



Ref: IAIUYDIR/2018/022

27 November 2018

NOTIFICATION

Subject: Draft IAI Strategic Plan for Party review

Dear Madam, Sir,

The Conference of the Parties, at its 26th meeting (Antigua, Guatemala, 2018), adopted Decision XXVII/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 five meetings and completed the first draft of 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 draft 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.

This draft is a work in progress. Some sections are more finished than others. This is an opportunity for Parties to steer the direction of the Strategic Plan at an early stage

Given the milestones agreed to at CoP-26, Parties are invited to submit their comments at their earliest convenience but no later than 27 December 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



INTER-AMERICAN INSTITUTE FOR GLOBAL CHANGE RESEARCH

Annex: Draft strategic plan

Cover page
Add IAI Logo
Good Photo

The next 25 years of...

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 twenty-seventh meeting of the Conference of the Parties.

Preamble from Executive Council Chair [placeholder]

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, training to increase institutional and research capacities and open stakeholder involvement. Parties also support approaches to science and capacity building that are framed by the principles guiding open science and data.

The IAI respects the Parties' 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 of areas beyond the limits of national jurisdiction. Parties also have sovereign rights over their own biological resources and are responsible for conserving their biological diversity and for using their biological 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 environment necessary to understand the unique needs of Parties.

Science is the foundation of IAI activities and 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 under global and 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 survival of the planet.

Introduction

Global change impacts are exponentially increasing at the same time that 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 lead the world 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 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 challenge 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 societies' 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.

The Strategic Plan for the IAI aims to:

- Serve as a Roadmap for the next 25 years
- State expectations of Parties' needs under the Agreement¹
- 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 strives to have its current activities will

¹ Parties' needs are explicit in Article II of the Agreement Establishing the IAI
<http://www.iai.int/about-iai/institutional-documents/#establishment>

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 long-term objectives, 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:

- I. Meeting the needs of the Parties to address global environmental change problems
- II. Science for the sustainability of the Americas
- III. Sustainability of the IAI

Each theme contains nested goals, objectives and actions:

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

Actions must be “SMART,” defined as follows:

S - *Specific*

M - *Measurable*

A - *Agreed upon*

R- *Realistic*

T - *Time bound*

Once identified, SMART Actions are organized by year and placed in the **IAI Roadmap** (pg. X). This Roadmap, which will be revised as needed, will guide the organization’s annual activities in the years to come.

Guiding Principles: The following principles, in no particular order, form the fundamental basis of how the IAI accomplishes its work. Each theme, goal, objective and action 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 research that includes end-users and those affected by global change impacts from project design through implementation (*transdisciplinarity*).
- ii. Provide opportunities for the participation of underrepresented groups particularly Indigenous Peoples, rural poor, youth and women.
- iii. Support opportunities to strive for innovation.
- 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 open data and science.
- vi. Support and promote scientific outreach (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 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 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 to prioritize annual decisions at the Conference of the 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 taking into account 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 transdisciplinary research foci with the priority needs of the Parties, 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 Plan will be reviewed at the CoP if requested by the Parties or by the IAI Executive Director, and at a minimum, every three years.

Theme I - Meeting the needs of the Parties to address global environmental change problems

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 Agreement².

Goals

1. IAI actions are in alignment with the *Agreement Establishing the IAI*.

Objectives

(from Article II of the Agreement Establishing the IAI)

- i. Promote regional cooperation for interdisciplinary research on aspects of global change related to the sciences of the land,

² <http://www.iai.int/about-iai/institutional-documents/#establishment>

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 change;

Actions:

- a. Support Collaborative Research Network 4 (CRN4).
 - b. Supporting joint initiatives with international science based organizations (for example, AAAS).
 - c. Support open science and open data.
- ii. Conduct and/or sponsor scientific programs and projects on the basis of their regional relevance and scientific merit as determined by scientific review.

Actions:

- a. Use interdisciplinarity (and transdisciplinarity) as a merit criterion.
 - b. White paper describing how the IAI uses internal and external peer-review for proposals.
 - c. Peer-review committee is representative in terms of disciplines, regional, gender balance, and other underrepresented groups.
- 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;

Actions:

- a. The Parties and the Directorate collaborate to link national priorities and governance frameworks to global targets (such as SDGs).
 - b. Support open data and open science (action also fits under objective v).
 - c. Support other regional institutions that have the same objective (IANAS - Inter-American Network of Academies of Sciences).
- 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 working with global change issues;

Actions:

- a. Continue with current capacity building program of the IAI.
 - b. Find new and innovative ways to increase capacity building activities.
 - c. Work with underrepresented groups (Indigenous peoples, women) to identify needs and develop and co-design capacity building programs.
 - d. Mentoring programs for early-career scientists.
- 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;

Actions:

- a. Open data and science is a requirement under IAI sponsored research.
 - b. Implement IAI's Open Data Policy.
- vi. Improve public awareness and provide scientific information to governments for the development of public policy relevant to global change.

Actions:

1. *Add actions here from the IAI's communication plan (<http://www.iai.int/wp-content/uploads/iai-cop-26-18a-e.pdf> see annex for the Plan).
 2. Policy papers/briefs.
- vii. Promote cooperation among the research institutions of the region.

Actions: see Actions for viii

- viii. Promote cooperation with research institutions in other regions.

Actions:

Actions to implement Articles 9, 10, and 11 of the Agreement Establishing the IAI

- a. Encourage Parties in considering the establishment of research programs for

- consideration by the Conference of the Parties as Institute Research Centers
- b. 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
- c. 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

2. Parties' governance/decision context is understood

Objectives

- i. The Parties and the Directorate co-identify and map decision context of Parties.
- ii. The Parties and the Directorate co-identify knowledge gaps.
- iii. Compare knowledge gaps to identify shared needs of the Parties to prioritize IAI and Partner resources.

