



JPI Climate

www.jpi-climate.eu



Connecting climate knowledge for Europe:

Governance

The governance principles and the organisational structure of the JPI described in this document are subject to iterative, ongoing learning processes and adjustments. They have been subject to a critical review and revision 24 months after original adoption by the JPI CLIMATE Governing Board (GB) and will be followed by recurring reviews based on a schedule prepared by the GB.

The document has been prepared in reconciliation with the proposed governance principles set out by the GPC (March 2010).

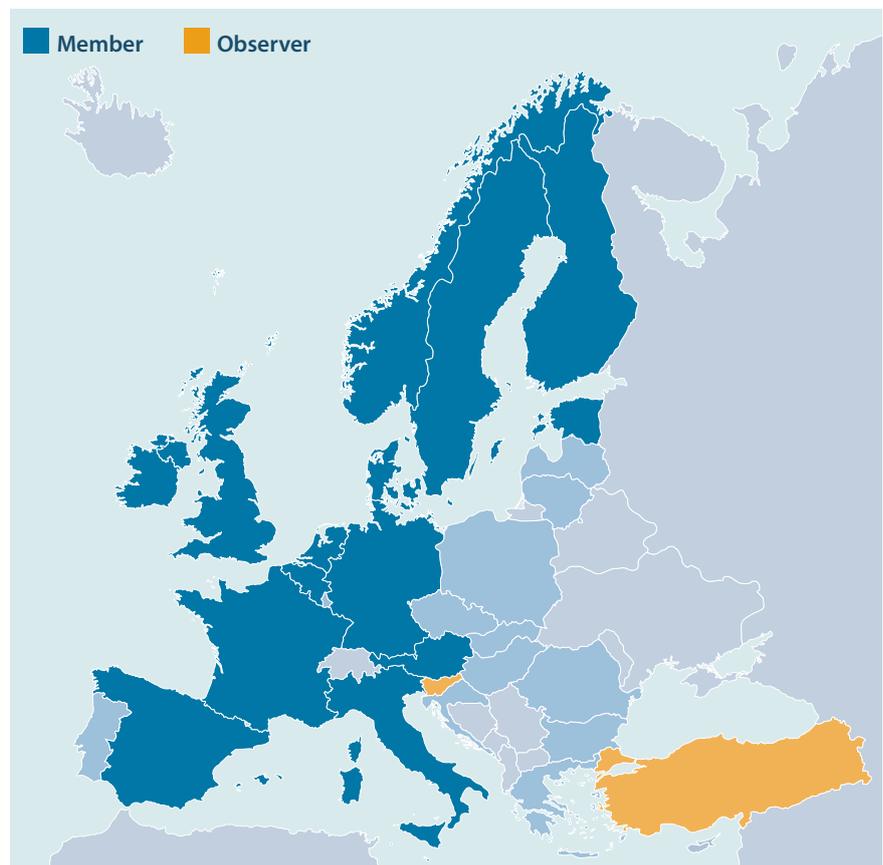
- adopted at the GB meeting in Helsinki, 30./31. May 2011
- revised at the GB meeting in Amsterdam, 10./11. May 2012
- revised at the GB meeting in Paris, 20./21. May 2014

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JPI Climate consists of: 14 member countries and 2 partner countries (as of May 2014). The EC holds the status of a non-voting member. There are 5 partner institutions.

A full list of members and partners can be found at: www.jpi-climate.eu



1. TERMINOLOGY

1.1 Members

JPI CLIMATE (hereafter “the JPI”) members are countries – EU members or associated state – that have formally declared their commitment and willingness to actively contribute to JPI operations (with their work force, financial resources, and existing research and innovation investments, etc.) by signing a Letter of Intent.

In order for a membership to be valid, a new member needs to be formally adopted by the Governing Board (GB) (see section 3.1).

The member countries are represented by institutions that are legally allowed to take strategic decisions on behalf of and engage resources from national research funds (e.g. ministries for science and research, academy of sciences, scientific institutions and agencies) and thereby to represent the national research interests of the member countries.

The European Commission holds the status of a non-voting member of the JPI.

1.2 Associated members

Associated members are those who have indicated an interest in becoming members, implying a commitment and active contribution to JPI operations. They are represented by institutions that are legally allowed to represent the national research interests of the member countries (e.g. ministries for science and research, academy of sciences, scientific institutions and agencies). Their partner status will be revised after two years of associated membership. Such a revision aims to confirm whether a JPI membership is feasible.

Associated members might be granted with the role of an observer in some committees and participation in the JPI information channels (e.g. email lists, password-protected web space).

1.3 Partners

Partners are linked to the JPI by overlapping objectives. They provide the basis for mutual knowledge exchange and for coordination of operations. However, they are not formally integrated into the decision-making process within the JPI.

Partners are supra-national institutions that facilitate research activities in the thematic field of the JPI, but they do not conduct research themselves (e.g. ERA Nets, other JPIs). The purpose of this partnership is to establish synergies, to avoid duplication and to boost prestige. Active collaboration and joint activities such as identifying joint strategies with the JPI are expected.

Partners might be granted with the role of an observer in some committees and participation in the JPI information channels (e.g. email lists, password-protected web space).

