel has established the Ad-Hoc Task Group on Financial Stability (ATG-Finance). ATG–Finance's purpose is to propose to the Panel funding options and their implications in order to provide predictable, sustainable and adequate means for a smooth implementation of the IPCC's work programme. Its mandate also includes identifying matters affecting IPCC's financial stability. The Panel has extended its mandate twice, at the 46th and 47th Sessions.

The IPCC Trust Fund finances the Panel and its activities. Adoption of the budget of the IPCC Trust Fund is the responsibility of the Panel. More information can be found in the Financial Procedures for the Intergovernmental Panel on Climate Change (IPCC) document.

The resources of the IPCC comprise of:

(a) the person-year costs of the Secretary of the IPCC and costs of housing the IPCC Secretariat, provided by WMO;

(b) the person-year costs of the Deputy Secretary provided by UNEP;

(c) annual cash contributions provided by WMO and UNEP to the IPCC Trust Fund;

(d) annual cash contributions provided by the UN Framework Convention on Climate Change to the IPCC Trust Fund in support of the work of the IPCC;

(e)*annual cash contributions provided by IPCC Members to the IPCC Trust Fund;

(e)*annual cash contributions provided by IPCC Members to the IPCC Trust Fund on the basis of an indicative scale, adopted by consensus by the Panel, and based on such a scale of assessments of the United Nations as may be adopted from time to time by the General Assembly, adjusted so as to ensure that no Party contributes less than 0.01 per cent of the total; that no one contribution exceeds 25 per cent of the total; and that no contribution from a least developed country exceeds 0.01 per cent of the total;

(f) contributions provided in kind by IPCC Members, such as support for Technical Support Units, publications, translation, meetings, workshops, etc.;

(g) other cash and in-kind contributions to the IPCC Trust Fund;

(h) the uncommitted balance of appropriations from previous financial periods;

(i) miscellaneous income.

*The Panel deferred decision on this sub-paragraph. The sub-paragraph is to be treated as if it is in square brackets.

The proposed budget for 2019 was approx. $10,47M. 2020 proposed budget is $8,2M

2. PRINCIPLES

2.1 Non-duplication

2.2 Complementarity

Scale of expertise engaged: For the Fifth Assessment Report a total of 831 experts were originally selected as Coordinating Lead Authors, Lead Authors and Review Editors from 3,598 nominations across the three Working Groups (including some experts nominated for more than one Working Group). Author numbers may change slightly over the course of an assessment, for instance with the addition of an author with additional expertise or with a resignation due to health or time conflicts. Coordinating Lead Authors and Lead Authors enlist other experts as Contributing Authors to assist with their work. Contributing Authors, who number many hundreds, provide specific knowledge or expertise in a given area, and help ensure that the full range of views held in the scientific community is reflected in the report. Beyond these official IPCC roles, thousands of scientists and experts worldwide contribute to IPCC assessments by adding to the body of scientific literature. Thousands of peer-reviewed articles in scientific journals and technical publications provide the essential foundation for IPCC assessments.

Multisector and diversity:

Balanced assessment of the full range of scientific views, protected from the influence of special interests, is supported through the method of author team selection, multiple rounds of review of each report, and IPCC's Conflict of Interest Policy. Author teams may also include experts from industry and from non-profit organizations who bring a valuable perspective to the assessment.

Gender and experience:

The IPCC also seeks a balance of men and women, as well as between those experienced with working on IPCC reports and those new to the process, including younger scientists.

2.3 Independence

A Conflict of Interest (COI) policy applies to all individuals directly involved in the preparation of IPCC reports, including senior IPCC leadership (IPCC Chair and Vice-Chairs), other Bureau and Task Force Bureau members, authors with responsibilities for report content, review editors and staff of the Technical Support Units. The overall purpose of the Conflict of Interest Policy is to protect the legitimacy, integrity, trust, and credibility of the IPCC and of those directly involved in the preparation of reports, and its activities. The staff of the IPCC Secretariat is subject to the disclosure and ethics policies of the WMO and UNEP. For the purposes of the IPCC Conflict of Interest Policy, individuals must disclose circumstances that could lead a reasonable person to question an individual's objectivity, or whether an unfair advantage has been created, constitute a potential conflict of interest.

The Conflict of Interest Policy is overseen by a COI Committee that comprises all elected members of the Executive Committee and two additional members with appropriate legal expertise appointed by the WMO and UNEP. The Panel approved the Methods of Work of the COI Committee.

2.4 Political neutrality

The composition of author teams aims to reflect a range of scientific, technical and socio-economic views and backgrounds. A comprehensive assessment requires author teams to include a mix of authors from different regions and from developed and developing countries to ensure that reports are not biased towards the perspective of any one country or group of countries and that questions of importance to regions are not overlooked.

2.5 Transparency

IPCC assessments are written by hundreds of leading scientists who volunteer their time and expertise as Coordinating Lead Authors and Lead Authors of the reports. They enlist hundreds of other experts as Contributing Authors to provide complementary expertise in specific areas. IPCC reports undergo multiple rounds of drafting and review to ensure they are comprehensive and objective and produced in an open and transparent way. Thousands of other experts contribute to the reports by acting as reviewers, ensuring the reports reflect the full range of views in the scientific community.

Review is an essential part of the IPCC process and ensures that the assessment of literature is transparent, objective and complete. In the first stage of review, experts from around the world are invited to comment on the accuracy and completeness of the scientific, technical and socio-economic content and the overall balance of the drafts. These expert reviewers self-nominate and are accepted by the IPCC based on relevant expertise.

Every review comment is considered by the authors in the preparation of a Second Order Draft of the report. At the same time, the authors also prepare a first draft of the Summary for Policymakers (SPM). This is a distillation of the main policy-relevant findings from the underlying report. The Second Order Draft of the report and the first draft of the SPM are then opened to review by experts and governments, simultaneously.

Each chapter of an IPCC report has two or more Review Editors assigned to it, who are selected by the Bureau based on their expertise and whose job it is to make sure that all comments received during the reviews are considered by the author teams. All review comments, and the responses by authors, are published on completion of a report.