3. Parties work towards the Vision of the IAI

Objectives

- i. The Parties consider their roles in reaching the IAI Vision, and look for ways to align subsets of their policies through their own jurisdictions and sovereignty (between Parties).

Actions:

- a. (to be determined)

- 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.

Actions:

- a. (to be determined)

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

Actions:

- a. IAI may partner with research centers, universities, NGOs, Government

Departments, of the region to fulfill its goals.

- b. Associate and Affiliate members can support IAI's activities as well as the Fellowship and the Mentorship Programs, and disseminate IAI's results and products. They may also play a key role in facilitating the interface among scientists, decision makers, and practitioners.
- c. Promote capacity building workshops, including transdisciplinary research capacity building, to increase the impact of the IAI and the role of the science-policy interface.
- d. Fellowship Program could provide an opportunity for outstanding early-career individuals from all backgrounds and disciplines working on global change 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.

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

Issue Statement: The Agreement Establishing the IAI states that the 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 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. Theme II

focuses not only on science but on how it can be used. Objectives and strategies should be very clear in how the research will have an impact in the Americas.

Goals

1. Poverty & Equality

Objectives

- i. Support research on vulnerability and resilience.
- ii. Support research that enhances social-environmental justice and gender equality.

2. Food security

Objectives

- i. Promote capacity building at the local level to guarantee self-sufficiency.
- 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.
- iii. Support research that addresses quality of food, not only access to it.

3. Water security

The IAI has supported research, capacity building and good governance that promotes the sustainable access to quality water in the Americas.

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 knowledge transfer on better practices in the use of water resources.
- v. Support research on climate variability, and climate change and their impacts, especially those related to extreme events and hazards (e.g., droughts, floods, heat waves, sea-level rise, etc.), as well as studies on vulnerability, adaptation and resilience.

4. 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 well being of the Americas.

Objectives

- i. Promote transdisciplinary studies based on different regional downscaled models; for example, hydrology and climate models, climate and agriculture models.

5. Energy security

Objectives

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

6. Health and wellbeing

Objectives

- i. Promote research on chronic diseases and emergent tropical disease, and their relation to global change.

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.

Objectives

- i. Develop models and protocols to restore BES in degraded areas as part of a climate change mitigation strategy, 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).
- 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 dissemination of information regarding indicators of deforestation.

III. 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. Communications 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 increased fundraising opportunities through increased awareness of the IAI mission.

Goals

1. Communication

The Directorate's communication and outreach initiatives facilitate communication of science in the region with a view to achieving sustainability in the Americas.

Objectives

- i. Implement the objective of the IAI to pursue the principles of scientific excellence, international cooperation, and the full and open exchange of scientific information, relevant to global change.
- ii. Inform Parties, encourage support and promote collaboration among and between Parties, partners, academia, private sector and the public.
- iii. Integrate and increase communication in all IAI-related activities to support the objective of the IAI.
- iv. Enhance the visibility of the impact of IAI's work and objective through well-targeted communications and outreach.
- v. Contribute to communicating research-related information to provide input to Parties for the development of national, international and regional policies and activities.
- vi. Contribute to the work programs related to the frameworks under multilateral environmental agreements and organizations.
- vii. Improve visibility of the IAI with non-Parties and stakeholders.
- viii. Lead to strategic partnerships with like-minded organizations.

Actions:

- a. Take into account the work in support of intergovernmental agreements such as the Paris Agreement, the 2030 Agenda for Sustainable Development, and the New Urban Agenda and the Sendai Framework for Disaster Risk Reduction, among others;
- b. Promote co-design of scientific research where scientists work jointly with policy makers and stakeholders to design,

implement and apply research that directly addresses relevant governance and policy challenges arising from global change;

- c. Provide project and other relevant and timely information to the Parties, including through the organization of side-events, science-policy fora, and workshops at meetings of the multilateral environmental framework agreements;
- d. Provide information to Parties via notifications, information data sheets, website and social media, among other communication mechanisms;
- e. Promote collaboration with various stakeholders, including partners, donor agencies and development banks, academia, private sector and constituent groups at various governmental levels;
- f. Increase media presence, including through social media, through the development of strategic partnerships.

2. The IAI has raised its profile among Parties and external partners

Objectives

- i. The *IAI Communication Strategy and plan* guides the IAI Directorate, in collaboration with Parties and relevant stakeholders, in developing effective communications strategies that are targeted at the national, regional and international levels to advance the objective of the IAI and its programs and initiatives. It also facilitates fund-raising activities by the IAI Directorate by increasing awareness of the IAI's achievements and programs.
- ii. Disseminate and translate existing scientific information for policy/decision making.

Actions:

- a. The IAI Directorate provides policy briefs on all CRN3 projects to Parties and on the website.
- b. The IAI Directorate increases awareness of how its science contributes to priorities under the SDGs and other frameworks as well as work under the

United Nations and other organizations, development banks and mechanisms, national agencies, non-governmental organizations and research centers.

- c. The IAI innovates communication of scientific information by collaborating with a wide range of partners to develop novel outreach tools.

3. Growth of the IAI

Objectives

- i. Attract new Parties to the IAI.

Action:

- a. Target Caribbean Islands (region in the Americas entirely unrepresented by the IAI).

4. Sustainable funding

refer to IAI's fundraising strategy

Objectives

(to be determined)

- i. (not just NSF) - Endowment

5. Working with Partners

Objectives

- ii. Partnering with IGOs.
- iii. Partnering with Donors.
- iv. 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).

IAI Strategic Road Map

[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]