A partnership is formally adopted by the GB (see section 3.1) for a period of 2 years, with the option of renewal.

1.4 Stakeholders

The term 'stakeholder' refers to organisations and individuals outside the scientific community in terms of change agents and knowledge partners such as policy makers, regulators, citizens, NGOs, municipalities / local authorities or industry and business sectors.

2. GOVERNANCE PRINCIPLES

The governance principles derive from both the thematic contents addressed by the JPI as well as the strategic objectives of the JPI concept itself. They provide support to assure coherence between 'what' we are working on and 'how' we are working. In addition, they represent procedural objectives that broaden the scope for advancements and provide motivation for constant improvement.

Hitherto discussions have mostly addressed the rationales of these principles. In order to put them into effect in our future work, we – however – need to reflect on what these principles mean to us and, more specifically, our operations. For these reasons the principles and related objectives have been formulated ambitiously. The GB may decide upon specific procedural rules allowing their implementation.

The following principles have been addressed in the context of different discussions on the JPI. Several approaches to operationalise these principles are provided in the appendix.



2.1 Sustainability principle

Objective:

To take into account the challenges of climate change in the work of the JPI, based on active reflection of operations (e.g. "green meetings") and to formulate the endeavour of constant improvement of the operations' climate performance.

Rationale:

In consideration of the grand societal challenge of climate change being central to research efforts that are initiated by the JPI, the members of the JPI seek to contribute to mitigating the carbon footprint of its work and activities. In doing so, the JPI governance is committed to increasing the credibility of climate impact research and function as a role model for other groups of society in terms of responsible, climate-friendly science and research.



2.2 Stakeholder orientation principle

Objective:

To integrate the knowledge, values and objectives of societal decision-makers in the implementation and operation of the JPI through the active participation of stakeholder group representatives (see section 1.3) in accordance with the JPI mission.

Rationale:

The JPI "Connecting Climate Knowledge for Europe" aims to improve the utilisation of scientific knowledge on climate change in societal decision-making processes. Therefore the involvement of stakeholders from civil society, politics and the business sector is crucial when it comes to identifying themes and setting up research agendas.



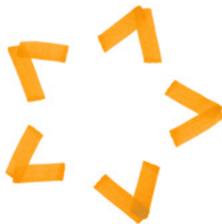
2.3 Adaptability principle

Objective:

To enable the JPI's thematic framework to respond to novel scientific insights and research requirements, current states of societal transformations and potential demands due to sudden social-ecological crises.

Rationale:

The JPI is setting up a research framework on a strategic, long-term basis. Alongside its overall objective to facilitate societal transformation by improving the utilisation of scientific knowledge on climate change in societal decision-making processes, in the course of its operations it is very likely that the JPI's mission will be subject to shifting and novel research needs and priorities. The JPI's governance structure therefore needs to allow for the adaptation of the JPI's operations to these changing framework conditions where necessary.



2.4 Transparency principle

Objective:

To base the collaborative efforts encompassed within JPI development and implementation on the notions of openness, mutual learning, mutual dependency and joint creativity; and to foster the free flow and sharing of information, experiences and opinions.

Rationale:

Access to knowledge and information is a prerequisite for individual and mutual learning processes. Given the grand and complex societal challenge that is addressed by the JPI, fostering both is a prerequisite for successful completion of the JPI mission. Allowing access to knowledge and information within the JPI – a multi-level, multi-stakeholder institution – for both internal work and external information is not a trivial task and therefore requires active and continuous deliberation and promotion.



