



ORIGINAL: ENGLISH

15 April 2019

**CONFERENCE OF THE PARTIES TO THE  
INTER-AMERICAN INSTITUTE FOR GLOBAL  
CHANGE RESEARCH**  
Twenty-seventh meeting  
Brasilia, Brazil, 5-6 June 2019  
Agenda item 14

**Ad hoc committee report on Decision XXVI/11: *IAI Strategic Plan***

1. This document has been prepared by the IAI Directorate in collaboration with the Science Advisory Committee, the Science-Policy Advisory Committee and interested Parties.

Background

2. The Conference of the Parties, at its 26th meeting (CoP-26, Antigua, 2018), adopted Decision XXVI/11, which instructs the Directorate

*to draft a new IAI Strategic Plan for consideration at the twenty-seventh meeting of the Conference of the Parties.*

3. An *ad hoc* Strategic Plan Working Group was established following CoP-26. Membership of the Working Group comprised:

- a. Argentina

- b. Brazil (Executive Council, (EC))
  - c. Canada
  - d. Guatemala
  - e. Peru
  - f. United States (EC)
  - g. Uruguay (EC)
  - h. Dr. Reynaldo Victoria (Scientific Advisory Committee (SAC))
  - i. Dr. Carlos Joly (SAC)
  - j. Dr. Edwin Castellanos (SAC)
  - k. Dr. Tereza Cavazos (SAC)
  - l. Dr. Brigitte Baptiste (Science-Policy Advisory Committee (SPAC))
  - m. Dr. Javier Gracia-Garza (SPAC)
4. The Strategic Plan has three Themes: a) Theme I: Meeting the needs of the Parties' to address global environmental change problems, b) Theme II: Science for the Sustainability of the Americas, and, c) Theme III: Sustainability of the IAI.
  5. The planning time interval is 25 years for the goals and objectives and 3 to 6 years for actions. A 25-year time frame allows the IAI to work towards informing global change challenges and aligning annual activities to build on one another towards reaching goals and objectives. The actions are near-term (3-6 years) coinciding with the tenure of the IAI Executive Director.
  6. The *ad-hoc* Strategic Plan Working Group is of the opinion that the actions in the Strategic Plan should be dynamic and be reviewed/adjusted at a minimum of every three years.
  7. A draft IAI Strategic Plan is attached as Annex 2 to this document.

#### Development of Strategic Plan

8. The Strategic Plan Working Group met 12 times between 6 September 2018 and 29 March 2019.
9. Members of the Working Group assumed responsibility for development of the themes most relevant to them. Accordingly, the SAC and SPAC focused on Theme II, while the IAI Directorate provided input on Theme III. However, final review of the themes was made by all members.
10. A draft outline of the Strategic Plan was presented to the Parties on 27 September 2018. Following a one-month review period, comments from Parties were received and incorporated into the draft Strategic Plan.

11. An early draft of the Strategic Plan was sent for Party review on 27 November 27 2018. Following a one-month review period, comments from Parties were received and incorporated into the draft Strategic Plan.

12. The draft IAI Strategic Plan is contained in Annex 2 of this document.

### Recommendation

13. The Conference of the Parties is invited to consider adopting the draft decisions contained in Annex I to the present document.

Annex I

**Draft Decision of the Conference of the Parties**

**IAI Strategic Plan**

***Directed to the Conference of the Parties***

XXVII/xx. The Conference of the Parties adopts the *IAI Strategic Plan*.

***Directed to the IAI Directorate***

XXVII/xx. The IAI Directorate, in collaboration with the Scientific Advisory Committee, the Science-Policy Advisory Committee and interested Parties, are instructed to review and adjust the IAI Strategic Plan at minimum every three years and to present its review for consideration by the Conference of the Parties.

XXVII/xx. The IAI Directorate, in collaboration with the Scientific Advisory Committee and the Science-Policy Advisory Committee, is instructed to report on implementation of the IAI Strategic Plan at each Conference of the Parties.



**INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH**

The IAI Strategic Plan



**The next 25 years...**

**2019 – 2044**

## IAI Vision

Enabling a well-informed, inclusive and sustainable Americas, which collaboratively meets the challenges posed by global change by supporting flexible science-based policies and actions.

## IAI Mission

The Institute shall pursue the principles of scientific excellence and integrity, international cooperation, science outreach and capacity building, and the full and open exchange of scientific information relevant to global change to reach the vision of a sustainable Americas.