2.6 Peer review/rigor

The IPCC is committed to preparing reports assessing the current state of knowledge of the science related to climate change that aim for the highest standards of scientific excellence, balance and clarity. To achieve this, each report undergoes two review periods: An Expert Review of the First Order Draft, and a Government and Expert Review of the Second Order Draft. This review process includes wide participation, with hundreds of reviewers commenting on the accuracy and completeness of the scientific assessment contained in the drafts. Teams of Review Editors provide a thorough monitoring mechanism for making sure that review comments are addressed. More information on the review process can be found in 2.5 Transparency and 4.2 Finalization outputs.

The IPCC does not conduct its own scientific research and works by assessing published literature (see IPCC Factsheet – What literature does the IPCC assess?). Although priority is given to peer-reviewed literature, the IPCC recognizes that non-peer reviewed literature, such as reports from governments and industry, can be crucial for expanding the breadth and depth of the assessment. Use of this literature brings with it an extra responsibility for the author teams to ensure the quality and validity of cited sources.

For all findings, author teams use defined language to characterize their degree of certainty in key findings and assessment conclusions reflecting agreement in the scientific literature and the evidence available.

Recent development: On matters such as the use of literature in IPCC reports (see Annex 2 of Appendix A), the role of Review Editors (Annex 1 of Appendix A), and consideration of the range of scientific, technical and socio-economic views (Appendix A), changes have been made to already existing procedures regarding the writing and review of IPCC reports in response to an independent review of IPCC processes and procedures by the InterAcademy Council (IAC). Additional guidance was provided to authors on the consistent treatment of uncertainties and this remains valid for the Sixth Assessment Cycle. These efforts have further strengthened and clarified the IPCC's strict procedures for the preparation and review of IPCC assessment reports.

2.7 Open access

The IPCC organizes several meetings, including Sessions of the IPCC and its Working Groups, Sessions of the IPCC Bureau, the Task Force Bureau and any task group set up by the Panel as well as meetings of the Executive Committee. The reports and key documents from these meetings can be accessed on their website-

2.8 Inter and intradisciplinary approach

The authors producing the reports are currently grouped in three working groups:

Working Group I: the Physical Science Basis;

Working Group II: Impacts, Adaptation and Vulnerability; and

Working Group III: Mitigation of Climate Change –

and the Task Force on National Greenhouse Gas Inventories (TFI).

As part of the IPCC, a Task Group on Data and Scenario Support for Impact and Climate Analysis (TGICA) facilitates the distribution and application of climate change-related data and scenarios.

3. PRIORITIZATION

3.1 Criteria and 3.2 Those involved

IPCC assessments should point to areas of well-established knowledge and of evolving understanding, as well as where multiple perspectives exist in the literature.

Each IPCC report starts with a scoping meeting to develop a draft outline. Experts nominated by member governments, Observer Organizations and the Bureau and selected by the relevant Bureau prepare a draft outline of the report for the Panel. Based on the report of the scoping meeting, the Panel decides whether work should continue preparing the report and agrees on its scope, outline and work plan including schedule and budget.

4. OUTPUTS

4.1 Type

IPCC Assessment Reports cover the full scientific, technical and socio-economic assessment of climate change, generally in four parts – one for each of the Working Groups plus a Synthesis Report. Special Reports are assessments of a specific issue. Methodology Reports provide practical guidelines for the preparation of greenhouse gas inventories under the UNFCCC. Examples of recently produced reports are the "Special Report on Climate Change and Land" and "Special Report on the Ocean and Cryosphere in a Changing Climate”. A report coming up is titled "Climate Change and Cities" which required urban practitioners and experts from Academia and Relevant scientific bodies and agencies.

4.2 Process of creating the outputs and those involved

The process for preparing IPCC reports from the beginning to the approval stage is outlined online and in Figure 10.

Assessment Reports consist of contributions from each Working Group and a Synthesis Report integrating these contributions and any Special Reports prepared in that assessment cycle. The IPCC also produces Special Reports on specific issues agreed by its member governments and Methodology Reports that provide practical guidelines for the preparation of greenhouse gas inventories.

Member governments, Observer Organizations and the Bureau (Co-Chairs and Vice-Chairs) of the Working Group or Task Force producing the report then draw up lists of experts, from which the relevant Bureau or Bureaux select the authors of the report. The Bureau may consider other experts known through their publications and work. Scientists who are nominated but not selected as authors are invited to register as expert reviewers for the report.

The selection of authors is a careful process that aims to reflect the range of scientific, technical and socio-economic expertise and to strike a good balance in terms of gender, geographical representation, and representation of experts from developing countries, developed countries and those with economies in transition. It is also important to have a mixture of authors with and without previous experience in the IPCC.

Special rules apply to the Synthesis Report, which integrates the findings of the Assessment Report and any Special Reports prepared during an assessment cycle. These are written in a non-technical style suitable for policymakers and address a broad range of policy-relevant but policy-neutral questions approved by the Panel. The Synthesis Report consists of two sections: a Summary for Policymakers and a longer report. The IPCC Chair leads a writing team whose composition is agreed by the Bureau after nominations by the IPCC Chair in consultation with the Working Group Co-Chairs. It typically draws on members of the Bureau, authors of the Assessment Report, and experts from the Technical Support Unit and Secretariat for its Core Writing Team. The writing team prepares a draft of both the longer report and Summary for Policymakers, which undergo simultaneous review by governments and experts. The report is then revised and submitted to the Panel for consideration. The Panel approves the Summary for Policymakers line by line, and they adopt the longer report section by section – roughly one page at a time.

4.3 Process of finalizing the outputs and those involved

The process for finalizing IPCC reports to approval stage is outlined online and Figure 10

For each IPCC report, authors produce two report drafts that undergo an external expert review. All the comments made during the review periods are collected and must be taken into account by the author teams when producing the subsequent draft. To support this

process, each chapter team also has at least two Review Editors. They help identify expert reviewers, ensure that all substantive comments are afforded appropriate consideration, and advise Lead Authors on how to handle potential issues. These roles require considerable experience.

Following the second stage of review, the authors then prepare the final drafts of the report and Summary for Policymakers. These are distributed once again to governments, who provide comments on the Summary for Policymakers. Finally, all IPCC reports must be formally endorsed by the responsible Working Group or Working Groups or Task Force and by the Panel at an IPCC Plenary Session. There are three levels of endorsement:

"Approval" means that the material has been subjected to detailed line-by-line discussion and agreement. This is the procedure used for the Summary for Policymakers.

"Adoption" describes a section-by-section endorsement. This is used for the Synthesis Report and overview chapters of Methodology Reports.