2.5 Cost efficiency principle

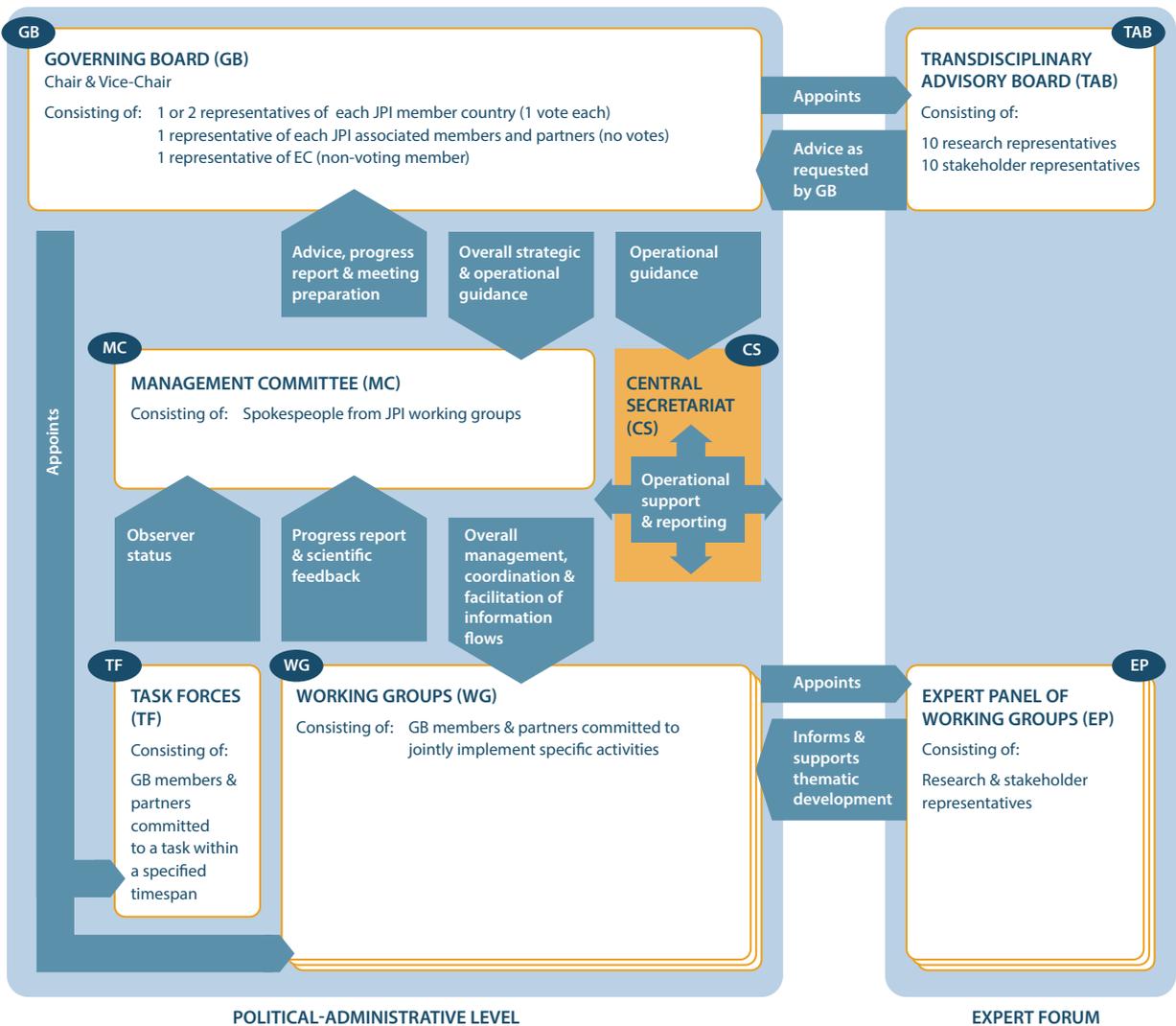
Objective:

To limit superfluous duplication of scientific/technical outputs, research and funding activities.

Rationale:

Joint Programming is based on coordinating European research efforts to increase its capacities to tackle grand societal challenges, such as climate change. An understood objective of the JPI operations is therefore to use its existing resources in a cost-efficient manner. In order to meet this objective, the JPI needs to assess the availability of present and potential joint initiatives and joint calls at European and international level pertaining to the same or related topics to build up inter-linkages and streamline activities with potential partner initiatives.

3. GOVERNANCE STRUCTURE



3.1 Governing Board (GB)

The Governing Board provides guidance in terms of the overall strategic orientation and structure of the initiative. All member countries will be represented by people who are mandated to take strategic decisions and to engage resources from various sources at national level for JPI-related climate change research.

The Governing Board is advised by the Transdisciplinary Advisory Board as well as the Management Committee. It receives support in its operational activities from the Central Secretariat (CS).

3.1.1 Mandate

The Governing Board is responsible for:

1. Revising and adopting the scientific vision.
2. Revising the strategic research agenda (SRA).
3. Adopting and overseeing the implementation plan (including the strategy for module integration) to the JPI's strategic research agenda, acknowledging the JPI Climate Framing Principles adopted in 2012.

4. Nominating the Transdisciplinary Advisory Board (TAB).
5. Appointing Working Groups (WG) and formulating specific mandates to them in order to facilitate the implementation of the JPI.
6. Endorsing members of the Working Groups and the Management Committee.
7. Preparing and adopting the content and the implementation of joint programmes – including the content of programmes and in the case of any joint calls the extent of funding – as well as other activities contributing to realise the formulated vision and objectives of the JPI.
8. Revising the governance structure, including the bodies of the governance structure and the respective rules of the governance.
9. Assisting the GB chair in the preparation of GB meetings e.g. by proposing the discussion topics in the agenda.
10. Mapping of national research programmes (current and future), informed by existing exercises and current and potential transnational joint initiatives and joint calls.
11. Coordinating strategy and activities of the JPI with support from EC instruments, as Coordination and Support Action (CSA), ERA-Net Cofund.
12. Catalysing synergies between different relevant national funding institutions and the JPI.
13. Assuring the transfer of information to JPI members, the European Commission, the GPC and ERAC (European Research Area Committee) by means deemed appropriate.

