



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Ref: IAIUYDIR/2018/019

27 September 2018

NOTIFICATION

Subject: Outline of the draft IAI Strategic Plan

Dear Madam, Sir,

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 twenty-seventh meeting of the Conference of the Parties.

Moreover, during discussions on the Plan, Parties asked for the setting of milestones for the completion of the IAI Strategic Plan with sufficient time for their review and comments. It was agreed that an outline of the Strategic Plan would be available to Parties for their review in three months from the date of the closure of CoP-26. A first draft would be available in 5 months from that date. In both cases, Parties would be given a month to complete their reviews. The final draft would be presented at CoP-27 for consideration.

A Working Group on the IAI Strategic Plan was established on 6 September 2018 and is composed of Executive Council Members: Uruguay, United States, Brazil; Parties: Canada, Guatemala, and Argentina; SAC Members: Reynaldo Victoria, Edwin Castellanos, Tereza Cavazos, Carlos Joly; and IAI Directorate: Marcos Regis da Silva, Amanda Sesser. The Working Group has held two meetings and completed the first draft of the outline to the IAI Strategic Plan.

In light of the above, and on behalf of the Working Group, I am pleased to invite you to review and comment on the outline of the IAI Strategic Plan which is attached as an annex to this notification. A Word version is also provided as a separate file for use by Parties that prefer to comment directly on the document.

Given the milestones agreed to at CoP-26, Parties are invited to submit their comments at their earliest convenience but no later than 26 October 2018. Revisions to and comments on the outline should be sent to Dr. Amanda Sesser at asesser@dir.iai.int.

Please accept, Madam/Sir, the assurances of my highest consideration.

Yours sincerely,

Marcos Regis da Silva
Executive Director

Annex – Draft Outline for the IAI Strategic Plan (SP)

I. Introduction

a. Vision (draft)

- i. Enabling a well-informed society that supports sustainable use of resources and development, and collaboratively meets the challenges posed by global change by implementing actions and flexible policies based on science, while being inclusive of all people.

b. Mission (draft)

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

c. Summary of introduction of the *Agreement establishing the IAI*; and introductory paragraphs of IAI Strategic Plan

- i. Preamble from Executive Council Chair
- ii. Preamble from Executive Director

d. The Purposes of the Strategic Plan are to:

- i. Serve as a Roadmap for the next 25 years
- ii. State expectations of the IAI's contributions to Parties for addressing global change
- iii. Meeting the objectives of the Agreement and those under the Scientific Agenda
- iv. Support the creation of science-informed policies
- v. Pursue additional funding for the long-term sustainability of the organization
- vi. Coordinate all IAI activities to ensure successful outcomes, provide direction for research programs and other activities
- vii. Provide success metrics and methods for monitoring and evaluation
- viii. Prioritize limited resources
- ix. Communicate goals and direction with external partners; raise the visibility of the IAI

e. Organizational overview of Strategic Plan

- i. The IAI Strategic Plan is organized in three Themes:
 1. Meeting the needs of the Parties
 2. Science for the Sustainability of the Americas (*IAI Science Agenda*)
 3. Sustainability of the IAI
- ii. Under each Theme are:
 1. Goals (high-level statements expressing desired outcomes)
 2. Objectives (specific, measurable, and time-bound descriptions of how the IAI will work towards achieving its goals)
 3. Strategies/actions (near-term actions or sets of actions that will allow the IAI to reach its objectives)

- f. Cross-cutting elements. Each goal in the IAI Strategic Plan should have specific objectives that address:
 - i. Provide opportunities for the participation of women, girls, and Indigenous Peoples
 - ii. Support opportunities for Innovation
 - iii. 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)
 - iv. Provide Open Data and Science
 - v. Support and promote scientific translation (to bridge communication with policy makers and society)
 - vi. Build capacity - IAI capacity-building works to enhance knowledge and skills of institutions and individuals to enable and facilitate engagement in the production and use of IAI products, and to be able to improve the science-policy interface. We aim to build capacities that strengthen the science-policy interface for global change, including climate change and biodiversity and ecosystem services for the long-term human well-being and sustainable development.
 - vii. Seek new funding sources
 - viii. Measure IAI success and impacts through monitoring and evaluation
 - g. A description of the how the SP will be used
 - i. By Parties
 - ii. By Principal Investigators and SAC/SPAC
 - iii. By Partners
 - iv. By IAI Directorate
 - h. Revision cycle of the Strategic Plan - The IAI Strategic Plan is intended to be a living document that changes with the needs of the Parties and the organization. It will be reviewed at the CoP if requested by the Parties or by the IAI Executive Director, and at a minimum, every three years.
 - i. Roles/responsibilities of the SAC/SPAC
- II. Theme I - Meeting the needs of the Parties
- a. Issue statement: The IAI is an intergovernmental organization; its primary function is to serve the needs of the Parties by reaching the IAI vision and fulfilling the IAI Agreement¹.
 - i. Goals:
 - 1. IAI actions are in alignment with the Agreement Establishing the IAI
 - a. Objectives (from Article I of the *Agreement establishing the IAI*):
 - i. Promote regional cooperation for interdisciplinary research on aspects of global change related to the sciences of the earth, ocean, atmosphere, and the environment and to

