

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



EC-XXV

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**Terms of Reference
Strategic Planning**

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Purpose:

Develop within the context of IAI's current mission statement Terms of Reference that will guide the development of an IAI Strategic Plan and priorities for the next decade.

the process of developing TORs should

- 1. engage the IAI science community and consumers of science information such as policy makers and development agencies.**
- 2. develop a funding plan to support the strategic activities.**
- 3. develop a communications plan that will service IAI's multiple audiences & prioritize communication efforts within IAI**
- 4. review IAI functions to ensure its governance is consistent with the mandate**
- 5. (possibly) review and amend as necessary the 4 science areas and develop key scientific questions that are of relevance to member countries and regional governing bodies.**

the TORs might consider the following:

The IAI should improve the balance amongst integrated research, development of research networks & informed actions.

The declaration defines the IAI as "a regional network of research entities". That definition is said to reflect "both the vision of the scientific community and the political will of the States of the region." In practice, the idea of a "network" and the more formal definition of an "intergovernmental treaty organization " cause some problems in the IAI's interactions with governments. This affects how the IAI will be able to fulfil its mandate to "inform policy". The TOR item might therefore be to "define the IAI's relationship to its member countries and to its network community". Mechanisms for "IAI to serve as an effective interface between science and the policy process" should be defined.

The relation of the IAI with its country members and its network community is a central issue that should be object of strategic analysis. There is satisfactory response from the countries that pay the greatest contributions to the IAI, which is good. Individual strategies will have to be planned for the other countries.

The declaration gives more emphasis to affiliated and associated institutions than current practice reflects. The TOR item might be to define goals and means for "strategic alliances".

The potential of the agreements with affiliated/associated institutions foreseen in the Agreement Establishing the IAI has not been exploited. There are several framework agreements that in practice have not generated any cooperative action or benefits. Strategies should be defined to strengthen the relations with institutions that are or have been part of the network of research centres and institutions related to the IAI. A good institutional agreement might favour the commitment of some member countries.

The declaration indicates that UNCED will be informed of the IAI's foundation. While IAI - UN relationships have developed, this is not based on a strategy. A similar issue exists with IAI's relationships with the Global Programs. The TOR item might be "relationships with global programs and organizations". Millennium Goals might be a keyword in the context. The analysis should consider the regional role of IAI in relation to national and global efforts for analysing global change issues.

The Millennium Goals, together with our constituency in LAC bring up another issue: development, and to what extent it needs to be considered in the IAI goals. In the context of adaptation and mitigation this may become more important.

Millennium Goal 7 is to ensure environmental sustainability in its interaction with the social and the economic dimensions of sustainable development.

It may be important to highlight the mitigative and adaptive capacities of the region in the context of sustainable development while considering economic development, poverty alleviation, equity, etc.

Outreach to disseminate IAI scientific results and increase the multiplier effect of IAI projects is critical.

We need a special strategy for the relation of the IAI with other international governmental and non governmental organizations. Emphasis should be on the IAI experience in the training member countries in different topics of environmental agendas. Many governments contribute to international organizations to have training on global change related adaptation and mitigation techniques. It will be important to have strategies that are specifically aimed at positioning the IAI in international fora as one of the institutions with greatest capacity to plan environmental training in the Americas.

An area missing from the science agenda, but perhaps left out for good reason is engineering. Again in the context of adaptation and mitigation, the TOR should define limits or the flexibility of limits in the IAI agenda. Maybe the IAI should find the way to participate in efforts towards the improvement of technology or the development of new technologies related to global environmental change.

Capacity building has received little attention in the mission statements. It is a simple issue as long as scientists or students are the target, but institutional, administrative, communication capacities are more complex issues that should be addressed in the TORs.

The Agreement establishing IAI widely refers to the objective of promoting "regional cooperation for interdisciplinary research". This spirit of academic/scientific cooperation should be preserved. The TORs may need to address issues of science governance in member countries and international cooperations that aid science for decision making, mitigation, adaptation and development. Issues of science governance include quality control of science, scientists and science applications such as certification for consumer protection or environmental protection. Intellectual property rights have already been an issue in IAI agreements and need to be addressed as a governance issue.