The Conference of the Parties, at its 26th meeting (Antigua, Guatemala, 2018), adopted Decision XXVI/11 on the IAI Strategic Plan which:

*instructs the IAI Directorate, in collaboration with the Science Advisory Committee, the Science-Policy Advisory Committee and interested Parties, to draft a new IAI Strategic Plan for consideration at the 27<sup>th</sup> meeting of the Conference of the Parties.*

---

## Preamble from Executive Director

*The Inter-American Institute for Global Change Research (IAI) sits at the intersection of science to policy. It is a regional intergovernmental organization that aims to provide nations of the Americas with the tools and institutional capacities to better face the challenges posed by global change. This collaborative, multinational, mutually beneficial regional governmental effort is guided by the understanding that global change is complex, multifaceted, and dynamic and urgently requires innovative science and training to increase institutional and research capacities and open stakeholder involvement. Parties also support approaches to science and capacity that are framed by the principles guiding open science and data.*

*The IAI respects the understanding that Parties have the sovereign right to exploit their own resources pursuant to their own environmental and developmental policies, and the responsibility to ensure that activities within their jurisdiction or control do not cause damage to the environment of other Parties or areas beyond the limits of national jurisdiction. Parties also have sovereign rights over their own biological resources and are responsible for conserving and using their biological diversity and resources in a sustainable manner. That is why all activities coordinated by the IAI are Party-driven and strive to meet their needs and priorities.*

*Within this context, innovative science is made possible through the adoption of inter- or transdisciplinary methodologies and approaches in project design, development and implementation. Inter- and transdisciplinary research is built with the understanding that no single scientific, social or economic discipline is able to provide answers to questions posed and priorities established by governments. Additionally, viable solutions must come from an integration of social, economic, physical and natural sciences where all stakeholders benefit from equitable participation, particularly those most affected by the changes to the region.*

*Complementary and supportive of the IAI's scientific activities are training and capacity building programs which are essential elements guaranteeing the success of efforts to mitigate and adapt to global changes. Science sponsored by the IAI does not exist in a vacuum and is guided by national priorities articulated through a regional context. National priorities, however, can only be met through adequate institutional capacities. The enhancement of institutional capacities by the IAI is developed through the establishment of partnerships with intergovernmental organizations, non-governmental organizations, research institutions, associations and civil society. Such a diverse community of partners provides the IAI with a wide spectrum of views, approaches and knowledge thereby offering the requisite environment necessary to understand the unique needs of the Parties.*

*While science is the foundation of IAI activities, its value is derived from the data and information generated by the research undertaken by IAI scientific networks. The presentation of this information for evidence-based decision making to policy makers, at the regional, national, local and community levels is a core value of the IAI. To ensure the greatest possible use of IAI data and information, projects and activities must observe the principles underpinning open science and data. Such adherence guarantees equitable access to the information resources necessary for governments and communities to reach transparent, well-informed, and just decisions on complex and pressing global change problems.*

*The Strategic Plan of the IAI provides a roadmap to 2030 and beyond. It articulates the needs and priorities of Parties and considers, as appropriate, regional environmental governance frameworks. It offers its scientific community and networks the roadmap for scientific inquiry that is inclusive, uses inter- and transdisciplinary science and responds to real world needs and challenges. In a world of radical global changes, where countries have a forum to discuss and implement jointly viable actions to ensure the sustainability of the planet, an organization like the IAI is needed more than ever. The IAI is proud of its achievements over the past decades and looks forward to contributing to the sustainable development of the Americas and the survival of our planet.*

## Introduction

Global change impacts are exponentially increasing while scientists from around the world are calling for action now to avoid social, economic, and environmental tipping points. Nations are in need for adaptation and mitigation solutions. Multilateral agreements outline climate, biodiversity, and other targets, yet many countries are struggling to reach those goals and milestones while others may be moving away from multilateral agreements all together. The world needs leadership. Collectively, the Americas have an opportunity to be a key world leader on global change research, sustainable policies, and innovation. The IAI is poised to be the platform to support the potential of the Americas in reaching sustainability goals, and achieving the IAI's vision of an equitable, informed, and thriving society. In the last 25 years, the IAI has supported interdisciplinary science to better understand climate variability and reduce uncertainty on the impacts of global change, and to comprehend patterns and processes that drive natural and social systems in the Americas. Multi-national research teams have worked across scientific disciplines, addressing research questions that one country could not address alone, to fill gaps in the collective understanding of both drivers of global change and their impacts. The capacity building efforts have resulted in strong research institutions and networks across Latin America.

The 25-year scientific legacy of the IAI has been instrumental for building the capacity and shared knowledge of Parties, partners, and regional institutions. The aim of the next 25 years is to facilitate the development of policies and practices based on rigorous scientific information that are flexible and adaptive to global change challenges and opportunities. The next phase of IAI activities will serve (i) as a bridge between science and policy to help ensure policy and decision makers have the best-available science, (ii) as a forum where researchers undertake innovative projects and understand the political context of decision making; and (iii) to co-create knowledge with scientists and policy makers working collaboratively to identify priority societal issues, propose research questions, carry out transdisciplinary research, and ensure that the information generated is useful, timely, and can be readily applied to address society's' needs.