3.1.2 Membership of the Governing Board

- All members of the JPI are represented in the Governing Board.
- New JPI memberships need to be adopted by all of the GB members after formally declaring to the GB their commitment and willingness to actively contribute to the operations of the JPI (with their work force, financial resources, and existing research and innovation investments, etc.) by signing a Letter of Intent.
- JPI members can resign from their membership by formal declaration to the GB after having officially passed on their current duties to other members, which requires confirmation by the GB.
- Each country participating in the JPI will be represented in the GB as a member by a maximum of two representatives, a designated spokesperson and a designated voting member. Each JPI member has ONE vote. These representatives have a governmental mandate (from ministries, research organisations, funding bodies, research councils, etc.) and are nominated by the relevant authority.
- In cases of force majeure, when neither mandated representative is able to attend a meeting, the representative (voting member) may nominate a third person on a temporary basis to attend the meeting.
- The chair of the Transdisciplinary Advisory Board or his/her representative will be invited to attend the meetings of the Governing Board as an observer without voting rights in order to follow discussion. Countries that have expressed an intention to participate in the JPI, but which are unable to engage from the outset, may send one representative to GB meetings as an observer without voting rights.

- The GB may grant associated members and JPI partners roles as observers without voting rights in the GB meetings or its Working Groups as well as participation in JPI information channels (e.g. email lists, password protected web space).
- In the GB nomination process, gender balance should be considered.

3.1.3 Admission of other experts to the GB meetings

- If items on the agenda require additional expertise, external experts can be invited to the GB meetings. Any such decision will be taken by the GB. JPI members may submit suggestions to the Central Secretariat, which will subsequently circulate the information to the whole GB.
- Suggestions of experts must be submitted to the Central Secretariat no later than 20 days prior to a meeting. Invitations to experts will be issued no later than 10 working days prior to the meeting.
- Experts do not have a right to vote.

3.1.4 Chairmanship

- The chair of the GB acts as the JPI spokesperson and formally represents the JPI vis-à-vis external bodies as regards GB opinions, ongoing reporting, integration and forwarding requested information to the GB, if necessary in collaboration with the CS (see section 3.5, point 9).
- The GB appoints a chair from among its members, who takes up office for a term of 2 years with the possibility of reappointment following approval by the GB.
- The GB appoints a vice-chair with a term of office of 1 year.
- The role and responsibility of the chair and the vice-chair is to jointly prepare the agenda of GB meetings in consultation with the GB and assisted by the CS. A further role is to moderate and preside over meeting discussions from a neutral position with the objective of integrating different perspectives with the purpose of finding consensus in case of conflict.
- During meetings, the chairs transfer their voting rights and functions as their respective country's spokesperson to their co-representatives to enable them to chair the meeting from a neutral position.
- Assisted by the CS, the chair assures the transfer of ongoing communication and information flows to the JPI members inbetween GB meetings.

3.1.5 Governing Board Meetings

- Governing Board Meetings' aim and rationale is to take operational decisions and, therefore, allow a smooth working of JPI Climate.
- The Governing Board meets at least once a year.
- Meetings should be scheduled with enough time to allow the GB to address each one of the selected discussion topics.
- Meetings may be requested by any of the GB members or called by the chair. An electronic vote is then carried out, with a minority vote of 30% required to call an additional meeting.
- Representatives of the CS will attend the GB and TAB meetings in order to facilitate reporting and communication.

- If appropriate, members of the Governing Board may also participate in meetings by telephone conference, video-conference or other means of communication.
- Meeting minutes will be prepared by the CS and approved by the respective GB chairs. The minutes will encompass adopted items, relevant minority opinions and important information on the work of the JPI provided during the meeting. The minutes are to be sent out to GB members within one week, with submission of return comments required within 10 working days. After this term, the minutes will be considered to have been accepted by the representatives. The 10 working days term recommences where a revised version of the minutes based on commentaries in the original version is sent out.
- Insofar as possible, meeting dates will be fixed one year in advance.

3.1.6 Preparatory documents

- Preparatory documents for GB meetings will be forwarded to the members and, if appropriate, to associated members and JPI partners by the CS at least 10 working days prior to each meeting.

3.1.7 Operational budget

- The GB may decide to vote on a specific annual budget for the operational costs (e.g. CS) of the JPI. The agreement on budgetary matters should be sought in the common interest of the members, to make the JPI operational without detracting from individual financial willingness and availability.
- This operational budget is independent of any programming budget. The CS will analyse the annual budgetary requirements and send a draft budget to GB members at least 4 weeks prior to the next meeting.
- Voting members that are unable to pay on the basis of justified reasons, despite their agreement on overall budgetary provisions, may allow other members to bear their costs according to the following procedure. In the event that 1–2 members fail to find the means to cover their part of the budget, two possibilities exist: 1) some or all of the other members may volunteer to cover the budget by contributing more; or 2) the other members may decline to pay additional costs, in which case the non-paying member(s) will revert to observer status for a maximum period of one year. If any members are still unable to pay following this period, they will be withdrawn from the JPI.
- The GB may decide to vote on a specific annual budget for the operational costs through the CSA (Coordination and Support Action), acknowledging the substantial contributions of the JPI members during the preparation phase of JPI Climate, committed through constituent national research investments.

3.1.8 Quorum

- To ensure the quality of discussions and the involvement of the JPI members, the presence of at least two-thirds of the participating members will constitute the quorum necessary for the meeting to be valid.