¹ <http://www.iai.int/about-iai/institutional-documents/#establishment>

social sciences, with particular attention to impacts on ecosystems and biodiversity, socio-economic impacts, and technologies and economic aspects associated with the mitigation of and adaptation to global change;

- ii. Conduct or select for sponsorship scientific programs and projects on the basis of their regional relevance and scientific merit as determined by scientific review;
 - 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;
 - iv. Improve the scientific and technical capabilities and research infrastructure of the 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;
 - v. Foster standardization, collection, analysis, exchange, and openness of scientific data relevant to global change;
 - vi. Improve public awareness and provide scientific information to governments for the development of public policy relevant to global change;
 - vii. Promote cooperation among the different research institutions of the region; and
 - viii. Promote cooperation with research institutions in other regions.
2. Parties' governance/decision context is understood
 - a. Objectives:
 - i. Assessment and mapping of decision context
 - ii. Assessment of knowledge gaps
 - iii. Alignment of Parties' requests for IAI-supported science (commonalities)
 3. Parties' work towards the Vision of the IAI
 - a. Objectives:
 - i. The Parties consider their roles in reaching the IAI Vision, look for ways to align subsets of their policies through their own jurisdictions and sovereignty (between Parties).
 - ii. The IAI supports interdisciplinary and transdisciplinary research that involves policy/decision makers and diverse

stakeholders from the planning phase and throughout the research process.

iii. The IAI supports capacity building efforts in interdisciplinary and transdisciplinary research, collaboration, and innovation across the Americas

1. Strategies:

- a. IAI may partner with research centers, universities, NGO's, Government Departments, of the region in order to fulfill its goals
- b. Associate and Affiliate members can support IAI's activities as well as the Fellowship and the Mentorship Programs, as well as disseminate the results and products. They may also play a key role in facilitating the interface among scientists, decision makers, practitioners, etc.
- c. Capacity building workshops, including transdisciplinary research capacity building, to increase the impact of the IAI as well as improve the science-policy interface
- d. Fellowship Program could provide an opportunity for outstanding early-career individuals from all backgrounds and disciplines working global changes to participate in IAI's activities. The objective is to create a pool of experts suited for contributing to future work, and promoting IAI's work in their home countries and institutions.
- e. Mentorship Program pairing young fellows with senior experts, both from academic and political sectors, to mentor, train and qualify young people in the science-policy interface. Mentors and mentees work together on

joint projects, publications and funding applications beyond the scope of their collaboration under the IAI activities. Being a mentor is an excellent opportunity for IAI experts to get to know, work with and learn from a group of bright early-career scholars from all over the world.

III. Theme II - Science for the Sustainability of the Americas (*IAI Science Agenda*)

a. 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 cross-cutting elements and the scientific goals and objectives, the IAI expects to make an impact towards the sustainability of the region, address the cross-cutting challenges posed by climate change, and support the Sustainable Development Goals and other multilateral targets.

i. Goals:

1. Food security

a. Objectives

i. Promote capacity building at the local level to guarantee self-sufficiency.

2. Water security: The IAI has supported research, capacity building and good governance that promote the sustainable access of quality water in the Americas.

a. Objectives

i. Encourage transboundary cooperation to coordinate scientific and legal actions for mutual benefits;

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. Promote monitoring and hydro-climatic modeling of the water cycle components at river basin-scale;

iv. Promote transfer of knowledge on better practices in the use of water resources.

3. Energy security

a. Objectives

i. Promote transfer of knowledge on better practices regarding the use of sustainable energy.

4. Health and wellbeing
 - a. Objectives
 - i. Promote research on chronic diseases and emergent tropical diseases
5. 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.
 - a. Objectives:
 - i. Develop models and protocols to restore BES in degraded areas as part of a climate change mitigation strategy, but considering also 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);
 - ii. Establish causal interactions between distant places drivers of consumption and leakage and spillover effects of agribusiness at many levels and scales across the region, to subsidize environmental legislation;
 - iii. Produce scientific based evidence to guide the increase of terrestrial, freshwater and marine protected areas to meet Aichi Target 11;
 - iv. Promote the diffusion of information regarding indicators of deforestation.

IV. Theme III - Sustainability of the IAI

- a. 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.
 - i. Goals:
 1. Communication - Reference existing communications strategy (or could imbed inside SP)
 - a. Objectives:
 - i. Raise the profile of the IAI among Parties and external partners
 - ii. Disseminate and translate existing scientific information for policy/decision making
 2. Sustainable funding
 - a. Objectives:
 - i. (not just NSF) - Endowment

3. Working with Partners

a. Objectives:

- i. Partnering with IGOs
- ii. Partnering with Donors
- iii. Partnering with countries outside the Americas (e.g., invite to the IAI European countries with territories/colonial history in the Americas, e.g., Belgium, Denmark, France, Portugal, Spain)

V. IAI Strategic Road Map

- a. A table or list of the near-term strategies identified throughout the Strategic Plan, organized by time/date of expected achievement, that will serve as a Road Map for Parties, Principal Investigators, SAC/SPAC, Partners and the Directorate