To be successful in this ambitious endeavor, the IAI Parties, Partners, and Directorate must work efficiently and collaboratively towards common goals and objectives. The IAI must monitor and evaluate indicators of success to learn what is working and what is not, to assess progress, and to measure and communicate impact. The IAI must also be innovative and creative in securing sustainable funding and resources to reach its goals. This Strategic Plan lays out the desired outcomes for the next 25 years of the organization and focuses energy and resources on near-term actions to achieve them; it is intended to be dynamic according to future needs.

The Strategic Plan for the IAI aims to:

- Serve as a roadmap for the next 25 years



- State expectations of Parties' needs under the Agreement<sup>1</sup>
- Meet the Objectives of the Agreement and those under the Scientific Agenda
- Support the creation of science-informed policies
- Pursue additional funding for the long-term sustainability of the organization
- Coordinate all IAI activities to ensure successful outcomes, provide direction for research programs and other activities
- Provide success metrics and methods for monitoring and evaluation
- Prioritize limited resources
- Communicate goals and direction with external partners to raise the visibility of the IAI.

## Overview of the Strategic Plan

The IAI Strategic Plan begins in 2019 and goes through 2044. Individual actions are identified on a three- to six-year timeframe, to coincide with the tenure of the IAI Executive Director *and to ensure that actions address the changing needs of the Parties*. The rationale for the 25-year planning interval is two-fold. First, the activities and efforts of the IAI should build on one another, through time, to reach its goals and achieve its vision. Rather than supporting disjunct projects and initiatives, the IAI's strives to have its current activities form the foundation for those in the future. Second, the ambitious goals outlined in this document may require several years or decades to be realized. By setting its focus on the long-term, the IAI can work towards ultimate societal achievements while addressing uncertainties, learning through experience, and reaching intermediate objectives necessary to achieve larger goals.

The IAI Strategic Plan is organized in three Themes: Meeting the needs of the Parties' to address global environmental change problems

- I. Science for the Sustainability of the Americas
- II. Sustainability of the IAI

Each Theme contains nested goals, objectives and actions:

- Goals are high-level statements that express desired outcomes;
- Objectives are descriptions of how the IAI will work towards achieving its goals;
- Actions will allow the IAI to reach its objectives.

Actions must be "SMART," defined as follows:

S - *Specific*

M - *Measurable*

A - *Agreed upon*

---

<sup>1</sup> Parties' needs are explicit in Article II of the Agreement Establishing the IAI

<http://www.iai.int/about-iai/institutional-documents/#establishment;>

R- *Realistic*

T - *Time bound*

*Guiding Principles:* The following principles, in no particular order, form the fundamental basis of how the IAI accomplishes its work. Each Theme below will be guided by the following principles, and each set of actions should concretely address how the Guiding Principles will be fulfilled.

- i. Conduct or promote participatory and interdisciplinary research that includes end-users and those affected by global change impacts from project design through implementation (*transdisciplinarity*)
- ii. Support the inclusion of underrepresented groups in science, including Indigenous Peoples, rural and urban poor, youth, women, and people with disabilities
- iii. Support opportunities to strive for innovation and production of solution based science
- iv. Encourage integration across scales (decisions can be made locally, regionally or nationally; the research should support the level of the decision process and inform other scales)
- v. Provide the tools to support open data and science
- vi. Support and promote scientific outreach and knowledge mobilization (to bridge communication between scientists, policy makers and society)
- vii. Achieve globally-agreed environmental goals and targets by ensuring that the IAI and other multilateral instruments and frameworks are mutually supportive
- viii. Build capacities that enhances the knowledge and skills of insitutions and individuals and strengthens the science-policy interface for global change, including climate change and biodiversity and ecosystem services for long-term human well-being and sustainable development
- ix. Ensure the long-term sustainability of the IAI
- x. Measure IAI success and impacts through monitoring, evaluation, and feedback

This Strategic Plan helps the IAI Parties prioritize annual decisions at the Conference of Parties (CoP), seek synergies between the goals and objectives of the IAI and their own ministries, agencies, and institutions, and align their internal priorities with those of the larger region considering global environmental governance frameworks. The Strategic Plan recognizes that States are sovereign and does not infringe on the jurisdiction and authorities of Parties. It provides Parties with a regional view on sustainability, climate change adaptation and mitigation priorities and possibilities. Principal Investigators sponsored through IAI grants, along with the Scientific Advisory Committee (SAC) and the Science and Policy Advisory Committee (SPAC) use the Plan to align their research foci with the priority needs of the Parties through transdisciplinary research, ensuring that their research is useful and applicable for policy and decisions. Partners use this plan to identify areas of shared interest and priorities and to create

joint proposals and initiatives. The IAI Directorate uses the Strategic Plan to develop annual work plans, guide research programs, target new sources of funding and strategic partnerships, and communicate with various audiences.