3.1.9 Voting

- Insofar as possible, decisions of the Governing Board will be taken by consensus. However, in the absence of consensus and following a commensurate proposal from the chair, decisions are to be taken by simple majority vote of the members present – with exception of specific majority rules, formulated below.
- The required majority may vary for different issues:
 - » Adoption of the operational budget: unanimity of all countries represented in the GB is required.
 - » Adoption of governance rules: 2/3 of all countries represented in the GB, consensus is sought
 - » Changes to Terms of Reference (TAB, Groups): 2/3 of all countries represented in the GB.
 - » Adoption of the common vision papers and strategic papers: 2/3 of all countries represented in the GB.
- The absence of one or several members does not affect the result of the vote as long as the quorum is respected.
- Each participating country will have one vote in the GB, irrespective of the number of its representatives. The vote cannot be divided. If the voting member cannot attend a specific meeting, the vote transfers to the second representative automatically, if present. Alternatively, the vote may be transferred to a third party (including other national representatives) by personal communication to the CS.
- Considering the non-voting character of the membership of the European Commission, in principle, when matters under discussion in the GB relate to European Community aspects (e.g. EU RTD Framework Programme), decisions should be sought in a consensual process with the European Commission. However, the ultimate decision-making powers of the GB remain.
- Suggestions for specific initiatives: any number of countries willing to participate will suffice. In order to foster transparency, new initiatives are communicated to the CS, which then immediately informs GB members of the issue and invites participation.
- Each decision adopted by the GB is recorded. A statement of opinions may be entered in the minutes along with the decision, if a member so requests.

3.1.10 Written procedure

- Decisions of the GB are taken during meetings. In exceptional cases, where circumstances do not allow for a (virtual or real) meeting, decisions of the GB may also be taken by means of written procedure following a proposal from the chair and consented by the GB.
- A written procedure may take the form of an electronic and confidential vote.
- The members of the GB have 10 working days to approve or reject a decision. The absence of reaction is considered as a neutral position.
- The JPI members are informed without delay on the outcome of a written procedure.

3.1.11 Conflict of Interest

- Members of the GB should not participate in any decision in which a circumstances of a personal or professional nature could compromise their ability to make a decision in the interests of best accomplishing their objectives and tasks.
- If any members of the GB consider themselves to be in a situation that could give rise to a potential conflict of interest, they are to raise the issue with the chair, who in turn will inform the GB.
- The GB then has to decide whether the member in question may participate in the discussion. The GB will take a decision listing the situations considered as conflicts of interest.

3.1.12 Confidentiality

- Members or any other person attending the GB are to respect the confidential character of GB discussions.

3.2 Working Groups (WG)

The operational and programmatic activities of the JPI will be conducted by Working Groups, appointed by the GB for a period of 4 years in principle, with the possibility of reappointment, and headed by up to two members. Members of the WGs are representatives of the JPI members, with the mandate to represent national research funders, and not research communities, organised in the JPI. The WGs prepare working papers on the operational and programmatic activities of the JPI that are to be adopted by the GB.

WGs are established with a longer-term, procedural character, as they correspond to a strategic orientation of JPI development, but they should be reviewed regularly by GB for adjustment, revision or ending.

The WGs and the national WG representatives can decide to request advice for the activities by additional experts.

Possible WG operational tasks (organisation-related activities) are:

- Revising the governance structure of the JPI
- Analysis and assessment of transnational activity vehicles such as joint initiatives and joint calls; developing and revising implementation schemes for research programs
- Developing and revising communication and dissemination schemes (dissemination and use of research findings, IPR)
- Developing and revising transnational activity evaluation procedures (peer-review)
- Monitoring and facilitating independent evaluations of the JPI according to its governance principles

Possible Working Group programmatic tasks (content-related activities) are:

- Developing and revising the Strategic Research Agenda (SRA)
- Implementing the SRA in terms of transnational activities based on the SRA (sub-) modules and joint research areas between the modules

- Communicating and reconciling programming activities with national and transnational partner initiatives

Each WG is to propose a spokesperson (chair) and a substitute (with the possibility for reappointment) to the GB to represent the WG in the Management Committee. The WG spokespersons and their substitutes are recommended to be appointed with a term of office of 12 months, with the option of one reappointment and in consideration of national representation within the Management Committee.

The WGs should report to the GB regularly (i.e. at least during GB meetings) about their progress.

3.3 (ad hoc) Task Forces (TF)

Task forces are officially established by the GB to fulfil a clear defined task (including a product) or objective within a timespan of around 12 months. With the completion of the TF's task or objective the TF's mandate ends. In comparison to the longer-term and procedural character of WGs, the TF's mandate is generally characterised by a short-term nature.

- The GB decides on the composition of a TF
- For the time of its mandate, each TF appoints a coordinator (chair), supplemented by a vice-chair, if deemed necessary, and informs the GB about this appointment.
- The TF chairs / vice-chairs have an observer status in physical or virtual MC meetings.
- Possible example for TF'S mandates are:
 - » preparation of call texts and procedures
 - » preparation of policy-papers and inputs for Horizon 2020.

3.4 Management Committee (MC)

The Management Committee consists of one spokesperson from each WG appointed by its members, as well as the leaders of CSA work packages.

