



**INTERNATIONAL
COUNCIL
FOR SCIENCE**



ICSU-ISSC Merger

Transition Planning Process

On 24 October 2016, ISSC and ICSU members agreed, in principle, to pursue a merger between the two organizations, and mandated a Transition Task Force (TTF) to develop detailed plans towards this end. They further agreed that a Strategy Work Group (SWG) should be appointed to develop a high-level, generic strategy for a new, merged organization.

The outputs of the TTF and SWG will be submitted to ICSU and ISSC members for discussion and approval during their next joint meeting, which will be held on 25 and 26 October 2017 in Taipei. The final decision on whether or not to merge the two organizations will only be taken during this meeting.

This document outlines the composition and terms of reference of the TTF and SWG, as well as the overall governance arrangements and related work methods for the transition planning process.

A. The Transition Task Force

1. Composition

As agreed on 24 October 2016, the TTF will include the Presidents and two additional members of the ISSC Executive Committee and two of the ICSU Executive Board. The TTF will also include representatives of the members of each organization. The group will therefore comprise up to 14 members, including:

- The Presidents of ISSC and ICSU, namely:
Alberto Martinelli (ISSC), and
Gordon McBean (ICSU)
- Two additional members of the Executive bodies of each organization, namely:
Jinghai Li (ICSU Vice-President),
David Black (ICSU Secretary General),
Saths Cooper (ISSC Vice-President), and
Renee van Kessel (ISSC Executive Committee member)
- Up to eight representatives of ICSU and ISSC members, namely:
Two representatives of ISSC national member organizations,
Two representatives of ISSC scientific unions/associations,
Two representatives of ICSU national member organizations, and
Two representatives of ICSU scientific unions

The work of the TTF, which will be co-chaired by the ISSC and ICSU Presidents, will be facilitated by Khotso Mokhele, previous ICSU Vice-President for Scientific

Planning and Review, and previous member of the ISSC Committee for Developing and Transition Economies.

Member representatives on the TTF will be selected based on a call for nominations from members. ICSU member representatives will be appointed by the ICSU Executive Board and ISSC member representatives by the ISSC Executive Committee in consultation with the respective secretariats. The Executives will seek to ensure regional, gender and disciplinary balance and to appoint individuals with:

- in-depth knowledge and understanding of ISSC and/or ICSU,
- relevant expertise in the governance and management of international scientific bodies, and
- a strong interest in developing innovative and effective organizational models for a new, merged organization (covering issues of governance, management, administration and finances).

The TTF may engage additional expertise as required (e.g. legal and change management expertise), and/or establish sub-groups to undertake specific tasks within the TTF's terms of reference. It will draw on the insights of relevant members of the ICSU and ISSC secretariats.

2. Terms of reference

a). Deliverables

The TTF will be responsible for developing:

- Proposed new statutes and rules of procedure for a merged organization and, as necessary, recommendations for transition measures towards their implementation. This work covers, amongst other aspects, the issues of:
 - membership composition, structure and dues, and
 - governance arrangements
- A recommended new secretariat structure, including proposed management and human resource arrangements
- A detailed financial analysis, including proposed multi-year budgets for a merged organization
- A set of recommendations regarding the legal and practical procedures and timelines for accomplishing a merger, including location and hosting arrangements

The outputs listed above will draw on the agreed recommendations of the Draft Planning Framework discussed during the 24 October 2016 meeting of ICSU and ISSC members. They will also need to take into consideration the outcomes of the strategy development work to be undertaken by the SWG, as outlined in Section B below.

b). Timeline and work flow

The TTF will submit its proposals and recommendations to the ISSC and ICSU Executives for approval by June 2017; this work will subsequently be submitted to members of both organizations in July 2017. In further planning the work of the TTF

attention will be paid to creating possibilities for membership feedback on draft proposals and recommendations.

The TTF will meet at least once, and possibly twice, before the end of June 2017. It will also be expected to work via teleconferences and email correspondence.

The work of the TTF will be supported by a dedicated team of staff from the ISSC and ICSU Secretariats, including the Executive Directors of both organizations.

B. The Strategy Working Group

1. Composition

The SWG will comprise up to eight individuals nominated by ISSC and ICSU members and jointly appointed by the ICSU Executive Board and ISSC Executive Committee in consultation with the respective secretariats. These individuals will include:

- Two representatives of ICSU national member organizations,
- Two representatives of ICSU scientific unions,
- Two representatives of ISSC national member organizations, and
- Two representatives of ISSC scientific unions/associations

The SWG will also include, and be co-chaired by, the ISSC and ICSU Vice-Presidents represented on the TTF, namely:

- Saths Cooper (ISSC Vice-President), and
- Jinghai Li (ICSU Vice-President)

This linkage between the SWG and TTF is intended to ensure effective realisation of the principle that form should follow function and, hence, that the structures and practices proposed by the TTF are designed to support effective delivery of the vision and mission of the new organization.