The IAI Strategic Plan is intended to be a dynamic document that changes with the needs of the Parties and the organization. Although this Plan is designed to guide and direct the IAI over many years, it is important for the partnership to remain flexible, adaptive, and open to new opportunities; thus, a revision cycle is necessary. The actions of the Plan will be reported on at each annual Conference of Parties, and reviewed every three years.

Theme I - Meeting the needs of the Parties to address global environmental change challenges. Issue statement: The IAI is an Intergovernmental Organization; its primary function is to serve the needs of the Parties for global change research by reaching the IAI Vision and fulfilling the IAI Agreement.

Goals:

1. IAI actions are in alignment with the *Agreement Establishing the IAI*
2. Parties were able to make better informed and coordinated decisions on global change issues
3. Parties have worked collaboratively towards the Vision of the IAI to accomplish more together than any one country can achieve alone

Theme II - Science for the Sustainability of the Americas.

Issue Statement: The Articles of the Agreement Establishing the IAI state that the IAI should support science that improves the Americas' ability to cope with and thrive under global change. By achieving the guiding principles, transdisciplinary research, and the scientific goals and objectives, the IAI expects to make a positive impact towards the sustainability of the region, address the cross-cutting challenges posed by climate change, and support the Sustainable Development Goals (SDGs) and other multilateral targets within the context of national priorities. Theme II focuses not only on science needs, but also on how it can be used within a broader societal framework with measurable societal benefits. Objectives should be very clear in how the research will have an impact in the Americas.

Goals:

1. Poverty & Equality: The IAI community worked towards informing solutions to reduce poverty and increase equity and justice among citizens in the Americas
2. Food security: The IAI community was effective in working alongside policy makers and societal actors to find solutions to reduce food vulnerability, and increase the adaptive capacity of food systems and the nutritional quality of available food in the Americas
3. Water security: The IAI has supported research, capacity building and good governance that promotes the sustainable access to quality water in the Americas

4. Energy security: The IAI has supported innovative research on existing and emerging renewable energy and has informed policies resulting in improved energy sustainability and security
5. Climate action: The IAI has supported a transdisciplinary research agenda on climate variability and climate change to propose adaptation and mitigation actions in different socio-economic and environmental sectors to improve the wellbeing of the Americas
6. Human health and wellbeing: Through interdisciplinary and transdisciplinary research, the IAI has informed policy and decision making resulting in fewer health crises and chronic diseases.
7. Biodiversity and ecosystem services: The IAI produced, and translated to decision makers, high quality science that integrates biodiversity and ecosystem services (BES) conservation, restoration and sustainable use of resources, as a means to mitigate climate change impacts in the region
8. Clean air, water, and soil: the IAI has supported science-to-policy knowledge and tools on global and regional pollution issues to help inform Parties policies

#### Theme III - Sustainability of the IAI.

Issue statement: The IAI as an organization must be relevant to the Parties and society for its continuation. Communication and external funding objectives should be innovative and robust in order to meet the ambitious goals and objectives in this Strategic Plan. Communication is important to all operational activities of the IAI. Enhanced science communication activities will lead to strengthened participation by Parties and stakeholders, greater interest in membership by non-Parties and increased fundraising opportunities through increased awareness of the IAI mission.

#### Goals:

1. The Directorate's communication and outreach initiatives facilitated and promoted communication of science in the region with a view to achieving sustainability in the Americas
2. The IAI has raised its profile among Parties and external partners
3. All nations in the Americas have become Parties to the IAI
4. The IAI has established an endowment fund to ensure sustainability of activities and continued efforts to fund raise

The Objectives and Actions under each goal are organized by Theme in the following tables:

## I - Meeting the needs of the Parties to address global environmental change challenges

Issue statement: The IAI is an Intergovernmental Organization; its primary function is to serve the needs of the Parties for global change research by reaching the IAI Vision and fulfilling the IAI Agreement. (Objectives under Goal 1 are from the Agreement Establishing the IAI, Article II, Paragraph C.)