The Management Committee is responsible for:

- Overseeing operational management and implementation of the JPI;
- Facilitating activity coordination (according to the integrated implementation plan adopted by the GB –see section 3.1.1) as well as the communication and information flow between Working Groups;
- Reporting to the GB on its courses of action, i.e. by circulating minutes of MC meetings to the GB and progress reports during GB meetings, as well as on WG progress;
- Maintaining the information flow on WG activities to GB and vice versa.

The MC is headed by a rotating chair, to be appointed by all members of the MC for a period of 6 months. Supported by the CS, the chair will be responsible for scheduling, preparing and chairing the MC.

3.5 Central Secretariat (CS)

The overall coordination and day-to-day management of the initiative will be supported by the CS of the JPI. The CS is instructed by the GB and works closely with the GB, MC and TF chairs and reports to the GB and MC.

Specific parts of the JPI can be managed by separate programme nodes, including partner programmes, represented in the GB.

The CS consists of at least 3 permanent staff members under the authority of the GB and can be extended by seconded or associated staff members, e.g. from JPI members. The composition is to be discussed and adopted by the GB.

CS tasks will be:

1. to assist JPI bodies (GB, MC, WGs, TAB) by preparing meetings and inbetween meetings;
2. to assist the chair and vice-chair of the GB in preparing the agenda for GB meetings;
3. to take minutes of GB, MC and TAB meetings – the minutes are to be sent out to participants and GB members within 5 working days, with submission of return comments required within 10 working days. At the end of this term, the minutes will be considered to have been accepted by the representatives. The term of 10 working days recommences where a revised version of the minutes based, on commentaries in the original version, is sent out.
4. to ensure proper implementation of the GB decisions and to monitor follow-up of the action lists established by the GB and its WGs;
5. to assure an efficient coordination between the various JPI bodies (GB, MC, WGs, TAB); and particularly support the exchange between the TAB and the GB as well as MC.
6. to disseminate information and structure the collaboration with other initiatives;
7. to assure institutional links through information provided by GB and expert board members;
8. to identify and communicate with stakeholders groups (see section 1.3) in order to provide information to the GB and MC;
9. to identify and assure coordination, together with the GB chair and vice-chair, with other European and international initiatives (ERA-NETs, other JPIs, other initiatives in same research areas) in order to provide information to the GB and MC;
10. to link and support the Working Groups in a complementary way as the MC does;
11. to ensure the communication and dissemination of information concerning this JPI to gain high visibility across Europe and beyond;
12. to facilitate the process of joint activities at large (e.g. joint strategic planning, joint calls, other co-alignment activities...).

3.6 Expert Forum (EF)

- The group of experts from both science and the relevant societal stakeholder groups that provide information and support the development and implementation of the JPI are framed within an open JPI Expert Forum (EF).
- The CS registers these experts within an EF database in order to facilitate continuity in terms of expert involvement as well as facilitate procedural transparency in JPI operations.
- For the sake of transparency, the GB and MC are informed about experts who are invited by individual GB members to contribute to specific tasks in JPI operations.

3.6.1 Transdisciplinary Advisory Board (TAB)

- The GB will appoint a Transdisciplinary Advisory Board (TAB) consisting of scientists and representatives of relevant societal stakeholder organisations (e.g. policy-making/administration, business organisations, civil society/ NGO). Upon request by the GB, the TAB advises the GB on scientific orientation and revisions of the JPI.
- The TAB aims to provide a long-term strategic vision to the GB. The TAB furthermore provides advice to the GB in well-defined fields and does not interfere in the GB's decision-making process.
- The members of the TAB will serve in their individual capacity as independent experts.
- The term of office of members of the board will be three years. Corresponding to the specific requirement for expertise at the respective state of JPI development and implementation, a board member may be reappointed following approval by the GB.
- The members of the TAB are among the members of the Expert Forum.

Mandate

The TAB will critically review and comment on:

- the common strategic vision presented by the GB. Review is particularly demanded with respect to global priorities (e.g. UN COP Process, GEO, Millennium Development Goals, Future Earth) and the status of research based on the JPI Strategic Research Agenda;
- the list of priority themes presented by the GB as a basis for developing and implementing research programmes and programming activities such as calls or other co-alignment activities;
- the lists of evaluators presented by the GB in order to facilitate independent evaluations of JPI operations, when deemed necessary;
- other key JPI documents yet to be adopted by the GB. These key documents are to be identified and communicated by the GB in the course of JPI operations.

In order to fulfil these functions and produce the outputs defined in the terms of reference, intercommunication between both the TAB members themselves and with the GB, MC and WGs is expected between meetings with active support by the CS.

Composition of the Transdisciplinary Advisory Board

The TAB will consist of up to 25 persons from relevant research fields and stakeholder groups (see section 1.3) with at least 50% share of stakeholder representatives.

Members of the TAB should be appointed by the GB, preferably by consensus. If a consensus is not reached, the following formal procedure will be followed:

- Members of the TAB will be elected from a list established by the CS in cooperation with the JPI members: The GB representation of each JPI member can nominate up to 4 scientific and 4 stakeholder candidates for the TAB. A synthesis list of all candidates will be prepared by the CS and sent out to the JPI members.
- The election of the TAB is organised by the CS in a virtual and confidential mode (via email or web-tool) in which each JPI member has 8 votes for the scientific candidates and 8 votes for the stakeholder candidates.