"Acceptance" signifies that the material has not been subject to line-by-line or section-by-section agreement but nevertheless presents a comprehensive, objective and balanced assessment of the subject matter.

4.4 Management of opposing views

There is a Protocol for Addressing Possible Errors (annex 3) in IPCC Assessment Reports, Synthesis Reports, Special Reports and Methodology Reports. No further information found.

4.5 Dissemination of outputs (Target audience, outreach and use)

The IPCC Communications Strategy sets out the aims of IPCC communications, describes the main activities, defines the principle audiences – policymakers, other stakeholders, the media and the public, and provides guidance on how communications will be carried out.

It defines the full range of IPCC communications with the main IPCC user groups as well as with media and the public, and provides direction on establishing and maintaining rapid, clear, and consistent communications.

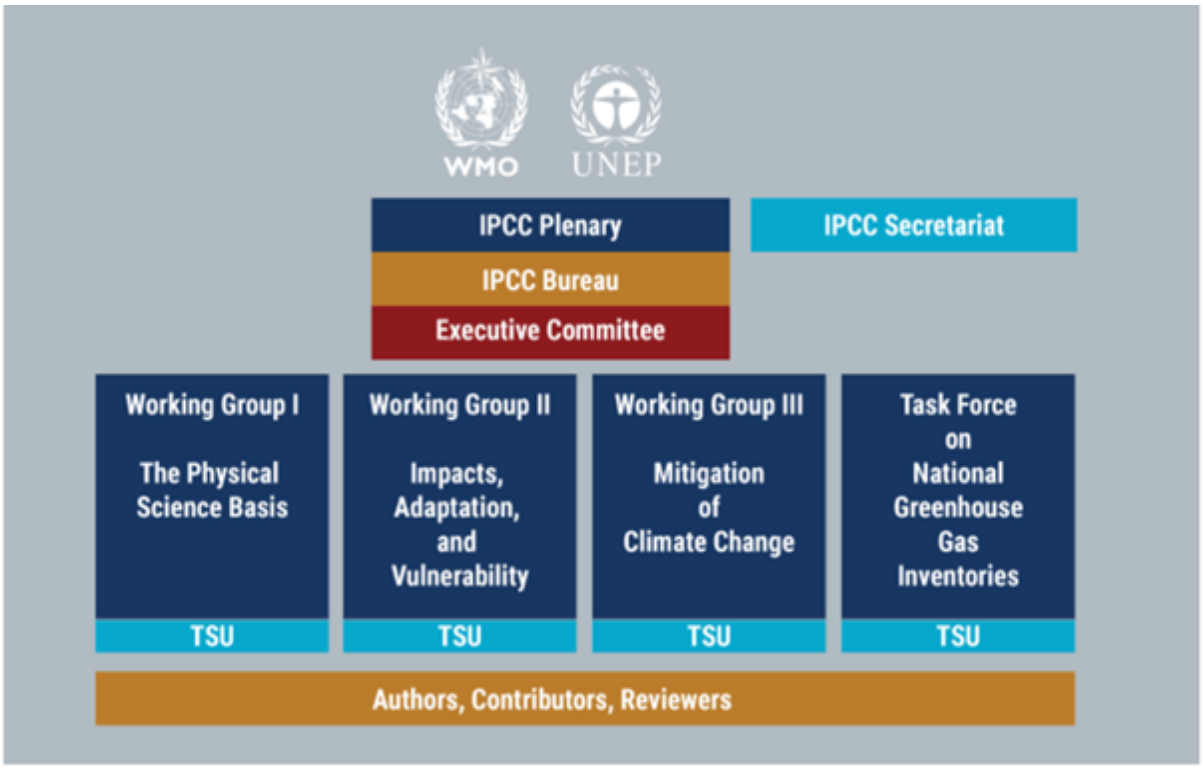
According to the strategy, the ultimate responsibility for communications activities lies with the Panel. The Bureau and Executive Committee act on the Panel's behalf between IPCC Sessions. The Executive Committee is responsible for communications on a day-to-day basis.

As a practical working arrangement, and to facilitate timely and efficient decision-making, the Executive Committee has established a fully representative subgroup, the Communications Action Team (CAT).