Goal (25 years)	Objective (25 years)	Actions (3-6 years)
<p>1. IAI actions are in alignment with the <i>Agreement Establishing the IAI</i>.</p>	<p>i. Promote regional cooperation for interdisciplinary research on aspects of global change related to the sciences of the land, ocean, atmosphere, and the environment and to social sciences, with particular attention to impacts on ecosystems, ecosystem services, and biodiversity, socio-economic impacts, and technologies and economic aspects associated with the mitigation of and adaptation to global changes.</p>	<p>a. By the end of 2019, the Directorate, with support of the SAC/SPAC and in collaboration with the Belmont Forum, will execute the Collaborative Research Network 4 (CRN4) to fund inter and transdisciplinary research to assist the Parties in advancing the understanding of global change issues.</p>
		<p>b. By 2024, CRN4 presents final results of the projects, including policy relevance, at the Conference of Parties.</p>
		<p>c. Annually, the Parties, with the support of the Directorate and the SAC/SPAC, execute joint initiatives with national and international science based, and multilateral organizations and research centers and universities; explore specific themes and regional initiatives that meet the goals and objectives stated in Theme II. Initiatives and opportunities will be presented at the Conference of Parties.</p>
	<p>ii. Conduct and/or sponsor scientific programs and projects on the basis of their regional relevance and scientific merit as</p>	<p>d. Every IAI-sponsored initiative follows the IAI Open Data Policy and Principles.</p> <p>a. By the end of 2019, the Directorate will improve transparency of the internal and external peer-review process for proposals by developing a whitepaper on this process. This whitepaper will</p>

	determined by scientific review.	be available on the IAI website for Parties, researchers, and the general public.
		b. For every call for proposals, the Directorate shall ensure that the peer-review committee is representative in terms of disciplines, regions, and gender balance, and that it includes underrepresented groups in science.
		c. The Directorate shall ensure that all IAI peer-review committees use interdisciplinarity and transdisciplinarity as merit criteria, ensuring that projects strive to include the needs of underrepresented groups from the beginning.
	iii. Pursue, on a regional scale, research that is of the interest of and best pursued by several States or institutions and dedicate itself to scientific issues of regional importance	a. By mid 2020, the Directorate with the support of the SAC and SPAC will develop indicators to measure the success of objectives and actions.
		b. Every three years, the Directorate with the support of the SAC and SPAC will monitor and evaluate the actions put forth in the IAI Strategic Plan that have been implemented at each review period. An annual report on planning and achievement of actions will be presented at the Conference of the Parties.
	iv. Improve the scientific and technical capabilities and research infrastructure of the	a. The Directorate, with the support of the SAC/SPAC, will continue with research activities and current capacity building program of the IAI.

	States of the region by identifying and promoting the development of facilities for the implementation of data management and by the scientific and technical training of professionals working with global change issues.	b.	Annually, the Directorate, with the support of the SAC/SPAC, will look for new and innovative ways to increase capacity building activities, including joint initiatives with other Parties, Affiliates, research centers, and multilateral organizations.
		c.	In every call for proposals, the SAC/SPAC and the IAI Directorate will ensure that projects work with underrepresented groups (e.g., Indigenous Peoples, women) to identify needs and develop and co-design capacity building programs where appropriate.
		d.	By 2021 develop opportunities to increase knowledge transfer in the Americas, notably through mentoring programs for early-career scientists.
		e.	At CoP-28, the Parties, with the support of the Directorate, begin to identify interest, prioritize regions, and seek funding for the implementation of Article IX in the Agreement Establishing the IAI to establish Institute Research Centers.
v.	Foster standardization, collection, analysis, exchange, and openness of scientific data relevant to global change, as well as interoperability among the systems where data are stored.	a.	By the end of 2020, the Directorate will ensure that all IAI project data and metadata are discoverable on the IAI Open Data Portal, along with a plan for long-term preservation.
		b.	Implement IAI's Open Data Policy and Principles as a requirement under all IAI sponsored research.
vi.	Improve public awareness and provide scientific information to governments for the	a.	The Directorate will support open science by making all literature produced through IAI-funded research freely available or by requiring

	development of public policy relevant to global change.	that articles be available on the IAI webpage or be deposited in a public access compliant repository within 12 months of the journal's final publication date.
		b. See actions under Theme III, Goal 1.
	vii. Promote cooperation among the different research institutions of the region.	c. The Directorate will ensure that all research agreements contain language that all IAI-supported research will be open access.
		a. At CoP 28, the Parties, with the advice of the SAC/SPAC and with the support of the Directorate, identify priority themes, topics, and regions for potential Institute Research Centers.
		b. At CoP 28, the SAC/SPAC encourages Parties to consider the establishment of research programs for consideration by the Conference of the Parties as Institute Research Centers.
		c. The IAI will establish cooperative agreements with research institutions through Memorandums of Understanding or other such mechanisms considering Articles I, IX, X and XI.
	viii. Promote cooperation with research institutions in other regions.	a. Annually, collaborate with Parties, in the submission of proposals to the Conference of the Parties, for an institution submitting a proposal for a specific research project to become an Affiliated Research Institution.