Criteria pertaining to nomination of scientific board members are:

1. Recent and active participation in international scientific expertise and foresight (e.g. IPCC, GEO panel, EU FP RTD project coordination);
2. Expansive vision in terms of societal decision-making and transformation in the context of climate change;
3. Outstanding academic record and international prominence;
4. They should cover diverse disciplines and perspectives relevant to the scope of this JPI.

Criteria pertaining to nomination of stakeholder representatives to the board are:

1. Representation of a broad group of stakeholders at a strategic, long-term level;
2. Active involvement in and experience with decision-making and societal innovation in the context of climate change

The composition of the TAB strives for a gender balance (50% female, 50 % male). Not more than two-thirds of the adopted TAB should belong to one gender.

Chairmanship of the Transdisciplinary Advisory Board

The chair of the TAB will be elected from among its members and serve for 1 year with the possibility of reappointment following approval by the GB. The TAB chair will attend GB meetings as the TAB representative. The TAB chair is therefore crucial to transmit the decisions from the GB to the TAB and vice-versa.

Transdisciplinary Advisory Board Meetings

- The TAB will meet at least once a year. It is expected that TAB members will communicate with each other and, if necessary, also with the Governing Board to meet the objectives of the JPI.
- If appropriate, the members of the TAB may also participate in meetings by telephone conference, video-conference or other means of communication.

- Subject to notification to the TAB chair at least 5 working days in advance, two representatives of the Governing Board, including the GB and MC chair, may attend the TAB meetings as observers nominated by the GB.
- Representatives of the Central Secretariat will also attend and take the minutes of TAB meetings.

Quorum

- To ensure the quality of discussions and the involvement of most TAB members, the presence of at least two-thirds of the scientific TAB members AND two-thirds of the stakeholder organisation TAB members will constitute the quorum necessary for the meeting to be valid.
- In case the quorum is not reached in a meeting, the consultation and decision-making in exceptional cases may be performed subsequent to the meeting by electronic vote or teleconference.

Voting

- Insofar as possible, decisions of the TAB will be taken by consensus or by simple vote of the members present following a commensurate proposal from the chair. In the case of voting, to adopt a decision the presence of at least two-thirds of the scientific TAB members AND two-thirds of the stakeholder organisation TAB members is required.
- Each decision adopted by the TAB is recorded. A statement of opinions may be entered in the minutes along with the decision, if a member so requests.

Conflict of Interest

- Members of the TAB should not participate in any decision in which a situation or circumstance of personal or professional nature could compromise their ability to make a decision in the interests of best accomplishing their objectives and tasks.
- If any members of the TAB consider themselves to be in a situation that could give rise to a potential conflict of interest, they are to raise the issue with the chair, who in turn will inform the TAB members. The TAB then has to decide whether the member in question may participate in the discussion. The GB will take a decision listing the situations considered as conflicts of interest.

3.6.2 Expert Panel of Working Groups (EP)

- Each WG may appoint an EP in agreement with the GB to provide information for its operations.
- The members of the EP will serve in their individual capacity as independent experts.
- The members of the EP are listed among the members of the Expert Forum.
- Each WG decides on the size, composition and term of office of its expert panel in agreement with the GB.
- Given the orientation of the JPI vision and activities towards societal innovation and utilisation of research findings, each WG is advised to include representatives of relevant stakeholder organisations (e.g., policy-making/administration, business organisations, civil society/NGO) on its advisory board. Each WG will report to the GB on its approach to stakeholder participation in the advisory board to assure that stakeholder perspectives are taken into account.

- The experts should remain exclusively at advisory issues and therefore should not interfere in the WG's decision-making process.

Mandate

- Advise the WG in developing research objectives and setting up a list of priority themes as a basis for developing and implementing joint activities.
- Propose to the WG the competencies needed to cover the boundaries defined.
- Propose to the WG approaches to the proposed research questions.
- Advise the WG on JPI implementation.

4. APPENDIX: GOVERNANCE PRINCIPLES IN DETAIL

The governance principles derive from both the thematic contents addressed by the JPI as well as the strategic objectives of the JPI concept itself. The governance principles provide support to assure coherence between ‘what’ we are working on and ‘how’ we are working. In addition, they represent procedural objectives that broaden the scope for advancements and provide motivation for constant improvement.

Hitherto discussions have mostly addressed the rationales of these principles. In order to put them into effect in our future work, we – however – need to reflect on what these principles mean to us and, more specifically, our operations.

For these reasons the principles and related objectives have been formulated ambitiously. The GB may decide upon specific procedural rules allowing their implementation.

The following principles have been addressed in the context of different discussions on the JPI:

4.1 Sustainability principle

Objective:

To take into account the challenges of climate change in the work of the JPI, based on active reflection of operations (e.g. “green meetings”) and to formulate the endeavour of constant improvement of the operations climate performance.