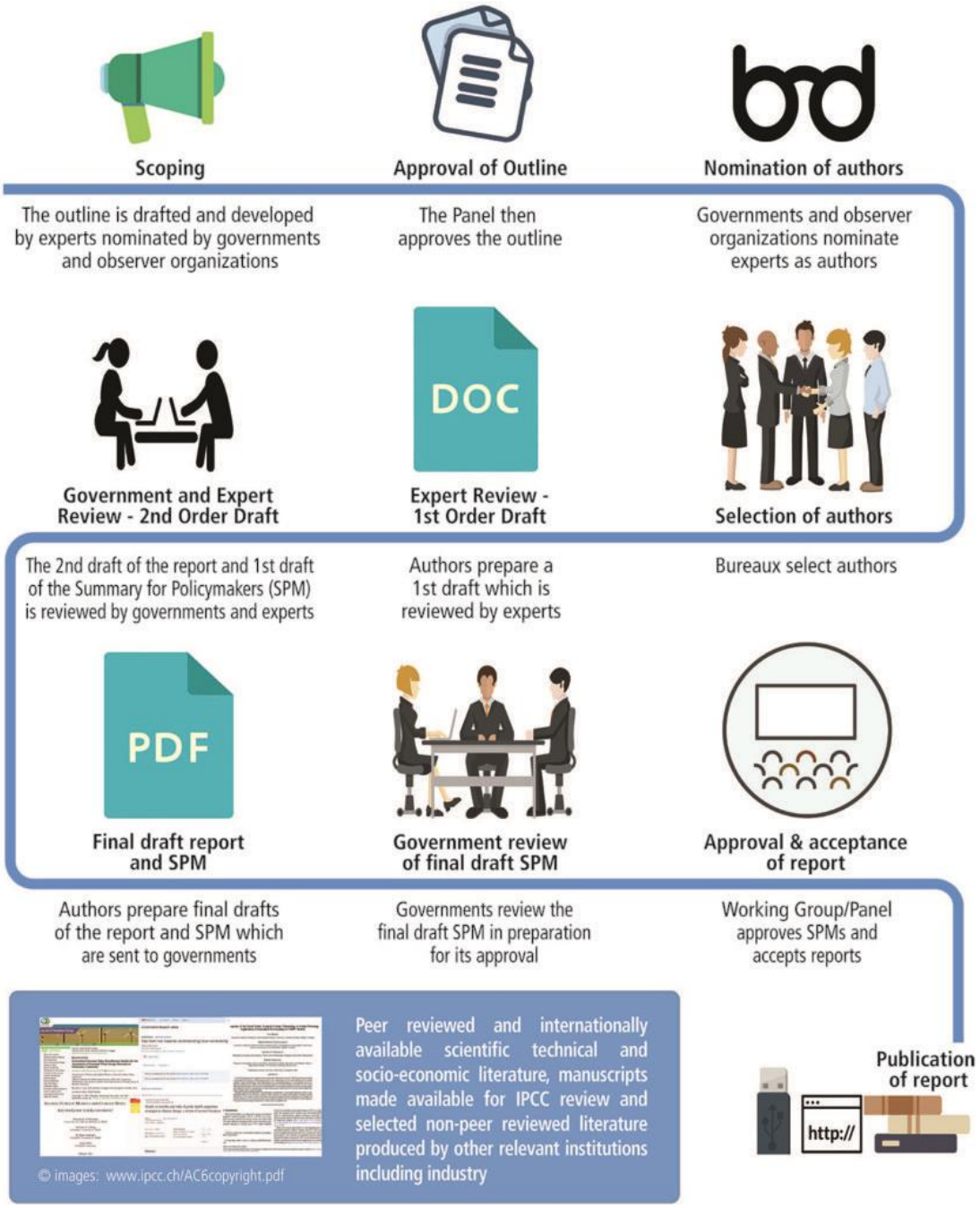
4.6 Impact of outputs

No information found.

4.7 Organogram (Figure 9):



4.8 Output development flowchart (Figure 10)



JOINT FAO/WHO EXPERT COMMITTEE ON FOOD ADDITIVES (JECFA)

1. ORGANIZATIONAL STRUCTURE

Mandate: to evaluate the safety of food additives, contaminants, naturally occurring toxicants and residues of veterinary drugs in food. JECFA serves as an independent scientific expert committee which performs risk assessments and provides advice to FAO, WHO and the member countries of both organizations, as well as to the Codex Alimentarius Commission (CAC).

Approach: An independent international scientific expert committee, a group of formally appointed experts convened jointly by the Food and Agriculture Organization of the United Nations (FAO) and WHO. JECFA evaluates substances in response to requests by FAO and WHO Member States, by FAO and WHO Programmes, and by the Codex Alimentarius Commission. JECFA can also evaluate substances on its own initiative if new data indicate a risk to public health.

Goal(s): (a) To establish and further elaborate principles for evaluating the safety of residues of veterinary drugs in foods and for determining acceptable and safe levels of such residues when the drugs are administered to food producing animals in accordance with good practice in the use of veterinary drugs; (b) To determine criteria for appropriate methods of analysis for detecting or quantitating residues of veterinary drugs in foods; (c) To evaluate or re-evaluate the safety of residues of certain veterinary drugs; (d) To discuss and provide advice on matters of interest arising from the reports of the Sessions of the Codex Committee on Residues of Veterinary Drugs in Foods.

Guiding procedures: WHO Regulations for Expert Advisory Panels and Committees Being a joint committee of FAO and WHO, the organizational framework of JECFA complies with the rules of both organizations.

1.1 Governance Structure

Secretariat composition: The joint secretariat is composed of staff from FAO and WHO.

Secretariat mandate: The WHO and FAO Joint JECFA secretariat develop the meeting agendas naming the substances to be evaluated primarily based on the priority list developed by Codex members. They also select panel members and temporary advisors and invited them based on their assessment of the expertise that will be needed for each meeting. They have overall responsibility for organizing JECFA meetings, inviting participants, ensuring that the appropriate documentation is prepared in advance of the meetings, providing secretariat support during the meetings, and editing and publishing the report and monographs in a manner that faithfully reflects the conclusions of JECFA. It's also the role of the Joint Secretaries to ensure to check and ensure that none of the invited meeting participants have conflicts of interests.

FAO and WHO have complementary roles in this programme according to their mandates. The WHO JECFA Secretariat invites experts with expertise in toxicology, epidemiology and related fields, the FAO JECFA Secretariat invites experts with expertise in chemistry, food technology, analytical methods and related technical areas.

Expert Advisory Panel composition: JECFA panel members are prominent scientists from across the world of recognized scientific excellence with competences spreading across disciplines within JECFA remit.

Expert selection: The selection process for experts is undertaken in mutual consultation by the Joint Secretariats. When calling for and selecting experts, FAO and WHO assure that selections complement each other. For each JECFA meeting, the WHO selects members from the WHO expert advisory panel on Food Safety according to the expertise needed in relation to the agenda of the meeting. WHO expert advisory panel on Food Safety experts are individuals who have responded to WHO call for toxicology experts and have had their CVs evaluated by an external consultant who has the responsibility of drafting recommendations to the WHO-JECFA secretariat. In carrying out the task the consultant uses a pre-determined set criterion to decide on the suitability of the applicants. The experts are formally appointed by the Director-General of WHO. Selected experts outside the list of the WHO expert advisory panel on Food Safety can be invited as expert/monographer. FAO also have a list of experts and follow a similar process to identify experts on chemicals.

After a number of years of being a JECFA expert during which time they become familiar with the JECFA way of working and development of monographs etc.- selected experts are invited by the JECFA secretariat to join the JECFA Advisory Panel and participate in committee meetings. The agenda of the particular JECFA meeting determines which of the panel members are invited to attend a particular meeting.

In selecting experts FAO and WHO will consider, in addition to scientific and technical excellence, diversity and complementarities of scientific backgrounds, representation from all geographic regions including developing and developed countries as well as gender. Specifically, the selection process respects FAO and WHO policies on regional representation and gender balance.

Expert Advisory Panel approach: The panel receives the draft working documents before the meetings. Over a two-week period, the experts and panels meet to finalize the documents and develop the meeting report. On average for a plenary meeting (e.g. on food additives) there may be as many as 35-40 experts attending the two-week meetings.

Expert Advisory Panel mandate:

Expert Advisory Panel's Terms of Office: Panel members are appointed for 5 years. Every 5 years there is a new call for experts and the experts can apply again.

Editor selection: An external native English-speaking editor is hired by the JECFA secretariat for each meeting.