		<p>b. Annually at the CoP, seek the views of Parties for appropriate States outside the region, regional or intergovernmental organizations and industries and other non-governmental and private organizations to become Associates of the IAI.</p>
<p>2. Parties were able to make better informed and coordinated decisions on global change issues.</p>	<p>i. The Parties work with the SAC, SPAC and the Directorate to map their domestic and international global change policy and decision making landscape. This will support the IAI in funding research that is policy-relevant for member countries.</p>	<p>a. In order to inform research funding decisions, the Directorate will submit a template to assist Parties identify their priorities and emerging priorities for Party consideration at CoP 28.</p>
		<p>b. By mid-2020, the Parties are urged to produce a list of priorities and emerging priorities of national decisions and/or policies that are impacted by global change.</p>
	<p>c. By the end of 2020, the Directorate has compiled and mapped the decisions.</p>	
	<p>ii. The Directorate will identify knowledge gaps, find commonalities, and direct research and resources towards informing Parties' priority needs.</p>	<p>a. The Directorate will undertake comparative analysis for actions necessary to implement national priorities by 2021 (depending on the scope of the project, external funding may be required).</p>
<p>b. By 2022, the comparative analysis, as well as advice from the SAC/SPAC, will help prioritize the IAI's and Partners' needs and resources.</p>		

		<ul style="list-style-type: none"> <li>c. Parties with shared priorities, request the Directorate to continually organize activities to address the challenges faced under those priorities as opportunities arise.</li> </ul>
<p>3. Parties have worked collaboratively towards the Vision of the IAI to accomplish more together than any one country can achieve alone.</p>	<ul style="list-style-type: none"> <li>i. The Parties consider their roles in achieving sustainability in the Americas and look for opportunities to collaborate in the implementation of relevant policies of regional interest.</li> </ul>	<ul style="list-style-type: none"> <li>a. Each Party commits to enhancing scientific input into policy making, for example through the establishment of a science-to-policy committee.</li> </ul>
		<ul style="list-style-type: none"> <li>b. Parties present lessons learned (through case studies) on global change successes and challenges, as well as opportunities to work across boundaries at every Conference of the Parties and other relevant fora.</li> </ul>
	<ul style="list-style-type: none"> <li>ii. The IAI promotes regional cooperation for interdisciplinary and transdisciplinary research on global change</li> </ul>	<ul style="list-style-type: none"> <li>a. See objectives under Theme II</li> </ul>
	<ul style="list-style-type: none"> <li>iii. The IAI supports capacity-building efforts in interdisciplinary and transdisciplinary research, collaboration, and innovation.</li> </ul>	<ul style="list-style-type: none"> <li>a. The IAI continues to support mobilization of knowledge across disciplines through joint and collaborative research (TD)</li> </ul>
		<ul style="list-style-type: none"> <li>b. Research about and/or done with under-represented groups shall include their needs from the start.</li> </ul>
		<ul style="list-style-type: none"> <li>c. By the end of 2022, create Fellowship and Mentorship programs to train early-career scientists in the science-policy interface. Outstanding early-career individuals from multiple backgrounds and disciplines will contribute to a pool of experts suited for contributing to future IAI research and to</li> </ul>

		promote and disseminate the IAI's work in their home countries and organizations. Fellows are paired with senior experts from both academic and policy sectors to train mentees in the science-policy interface.
		d. Continue to build on capacity building workshops and webinars, including those which focus on transdisciplinary research and project briefs.

**Theme II - Science for the Sustainability of the Americas**

Issue Statement: The Articles of the Agreement Establishing the IAI state that IAI should support science that improves the Americas' ability to cope with and thrive under global change. By achieving the guiding principles, transdisciplinary research, and the scientific goals and objectives, the IAI expects to make a positive impact towards the sustainability of the region, address the cross-cutting challenges posed by climate change, and support the Sustainable Development Goals (SDGs) and other multilateral targets within the context of national priorities. IAI-funded research will support open science objectives. Theme II focuses not only on science needs, but also on how science can be used within a broader societal framework with measurable societal benefit and how it can inform policies (knowledge mobilization). Objectives should be very clear in how the research will have an impact in the Americas.