Rationale:

In consideration of the grand societal challenge of climate change being central to research efforts that are initiated by the JPI, the members of the JPI seek to contribute to mitigating the carbon footprint of its work and activities. In doing so, the JPI governance is committed to increasing the credibility of climate impact research and functioning as a role model for other groups of society in terms of responsible, climate-friendly science and research.

Operationalisation:

- In general, the organisation of virtual and non-virtual meetings within the JPI governance shall be organised in acknowledgement of the UNEP Green Meeting Guide¹.
- Acknowledging the importance of personal meetings to promote team building and direct exchange among members, the JPI governance, however, seeks to explore virtual, carbon-friendly modes of inter-personal exchange. Novel forms of communication, such as video conferences and web-based, joint development of working documents are expected to increase in their utility and application in the course of establishing the working infrastructure and working groups of the JPI.
- For the case of non-virtual meetings, the JPI members are encouraged to use (night-) trains as a mode for long distance travel within Europe to attend the meetings. The venue and timing of the GB meetings will be set in accordance with this recommendation (accessibility/centrality of venue within Europe, arrival and departure times of important train connections).

1 <http://www.greeningtheblue.org/resources/meetings>

- In case the venue and scheduling of a non-virtual meeting does not allow for the use of trains to attend the meeting, the respective participants are encouraged to make use of carbon offsetting schemes for their air travels.

4.2 Stakeholder orientation principle

Objective:

To integrate the knowledge, values and objectives of societal decision-makers in the implementation and operation of the JPI through the active participation of stakeholder group representatives in accordance with the JPI mission.

Rationale:

The JPI “Connecting Climate Knowledge for Europe” aims to improve the utilisation of scientific knowledge on climate change in societal decision-making processes. Therefore the involvement of stakeholders from civil society, politics and the business sector is crucial when it comes to identifying themes and setting up research agendas.

Operationalisation:

- Integration of relevant stakeholder-groups (e.g. from politics, business, civil society) into the governance structure.
- Allow stakeholders an active collaboration within the JPI that goes beyond mere consultation, in order to ensure that their voice and perspectives are integrated into the work of the JPI.
- To make use of timely and user-oriented means of dissemination to reach out to stakeholders outside the scientific community.

4.3 Adaptability principle

Objective:

To enable the JPI’s thematic framework to respond to novel scientific insights and research requirements, current states of societal transformations and potential requirements due to sudden social-ecological crises.

Rationale:

The JPI is setting up a research framework on a strategic, long-term basis. Alongside its overall objective to facilitate societal transformation by improving the utilisation of scientific knowledge on climate change in societal decision-making processes, in the course of its operations it is very likely that the JPI’s mission will be subject to shifting and novel research needs and priorities. The JPI’s governance structure therefore needs to allow for the adaptation of the JPI’s operations to these changing framework conditions where necessary.

Operationalisation:

- Biennial revision of governance structure
- Biennial revision of research themes and priorities
- Allow bottom-up initiatives and partner-institutions to propose novel research topics for further definition.

- Allow changing (or, at least, discussion of) mandates if the formal conditions (e.g. funding, personal availability) do not guarantee the proper performance of a certain body.

4.4 Transparency principle

Objective:

To base the collaborative efforts encompassed within JPI development and implementation on the notions of openness, mutual learning, mutual dependency and joint creativity; and to foster the free flow and sharing of information, experiences and opinions.

Rationale:

Access to knowledge and information is a prerequisite for individual and mutual learning processes. Given the grand and complex societal challenge that is addressed by the JPI, fostering both is a prerequisite for successful completion of the JPI mission. Allowing access to knowledge and information within the JPI – a multi-level, multi-stakeholder institution – for both internal work and external information is not a trivial task and therefore requires active and continuous deliberation.

Operationalisation:

- Accessibility to working documents (work in progress) for all JPI members.
- Involvement of all JPI members in email conversations on issues concerning the overall operations of the JPI.
- Accessibility and continuous updating of adopted working documents on the JPI homepage for both internal and external use.
- Use of copyleft² access rights of JPI documents based on the creative commons licence³.
- Recommendation of using open data formats (e.g., *.odt, *.odf).
- Promote and actively support open access publication of research findings, resulting from JPI activities.
- Promote and actively support permanent and free access of obtained qualitative and quantitative data and meta-data, resulting from JPI activities.

4.5 Cost efficiency principle

Objective:

To limit superfluous duplication of scientific/technical outputs, research and funding activities.

² <http://en.wikipedia.org/wiki/Copyleft>

³ <http://creativecommons.org>

Rationale:

Joint Programming is based on coordinating European research efforts to increase its capacities to tackle grand societal challenges, such as climate change. A deduced objective of JPI operations is therefore to use its existing resources in a cost-efficient manner. In order to meet this objective, the JPI needs to assess the availability of present and potential joint initiatives and joint calls at European level pertaining to the same or related topics to build up inter-linkages and streamline activities with potential partner initiatives.

Operationalisation:

- Mapping potential partner initiatives.
- Establishing continuous communication with these initiatives.
- Reconciling agendas and operations with important partner initiatives interested in cooperation; exploration of joint initiatives.
- Involving important partner initiatives interested in cooperation as observers in JPI governance.
- Using common evaluators databases.