Editor mandate: The editor participates during the entire meeting and is working on the documents closely together with the experts. Given that the report has to be ready on the last day of the meeting – their responsibility includes the task of ensuring that everything in the report is correct, not only from the language point of view, but also according to WHO style guide and what's written in the monograph.

Expert Advisory Panel and Experts compensation: Member's travel expenses including subsistence allowance and other related expenses are paid by WHO and FAO under the organization's applicable policies and within their limits. Specifically, WHO and FAO pay their respective experts for 10 days (8 days of work and the weekend as the meetings run from Tuesday to Thursday).

The experts do not receive any remuneration. To be selected as a JECFA panel member, expert or temporary advisor carries with it a high level of prestige and it is understood that these individuals are the best of the best in their field and therefore they contribute to JECFA on a voluntary basis.

Temporary Advisors selection: The Secretariat invites temporary advisers who are selected from a roster of experts. A public call for expression of interest to be placed on the roster is published and applications are reviewed by the Secretariat and by an independent external reviewer, against the published criteria. All qualified experts are then part of the roster which is published on the JECFA website.

Temporary advisors mandate: To assist the expert committee in drafting working papers in advance of the meeting.

Temporary advisors' term of office: Appointment to the roster is for a period of 5 years, with the possibility for renewal through the above described application process.

1.2 Funding mechanism

The main costs associated with JECFA are paying JECFA secretariat salaries and convening the meetings. The FAO and WHO each pay the salaries of their respective JECFA secretariat staff (1.5 technical officer at WHO, 1.5 at FAO and 1-2 administrative staff). The meeting costs includes cost of travel of participants and a rapporteur average at $150,000/meeting for WHO when meetings are held at WHO HQ in Geneva. FAO also incur costs of these meetings as they pay for their experts. The cost for the host organisation is higher than for the other (meeting rooms, administrative staff etc.) so the meetings alternate between being held in Geneva (when hosted by WHO) and Rome (when hosted by FAO).

JECFA does not accept any funding from Non-state actors.

2. PRINCIPLES

2.1 Non-duplication

No information

2.2 Complementarity

No information

2.3 Independence

Members are invited by the Secretariat as independent scientific experts, and they do not represent their employers, governments, or other institutions.

Before invitations can be issued and tasks assigned, members and temporary advisers have to declare any interests through the WHO Declaration of Interest form according to WHO rules and procedures. The JECFA Secretariat evaluates these declarations and requests advice from the WHO office of Compliance, Risk Management and Ethics, as needed. FAO follows the same declarations of interests process for JECFA purposes.

Private sector engagement: manufacturers can contribute data and sponsor the monographs. Sponsors may be called on (through the secretariat) to provide additional information after initial

submission of data. The identity of the "monographer" is not publicized prior to the meeting and only visible in the final monograph.

The chair of Codex may participate in meetings, but their participation status is limited to an observer and they cannot interfere to the process of developing the report.

2.4 Political neutrality

Members are invited by the Secretariat as independent scientific experts, and they do not represent their employers, governments, or other institutions.

2.5 Transparency

Procedures followed by the panel are openly available on the WHO website.

The method of selecting the temporary advisers and experts which is through a public call for expression of interest and involves selection by and independent external reviewer against published criteria is transparent. Also, all qualified experts' part of the roster which is published on the JECFA website.

Discussions at the meeting are held in an open and transparent manner and in complete confidentiality. The final report of the meeting is adopted by the Members before closing the meeting.

The agenda for each meeting is published 10-12 months in advance along with an open call for data. Before each meeting the list of participants is published on the JECFA website with short bio sketches. The Public, manufacturers, Government authorities and other interested parties are invited to provide comments to the JECFA Secretariat. Summaries of responses to open calls (along with the reviewer comments on relevance and significance) are published.

Two weeks before the plenary meeting the draft monograph is sent to the sponsor by email for comments. The draft monograph has no input from the secretariat at this stage and the evaluation, conclusions and recommendations of the "monographer" are not shared with the sponsor but available for experts and panel members who are able to view the full monographs on a SharePoint site to which only they have access. This provides the sponsor with an opportunity to identify potential inaccuracies within a short deadline.

In recognition of the fact that the actual meeting report could take 6 months before it's printed (due to time it takes for editor to finalize it and send to printers) the JECFA secretariat publishes on their website a short summary of the main outcomes of the meeting a couple of weeks after the meeting.

Usually all Expert Meetings are private in nature and by invitation only. Experts are also required to sign a confidentiality undertaking, to assure that discussions can be held freely, and proprietary information is kept confidential.

2.6 Peer review/rigor

The data provided by sponsors which forms the basis of the monographs usually includes both published and non-published data.

JECFA published a Guidance to JECFA experts on systematic literature searches. https://www.who.int/foodsafety/chem/jecfa/Litertature_Search.pdf?ua=1 While it is acknowledged that it is difficult to apply such rigorous methodology on a routine basis for broad risk assessment questions as they are addressed by JECFA, there are elements that can improve transparency,

objectivity and reproducibility of the work undertaken by experts. One of these elements is undertaking and documenting literature searches in a systematic manner.

There are also several other Guidance documents for reviewers evaluating contaminants, flavouring agents, food additives, vet drug residue as well as guidance on preparation of working papers on the intake of food additives and to establish acute reference dose for residues of vet drugs.

As a way of ensuring institutional knowledge, constancy between monographs as well as increasing the rigor of the work each technical advisor assigned to developing a monograph is paired with a Panel member experienced in developing monographs and they are encouraged to work together and for the Panel member to provide support and guidance.

2.7 Open access

FAO and WHO assure that a considerable body of publications from JECFA is made available in several easily accessible on-line archives. For each JECFA meeting a report is published in the WHO Technical Report Series. In addition, a monograph is also published in the WHO Food Additives Series after each JECFA meeting.

2.8 Inter and intradisciplinary approach

The scientific expertise of the JECFA members include toxicology, pharmacology, metabolism, microbiology, pathology, epidemiology, molecular biology, veterinary medicine, biostatistics and exposure assessment. In selecting experts, the JECFA secretariat ensures that there is a balance between academic and regulatory experience and geographical distribution.

JECFA remit includes: Risk assessment practice – human health risk assessment, food consumption and exposure assessment, toxicology, epidemiology, veterinary medicine, chemistry, biology, biochemistry, life sciences. As well as Cross-cutting scientific issues – statistical approaches in risk assessment, the preparation of guidance for risk assessment in the area of food and feed.