Goals (25 years)	Objectives (25 years)
1. Poverty & Equality: The IAI community worked towards informing solutions to reduce poverty and increase equity and justice among citizens in the Americas.	i. Support research and monitoring on vulnerability and resilience at local level, including end users, and for various sectors (water, health, food security, etc.) to reduce the risks of natural and anthropogenic hazards.
	ii. Support research that enhances social-environmental justice, gender equality, and engagement of underrepresented groups from the beginning of the research process.
	iii. Ensure that the pursuit of other goals and objectives in Theme II address poverty

	and equality issues.
2. Food security: The IAI community was effective in working alongside policy makers and societal actors to find solutions to reduce food vulnerability, increase the adaptive capacity of food systems, and increase the nutritional quality of available food in the Americas.	i. Promote capacity building at the local level to guarantee self-sufficiency and food security.
	ii. Support research on the causes and impacts of climate variability and climate change on several sectors (e.g., agriculture, aquaculture, fisheries, ranching) to propose actions on adaptation and resilience of food systems.
	iii. Support research that addresses nutritional security (i.e., quality of food, not only access).
	iv. Support research that promotes sustainable local food economies, including small producers such as family agriculture and local fisheries.
3. Water security: The IAI has supported research, capacity building and good governance that promotes the sustainable access to quality water in the Americas.	i. Encourage transboundary cooperation to coordinate scientific and legal actions for mutual benefits on water security issues.
	ii. Support research on water issues common to the Parties (e.g., water quality, sanitation, resilience to water-related hazards, water for economic sectors and public use, water in the cities, water and health; water and ecosystems services, reuse and recycling water, aquifers).
	iii. Improve monitoring and hydro-climatic modeling of the water cycle components at the river basin-scale.
	iv. Promote knowledge transfer on better practices in the use of water resources in various sectors.
	v. Support research on climate variability, and climate change and their impacts, especially those related to extreme events and hazards on water security (e.g., droughts, floods, heat waves, sea-level rise) as well as studies on vulnerability, adaptation and resilience.
4. Energy security: The IAI has supported innovative research on	i. Promote knowledge transfer and mobilization on better practices regarding the use of sustainable and more efficient energy.

<p>existing and emerging renewable energy and informed policies resulting in improved energy sustainability and security.</p>	<p>ii. Support transdisciplinary research on renewable energy resources, including but not limited to wind, solar, biomass, and ocean energy.</p>
<p>5. Climate action: The IAI has supported a transdisciplinary research agenda on climate variability and climate change to propose adaptation and mitigation actions in different socio-economic and environmental sectors to improve the wellbeing of the Americas.</p>	<p>i. Promote transdisciplinary studies based on different regional and global models, and various scenarios; for example, hydrology and climate models, climate and agriculture models, fisheries, and other integrated scenario assessments (SSPs-RCPs).</p>
	<p>ii. Encourages studies of detection of extreme events and attribution to climate change.</p>
	<p>iii. Support studies that monitor the evolution of the goals of the Nationally Determined Contributions (NDCs) or other multilateral agreements of the Parties in the Americas, and studies that investigate the possible impacts of inaction.</p>
	<p>iv. Promotes monitoring and research on land use change and climate change (LUCC), changes in urbanization, and sea-level changes in coastal regions.</p>
<p>6. Human health and wellbeing: Through interdisciplinary and transdisciplinary research, the IAI informed policy and decision making resulting in fewer health crises and chronic diseases.</p>	<p>i. Promote research on chronic and emergent diseases, and their relation to global change.</p>
	<p>ii. Support research focusing on vulnerable populations.</p>
	<p>iii. Produce and publish on the IAI website scientific briefs on the impacts of global change on human health and wellbeing.</p>
<p>7. Biodiversity and ecosystem services: The IAI produced, and translated to decision makers, high quality science that integrates biodiversity and ecosystem</p>	<p>i. Develop models and protocols to restore BES in degraded areas as part of a climate change mitigation strategy, while also considering multiple services provided by a science-based restoration (e.g., water protection, support for pollination populations, molecules of potential interest for pharmaceutical, cosmetic, food industry).</p>

services (BES) conservation, restoration and sustainable use of resources, to mitigate climate change impacts in the region.	ii.	Establish causal interactions between drivers of consumption and leakage and spillover effects of agribusiness at many levels and scales across the region, to inform environmental legislation.
	iii.	Produce scientific based evidence to guide the increase of, terrestrial, freshwater and marine, protected areas to assist Parties in meeting Aichi Target 11.
	iv.	Promote the dissemination of information regarding indicators of deforestation.
8. Clean air, water, and soil: the IAI has supported science-to-policy knowledge and tools on global and regional pollution issues to help inform Parties policies.	i.	Produce scientific evidence to help guide policy and scientific actions on energy waste, plastic waste, including in oceans, water, air, soil, and sediments.
	ii.	Promote regional standardization of scientific methods for monitoring, analyzing and reporting on pollution to help ensure consistency and comparability of data.
	iii.	Support knowledge mobilization at the regional scale, as well as transdisciplinary and transboundary research to inform decision makers on pollution issues and to reach national and global targets.