In addition to securing regional and gender balance, the Executive bodies of ISSC and ICSU will seek to appoint individuals who:

- are deeply knowledgeable about the broad domains of the social and natural sciences and have experience working at their intersections
- understand the perspectives of ICSU and ISSC unions, associations and national members, and
- are knowledgeable of the broader international landscape, including policy and practice environments, within which science and its applications are delivered.

The SWG may consult widely and hold a consultative workshop with relevant external experts. It will draw on the inputs of ICSU and ISSC members, as well as members of the secretariats able to advise and comment on a new organization's strategic opportunities and possible challenges in the delivery of its objectives and associated activities.

2. Terms of reference

a). Deliverable

The SWG will prepare a high-level strategy for a new, merged organization. This 5-10 page document should:

- Articulate an overall niche and purpose (vision and mission) that recognises and exploits the distinctive roles and strengths of the new organization's members;
- Identify a set of results-oriented objectives that relate to achieving the organization's vision and mission;
- Set out the organization's core values and working principles;
- Outline a set of strategic priorities and related activities and partnerships that address important issues for science where the organization has unique potential, and which are relevant to the interests and priorities of its members; and
- Outline the organization's communications, management and resource needs and priorities.

The SWG's strategic proposals should be at an appropriate level, i.e. sufficiently specific to provide a clear framework for the substantive development of the new organization, but not so specific that they limit the creativity of members and a new joint Executive in identifying particular projects that are imaginative, important, timely and deliverable.

The strategy will draw on the results of the strategy development work undertaken to date by ICSU and ISSC with the support of Firetail Consultancy.

b). Timeline and work flow

The anticipated timeline and proposed work flow for the development of a strategy is as follows:

- December 2016 – February 2017: Preparation of first draft by SWG, involving:
 - Preparation and circulation to SWG of relevant background documentation and "straw-man" strategy based on existing analyses and strategy development work already undertaken by ICSU and ISSC Secretariats
 - 1.5 Day SWG workshop discussion with invitees, followed immediately by a 1.5 day SWG meeting, culminating in a first draft strategy
 - Finalisation of draft by correspondence
- February – March 2017: Approval of draft strategy by ICSU and ISSC Executives
- March – April 2017: Submission of draft strategy and request for feedback from members of ISSC and ICSU

- May 2017: Review of members' feedback and preparation of final draft by SWG, involving:
 - SWG meeting or teleconference
 - Finalisation of document by correspondence
- June 2017: Approval of final draft strategy by ICSU and ISSC Executives
- July 2017: Submission of final draft strategy to members

The SWG will meet at least once, and possibly twice, before the end of June 2017. In addition to attending meetings, SWG members will be expected to work via teleconferences and email correspondence.

The work of the SWG will be supported by a dedicated team of staff from the ISSC and ICSU Secretariats, including the Executive Directors of both organisations.

C. Governance arrangements and work methods

In view of the commitments made by the leadership of ICSU and ISSC in Oslo, the TTF and SWG will be requested to work in a transparent and inclusive manner, recognising that the success of the transition planning process will depend on strong accountability, including effective communication with and engagement of the members of ISSC and ICSU.

A Conflict of Interest policy to be agreed between ICSU and ISSC shall apply to the work of both the TTF and the SWG.

Both the TTF and SWG will report to the ICSU and ISSC Executives who will assume responsibility for approving and submitting draft and final versions of TTF and SWG outputs to ISSC and ICSU members, and receiving their feedback.

As already indicated, the TTF will be co-chaired by the ISSC and ICSU Presidents. The work of the TTF will be facilitated by Khotso Mokhele, previous ICSU Vice-President for Scientific Planning and Review, and previous member of the ISSC Committee for Developing and Transition Economies. The SWG will be co-chaired by Jinghai Li (ICSU Vice-President) and Saths Cooper (ISSC Vice-President).

Teams comprising members of the ICSU and ISSC Secretariats and led by the Executive Directors of both organizations will support the overall transition planning process. Four teams will be established for this purpose:

- A Transition Task Force (TTF) Support Team
- A Strategy Working Group (SWG) Support Team
- A Transition Communications Team
- A General Assembly 2017 Team