3. PRIORITIZATION

3.1 Criteria

The compounds are selected on the basis of priority lists established by the respective Codex Committees, requests by FAO and WHO and their Member States, and recommendations of earlier meetings of JECFA. The procedures for nominating compounds for evaluation by JECFA (Annex 1) and procedures for issuing the call for data (Annex 2) are documented in the working procedures documents.

Before inclusion of a substance on an agenda for the first time, the JECFA Secretariat will have received a positive indication that there will be one or more submitters of data for the evaluation, or that the data are available from other sources such as a government organization or the published literature. For substances that are being re-evaluated, the Secretariat assumes that the sponsor of the original evaluation will be providing the necessary data unless informed otherwise.

When prioritizing and deciding on a final list of compounds for the call for data, the Joint Secretariat takes into consideration, inter alia, the following criteria: the priorities as indicated by the relevant Codex Committee, pending requests from previous JECFA meetings, the complexity of the tasks, the

amount of work estimated for each evaluation, the number of experts required, the nature of the compounds under evaluation, and the resources available.

3.2 Those involved

Requests for the evaluation of certain food additives and contaminants, or for veterinary drug residues in food, and consideration of issues of a general nature by the Joint FAO/WHO Expert Committee on Food Additives (JECFA) may come from a number of sources: Codex committees (following codex criteria), FAO and WHO member states through a direct request to the secretariat (accompanying the request will be a commitment to provide the necessary data and justification for need for evaluation), JECFA secretariat and JECFA itself.

4. OUTPUTS

4.1 Type

JECFA evaluates substances in response to requests and each JECFA meeting results in three principle types of publications, as well as other minor documentation. This includes:

1) a report which compiles the most important information from all monographs (evaluation, conclusion, recommendation). It contains concise toxicological evaluations and the chemical and analytical aspects of each substance reviewed by JECFA, as well as information on the dietary exposure assessment. This report reflects the agreed view of the Committee as a whole and describe the basis for their conclusions and may not be modified without JECFA's consent.

2) a monograph each single substance containing detailed descriptions of the full biological and toxicological data base considered in the evaluation, as well as the dietary exposure assessment, including detailed references.

3) specifications for the identity and purity of food additives evaluated by JECFA and residue monographs for veterinary drugs.

4.2 Process of creating the outputs and those involved

The Joint Secretaries publish a call for data for the compounds on the agenda 10-12 months in advance of the meeting on the internet. The deadline for submission of data is usually 6-7 months before the meeting. Based on submitted data by the sponsor (manufactures, Government authorities or other interested parties) and on publicly available information, the temporary advisers summarize the available toxicological, epidemiological and intake data and provide comments on their relevance and significance when preparing working papers for the meeting. Details on the preparation of working papers are published in specific guidance documents available on the JECFA website. The working papers are distributed to all members in advance of the meeting and form the basis of discussion at the meeting.

Two weeks before the face to face meeting the invited Panel members and experts receive the draft working documents and monographs developed by the temporary advisor assigned to each product. The Secretariat organizes virtual meetings with all experts during this preparatory phase of the working papers to ensure efficient preparation and detailed discussions and interactions between experts. Closed virtual workspaces are also provided to enable efficient interaction in a confidential

manner. Discussions at the meeting are held in an open and transparent manner and in complete confidentiality.

4.3 Process of finalizing the outputs and those involved

Over a two-week face to face meeting select Panel Members and experts meet to finalize the working papers, monographs and develop the meeting report. For each JECFA meeting a report is written and adopted by the Members before closing the meeting and may not be modified without JECFA's consent.

The meetings start with a plenary session (with all participants) where the program for the 8 days is outlined. Then participants then divide into two subgroups (toxicology, exposure and additives group and another group working on chemical specifications). They reconvene again as a plenary as required during the two weeks to discuss topics that are crosscutting or for which additional input is required. The reports are drafted by the experts from each group leading the work. The joint JECFA secretariat share their respective group's draft reports with each other and received feedback before the draft reports are finalized on the last day of the meeting.

One the final day of the meeting the report is reviewed by the entire plenary and agree on all wording.

4.4 Management of opposing views

Reports reflect the agreed view of the Committee as a whole and describe the basis for their conclusions. Decisions on interpretation of key data, on evaluations and final conclusions are made by consensus. According to WHO rules scientific questions are not be submitted to a vote. If no consensus can be reached a minority opinion is expressed, this is recorded in the meeting report and the minority view published as annex, stating the reasons for the divergent opinion.

4.5 Dissemination of outputs (Target audience, outreach and use)

After each JECFA meeting, the JECFA reports are published in the WHO Technical Report Series and the monographs are published in the WHO Food Additives Series. The specifications for the identity and purity of food additives evaluated by JECFA and residue monographs for veterinary drugs are published by FAO in the FAO JECFA Monograph series.

Outputs are used to advise member states and the CAC to develop international food standards such as acceptable daily intakes (ADI), provisional maximum tolerable daily intake (PMTDI) or maximum residue limits (MRLs).

At each Codex meeting JECFA secretariat reports back to the Committee on the results of the last JECFA meeting. See report for more info and the feedback provided to Codex.

4.6 Impact of outputs

Countries use information from JECFA in the establishment of national food safety control programmes and CCFA, CCCF and CCRVDF develop standards based on evaluations by JECFA.

A particularly important aspect of the work of Codex Committees results from the JECFA agreement, as a result of the Uruguay Round in which the World Trade Organization (WTO) succeeded the General Agreement on Tariffs and Trade, that scientific, risk-based standards established by the Codex Alimentarius Commission should be employed under terms of the Sanitary and Phytosanitary (SPS) agreement to address fair trade practices. Governments wishing to argue particular cases at WTO are

therefore likely to turn increasingly to Codex, and through Codex to JECFA and other scientific bodies, for advice on their own legislation.

4.7 Organogram

No information found.

NATIONAL CENTER FOR ECOLOGICAL ANALYSIS AND SYNTHESIS (NCEAS)

1. ORGANIZATIONAL OVERVIEW

Mandate: To accelerate scientific discoveries that will enhance people's understanding of the world and benefit people and nature, as well as to transform the scientific culture to be more open, efficient, and collaborative.