### Theme III - Sustainability of the IAI

Issue statement: The IAI as an organization must be relevant to the Parties and society for its continuation. Communication and external funding objectives should be innovative and robust in order to meet the ambitious goals and objectives in this Strategic Plan. Communication cuts across all operational activities of the IAI. Enhanced science communication activities will lead to strengthened participation by Parties and stakeholders, greater interest in membership by non-Parties and increase fundraising opportunities through increased awareness of the IAI mission.

Goals (25 years)	Objectives (25 years)	Actions (3-6 years)
1. The Directorate's communication and outreach initiatives facilitated and	i. Transfer relevant IAI-generated knowledge to the Parties for the development of national, regional, and international	a. By the end of 2019, prepare CRN3 project briefs for dissemination in English and Spanish to the Parties to be made available on the IAI website.

<p>promoted communication of science in the region with a view to achieving sustainability in the Americas.</p>	<p>activities to assist in the development of evidence-based policy-making.</p>	<p>b. The Directorate continually develops and/or joins activities established by partners to link policy makers and scientists and invites focal points to these science and science-policy workshops.</p>
		<p>c. The Directorate assists Parties in the development of outreach and capacity-building initiatives in support of IAI programs and activities.</p>
		<p>d. The Directorate facilitates and promotes topic networks for communication and collaboration, as well as South-South cooperation aimed at making full use of global change science to enhance the exchange of shared experiences.</p>
		<p>e. The Directorate works with project Principal Investigators to provide timely project and other relevant information to the Parties, including through the organization of side-events, science-policy fora, and workshops.</p>
	<p>ii. Encourage Parties to support and amplify IAI's communication activities aimed to promote the mission and vision of the IAI.</p>	<p>a. The IAI activities are communicated through official notifications, web postings and social media. Parties, SAC, SPAC, investigators and partner organizations are encouraged to disseminate those messages to relevant governmental agencies and focal points.</p>
	<p>b. By the end of 2019, the Directorate formulates a presentation template for use by members of the IAI community to cohesively promote the mission and vision of the IAI.</p>	

		c. The Parties are invited to engage with the Directorate in National activities to communicate global environment change science.
	iii. Build communications capacity within the Directorate.	a. By 2025, hire a Communications Officer (subject to funding) to create content and interface with media.
2. The IAI has raised its profile among Parties and external partners.	i. Provide evidence-based information to Parties to assist with the development of national, regional, and international policies and activities, such as meeting national obligations related to the frameworks under multilateral environmental agreements and organizations.	<p>a. The Directorate coordinates the development of project briefs based on ongoing IAI project results.</p> <p>b. The Directorate identifies ways and means to facilitate science-policy meetings between policy makers and investigators to communicate findings and the applicability of IAI-sponsored research as needed.</p> <p>c. The Directorate with partners continues to hold regional science-policy workshops to identify research gaps and policy needs.</p> <p>d. The Directorate increases media presence, including through social media and strategic partnerships.</p>
3. All nations in the Americas have become Parties to the IAI.	i. Outreach activities such as side-events and science-policy fora at regional and global conferences are aimed to attract the participation of delegates from non-Parties to the IAI.	a. By 2022, the IAI Directorate will work with Parties to assist four nations in Central America and the Caribbean to join the IAI.
4. The IAI has established an endowment fund to	i. The IAI Endowment Fund attains 100 million USD in ten years.	a. By the end of 2020, the IAI Directorate applies for and receives charitable tax exemption status in the United States.



<p>ensure sustainability of activities and continued efforts to fund raise.</p>		<p>b. IAI Directorate continually targets donors, private-sector foundations and Parties to raise funds for the Endowment Fund.</p>
	<p>ii. The IAI is successful in increasing funding through writing new proposals and targeting strategic partnerships.</p>	<p>a. The IAI Directorate is encouraged to write at least one proposal per year per professional staff member.</p>
		<p>b. The IAI Directorate seeks opportunities to partner with similar organizations on drafting proposals.</p>
		<p>c. Increase collaboration with the Belmont Forum, including through setting up a similar co-funding mechanism for the Americas, for the design and development of Collaborative Research Action (CRA) program.</p>
<p>d. Annually promote collaboration with various stakeholders, including partners, donor agencies and development banks, academia, private sector and constituent groups at various governmental levels. This includes partnering with countries outside the Americas.</p>		