Approach: NCEAS are an independent research affiliate of the University of California with a global network and impact. They support research activities focused on synthesizing existing data (research proposals are submitted in response to open calls). NCEAS does not rely on permanent research faculty, but on a global network of researchers. They convene research teams, called working groups, to tackle scientific questions related to improving the health of ecosystems and communities and to apply that science to solutions. The three ways they work are:

1. Synthesis Science: they don't collect new data, but discover new insights from existing data, thereby generating big-picture knowledge and solutions.
2. Team Science: Enable productive scientific collaborations, recognizing that environmental challenges are complex, and their solutions require diverse perspectives and sets of expertise.
3. Open Science: Data transparency and reproducibility are essential to the utility of the environmental sciences, they work to advance scientific culture in the direction of open science.

Goals:

- Enabling collaborations between the brightest minds in the environmental sciences
- Conducting breakthrough science that is grounded in big-picture thinking
- Improving analyses through computing innovations that increase the (re)usability of data
- Partnering with agencies and organizations that can help put the science to action
- Training and inspiring generations of scientists to practice synthesis and open science

1.1 Governance Structure

Centre Leadership composition: A Team of 7 NCEAS staff (out of a total of 61 staff) at the University of California.

Centre Leadership mandate: They review and select research proposals to fund.

Science Advisors composition: An external multidisciplinary Team of 5 thought leaders from across ecology and environmental science. Advisors cover a wide range of disciplines including environmental science, geography, ecology and epidemiology, marine biology, conservation and informatics.

Science Advisors mandate: They advise centre leadership on new projects, initiatives, and funding opportunities, as well as help anticipate and cultivate emerging focal areas for their work.

Working groups composition: Working groups are typically composed of 12 to 18 experts from a range of disciplines, sectors, career stages, and institutions. NCEAS adheres to the Policy on University of California diversity statement. It is expected that all Working Groups will involve a diverse group of participants, including gender diversity, diversity in career stages, and members of underrepresented communities.

Working groups mandate: To address scientific questions and produce publications, reports, presentations and software. Publications are written by members of the working group and published in conventional journals. With diverse individuals and data sources, working groups can connect disparate dots, discover key gaps in knowledge, and reveal untapped opportunities in the evidence.

Working groups approach: They come together for short periods of time, to focus and collaborate on answering specific research questions. Each participant brings his or her data, methods, and experiences for synthesis and analysis. The working group model is designed to accelerate discovery and increase the impact science can have on decisions to enable people and nature to thrive.

NCEAS offers logistical support to facilitate the innovation of working groups who can convene their meeting at NCEAS headquarters in Santa Barbara. NCEAS also provide any technical support needed by the working group e.g. data and software support.

Fellowship programme:

Alongside working groups NCEAS also has more permanent research employees through the fellowship program:

- Postdoctoral fellows – have opportunities to join synthesis working groups and maximize co-authorship and receive mentorship in synthesis science and environmental data science.
- Senior fellows - typically operate as independent principal investigators and may also play roles in collaborative initiatives housed at NCEAS or one of their partnerships. 2 years minimum.
- Visiting fellows - are researchers or practitioners who come to the centre for a short time (a few weeks to a few months) to benefit from on-site resources, collaborations, and/or trainings. Motivations for their stay can include engaging with an on-going project at NCEAS or to scope and launch new project(s) that are relevant to the NCEAS mission.
- Data science fellows – Work with data and informatics team to solve data and software issues, undertake research related to open data infrastructure and practice.

1.2 Funding Mechanism

NCEAS is funded by public donations and donations from about 15 organisations including universities, US and international conservation and wildlife organisations.

2. PRINCIPLES

NCEAS' work is guided by the following core values:

- Collaboration: They believe collaboration is necessary to understand the complexity of today's environmental challenges and to seek solutions that will meet the needs of humans and nature.
- Inclusivity and Fairness: They believe science must be inclusive and fair, supporting the full diversity of people and ideas that are critical to the integrity and progress of the institution.
- Transparency: They believe science must operate in a transparent way, making data and knowledge accessible and free both within the scientific community and to the greater public. Cultivating an open culture in science is important not just for advancing scientific knowledge but also for fostering public trust in it.

2.1 Non-duplication

In terms of research areas, there is overlap with other organizations (e.g. climate change, conservation). In terms of overall aims (i.e. being a centre for ecological collaborative research to take place), NCEAS appears to overlap with a dozen newly established synthesis centres for ecology. (http://synthesis-consortium.org/#map). These include: The nature Conservancy, Wildlife conservation society, Conservation international, National Geographic Society, Ocean Conservancy, with the greatest overlap being with The National Socio-Environmental Synthesis Centre (SESYNC).

2.2 Complementarity

NCEAS partners with leading non-profit organizations, government agencies, and foundations on initiatives and projects to leverage their strengths and ensure decisions and actions are informed by the best available science.

2.3 Independence

Website refers to NCEAS being an independent research affiliate of the University of California. No further information is provided on independence.

2.4 Political neutrality

No information found.

2.5 Transparency

Transparency is a core value (see above) but little information on how this is achieved.

2.6 Peer review/rigor

NCEAS states that they believe reproducibility is essential but little information on how this is achieved.

2.7 Open access

All software developed by NCEAS are free to download and they require that all derived data created at NCEAS be well documented and made publicly available within the KNB Data Repository. Products of NCEAS research including datasets and publications are made available on their website. However, it appears as though not all full publications are open access.

NCEAS is committed to making data and materials derived from NCEAS activities available to the broader scientific community and to this end they have a data and Information Policy. The policy states that NCEAS:

- Requires that derived data generated during an NCEAS research project be well documented and made publicly available. NCEAS provides technical assistance to do so.
- Urges that data used to generate derived products be well documented and made openly available. NCEAS provides technical assistance to do so.

- Respects the intellectual property rights of data owners who use their data in NCEAS research projects.

2.8 Inter and intradisciplinary approach

Focus is on ecology and environmental sciences. They facilitate scientific collaborations between researchers from across disciplines and the globe through their calls for proposals.

Research has shown NCEAS's approach to the diversity of participants in the working groups as key to enabling greater productivity and problem-solving capacity.

NCEAS adheres to the Policy on University of California diversity statement. It is expected that all Working Groups will involve a diverse group of participants, including gender diversity, diversity in career stages, and members of underrepresented communities.

3. PRIORITIZATION

NCEAS periodically invite scientists to submit research proposals for collaborative, synthesis projects in both basic and applied environmental science. Centre Leadership is mandated to review and select research proposals to fund. Successful proposals present research questions that could benefit specifically from the synthesis of existing data and analysis by an interdisciplinary team.

4. OUTPUTS

4.1 Type

NCEAS produces a range of outputs including: publications, data sets, dissertations, presentations, reports and software. Researchers have produced publications on a diversity of topics including climate change, infectious disease, ecosystem services, marine ecology and conservation.

4.2 Process of creating the outputs and those involved

Working groups produce scientific papers/publications or software to answer their research question. No further information found.

4.3 Process of finalizing the outputs and those involved

No information found.

4.4 Management of opposing views

NCEAS states that they value the diversity of views, expertise, opinions, backgrounds, and experiences reflected among NCEAS residents and visitors, and that they are committed to providing a safe, productive and welcoming environment for everyone in its community.

NCEAS strives to serve as an effective forum to consider and debate science-relevant viewpoints in an orderly, respectful, and fair manner. They have a Code of Conduct which highlights the importance of promoting diversity and creating an inclusive, supportive, and collaborative environment for all peoples. All NCEAS residents and visitors are expected to abide by this Code of Conduct, which applies

to all NCEAS-related events, both onsite and offsite from the main NCEAS office. No further information found.

4.5 Dissemination of outputs (Target audience, outreach and use)

Project groups must report on the outcome of their NCEAS project via a webfoum. Outputs of NCEAS are published through a data repository in order to share with the wider scientific community. NCEAS require that all derived data created at NCEAS be well documented and made publicly available within the KNB: Knowledge Network for Biocomplexity.

Data science tools developed by NCEAS are intended for researchers, data managers, and computing infrastructure developers to support the creation, management, and analysis of and access to ecological and environmental data.

One of the aims of NCEAS is to inform environmental policy and management but no information is provided on how this is achieved.

4.6 Output impact

No information found.

4.7 Organogram (Figure 11):

THE NATIONAL SOCIO-ENVIRONMENTAL SYNTHESIS CENTER (SESYNC)

1. ORGANIZATIONAL OVERVIEW

Mandate: SESYNC brings together the science of the natural world with the science of human behaviour and decision making to find solutions to complex environmental problems.

Approach: Through convening science teams to work on broad issues of national and international relevance. These interdisciplinary teams of scientists and researchers have diverse skills, data and perspectives which enable SESYNC to lead in-depth research and scholarship that will inform decisions and accelerate scientific discovery. Teams include researchers in environmental science, geography, ecology and epidemiology, marine biology, conservation, informatics, economics, business and sociology.

Goal: To produce actionable science which informs policy. SESYNC is committed to supporting projects of the highest scientific quality and with the greatest potential to contribute to accelerating actionable knowledge on the structure, functioning and sustainability of coupled human-natural systems.

1.1 Governance Structure

Leadership Team composition: Director, Director of Interdisciplinary Science, Director of Social Science & Policy, Director of Education and Outreach, Director of Administrative Services, Director of Research, Assistant Director for Interdisciplinary science, Assistant Director of Education and Outreach.

External Advisory Board (EAB) composition: Comprises of 11 policymakers, scholars, and experienced leaders representing the broad range of disciplines needed to provide guidance and oversight for SESYNC.

External Advisory Board (EAB) selection: Board members are appointed in consultation with the National Science Foundation (NSF).

External Advisory Board (EAB) approach: Board members meet semi-annually.

External Advisory Board (EAB) terms of office: Board members serve an initial term of two years.

External Advisory Board (EAB) mandate: As the primary high-level advisory body, the EAB focuses on enhancing SESYNC's credibility and success by providing critical insights pertaining to strategic directions. EAB members serve as ambassadors for SESYNC and are able to effectively communicate with the research and policy community about the philosophy, expertise, and opportunities offered by the Centre. Specific duties include participation in the Centre's strategic planning process and in the selection of the overarching themes to structure research efforts. Board members provide insights on emerging trends and advancements in social and environmental research, modelling, and information technology and, as appropriate, help SESYNC forge connections at the national and international levels.

Scientific Review Committee (SRC) composition: Diverse set of 24 external scholars from a variety of fields.

Scientific Review Committee (SRC) selection: SRC members are appointed.

Scientific Review Committee (SRC) compensation: Committee members are not paid but their travel costs to their Centre in Annapolis are covered by SESYNC.

Scientific Review Committee (SRC) mandate: The SRC is charged with assessing applications submitted to the centre for various types of synthesis projects.

Scientific Review Committee (SRC) terms of office: SRC members are asked to make a two-year commitment.

Pursuit Teams composition: collaborative team-based synthesis research by teams ranging between 10-12 members (composition to be determined by applicant).

Pursuit Teams approach: Researchers meet three times at SESYNC centre, develop research questions and methods for results which are then assessed.

1.2 Funding Mechanism

SESYNC is funded through a cooperative agreement between the National Science Foundation (NSF) and the University of Maryland who provide operational and financial support for the Centre.

2. PRINCIPLES

2.1 Non-duplication

No information found.

2.2 Complementarity

The EAB help SESYNC identify and reach out to scholars, policymakers, and others who have the potential to advance the Centre's mission and encourage them to participate in programmes.

2.3 Independence

No information found.

2.4 Political neutrality

No information found.

2.5 Transparency

No information found.

2.6 Peer review/rigor

No information found.

2.7 Open access

No information found.

2.8 Inter and intradisciplinary approach

Pursuit teams are encouraged to be interdisciplinary and to include individuals from outside academia, e.g. governmental agencies, non-governmental agencies, the business sector. No information provided on how this is achieved.

3. PRIORITIZATION

The EAB selects the overarching themes to structure research efforts. No information provided on the process for this.

SESYNC encourages proposals that synthesis data and apply models in new ways to address SESYNC topical themes.

4. OUTPUTS

4.1 Type

SESYNC materials submitted for publication include: papers, white papers, data sets, presentations.

4.2 Process of drafting the outputs and those involved

No information found.

4.3 Process of finalizing the outputs and those involved

No information found.

4.4 Management of opposing views

No information found.

4.5 Dissemination of outputs (Target audience, outreach and use)

Results are submitted through a webforum, SESYNC supports actionable science that has the potential to inform policy, but it does not advocate for policy changes. No further information found.

4.7 Organogram

No information found.