

STRATEGIC PLAN

2016 · 2017 · 2018



IAIA 2012 - Porto

- Encourage Full and Active Participation in Both the Formal and Informal Parts of the Program
- Plan Your Week Given the Extensive Range of Options
- Submit a People's Choice Poster Ballot
- Consider who you would like to Nominates for the IAIA Awards in 2013
- Start Planning to Participate in our next Annual Conference

PURPOSE OF THE PLAN

IAIA's Strategic Plan 2016-2018 was implemented by the Board of Directors to guide the association's work over the next three years.

IAIA is the **International Association for Impact Assessment**, organized in 1980 to bring together researchers, practitioners, and users of various types of impact assessment from all parts of the world. IAIA involves people from many disciplines and professions. Our members include corporate planners and managers, public interest advocates, government planners and administrators, private consultants and policy analysts, university and college teachers and their students. IAIA has **members from over 120 nations** and holds **annual conferences and events** around the world to promote best practices in impact assessment.

The Strategic Plan 2016-2018 will help IAIA:

- Increase the **value of membership**, thereby growing the membership in numbers and geographic composition.
- Continue to be seen as the **global network** of impact assessment professionals.
- Achieve **greater impact and influence** in the field of impact assessment.
- Maintain the **financial sustainability** of the association.

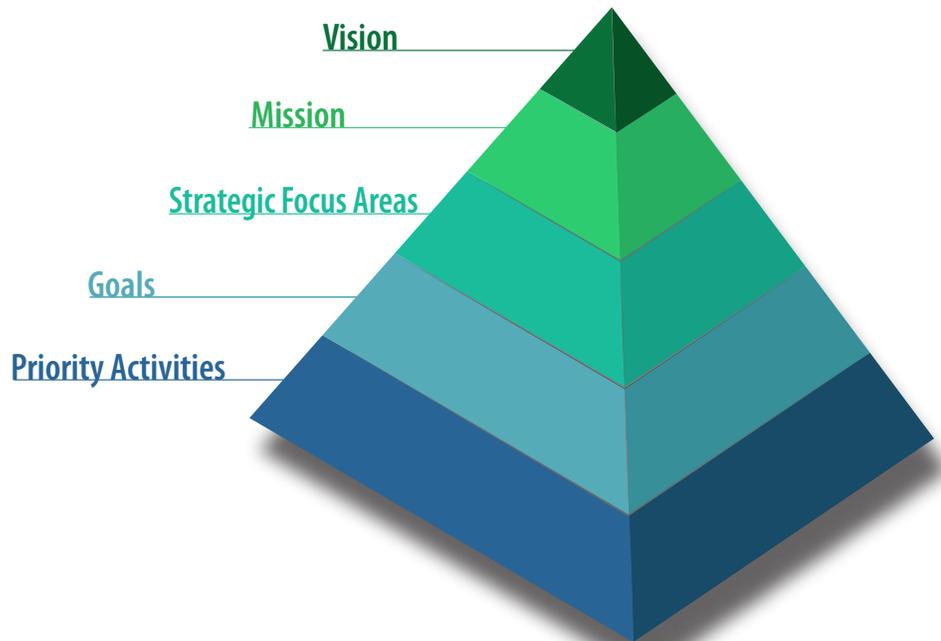
Experience at IAIA has demonstrated that **activities with a champion** are the projects that are most successful. Therefore, to the extent possible, each activity identified in this document will have a member of the IAIA Board of Directors and/or the IAIA Executive Director as a champion who will lead the project or be significantly involved. This person will be accountable to the Board and the Association for this activity. A list of current Board members is available at www.iaia.org/board-of-directors.php.

IAIA welcomes the involvement of its members in leading on projects that help the association achieve its objectives. Please contact IAIA HQ should you wish to become involved in any of the priority activities identified in this Strategic Plan.



COMPONENTS OF THE PLAN

The Strategic Plan, based on IAIA's vision and mission, is organized into strategic focus areas, goals, and priority activities.



VISION Simply put, an organization's vision clearly states what it aspires to accomplish. Read more about IAIA's vision on the next page.

MISSION The mission statement describes, in general terms, what an organization does to achieve its vision. Read IAIA's mission statement on the next page.

STRATEGIC FOCUS AREAS The focus areas, with direct linkages to the vision and mission statement, identify what is of primary concern to the organization. IAIA's four strategic focus areas for 2016-18 are outlined in detail on pages 6-9.

GOALS Goals identify the objectives to be achieved within the plan timeframe. IAIA will strive to achieve the listed goals over the next three years. The goals all support advancement in our four Strategic Focus Areas, thereby advancing the vision and mission of the association. To the extent possible, the goals will be SMART—specific, measurable, achievable, relevant, and time-bound. Where goals cannot be measured in a quantifiable way, efforts will be made to assess the goals qualitatively.

PRIORITY ACTIVITIES Priority activities are specific projects and initiatives to support achievement of the goals. Some activities support more than one goal. The initial inventory of priority activities is identified in this plan, but new activities are likely to be developed over the next three years by the Board of Directors and via proposals from the membership and potential partners. However, the intention of having the goals identified as part of this strategy is to ensure that all of the work and activities that IAIA undertakes in the next three years are supportive of the goals.

IAIA'S ANCHOR: VISION, MISSION, VALUES

The Strategic Plan is anchored in IAIA's strong vision, mission, and values. It is important to recognize these upfront to then see the linkages to the four strategic areas and goals.

IAIA's Vision

IAIA is the leading global network on best practice in the use of impact assessment for informed decision making regarding policies, plans, programs and projects.

IAIA's Mission

To provide the international forum for advancing knowledge, innovation and communication of best practice in all forms of impact assessment so as to further the development of local, regional, and global capacity in impact assessment.

IAIA's Values

IAIA promotes the application of integrated and participatory approaches to impact assessment, conducted to the highest professional standards.

IAIA believes the assessment of the environmental, social, economic, cultural, and health implications for proposals to be a critical contribution to sound decision-making processes, and to equitable and sustainable development.

IAIA is committed to the promotion of sustainability, the freedom of access to information, and the right of citizens to have a voice in decisions that affect them. When we assess the impact of policies, plans, programs, or projects, we promote the free flow of complete, unbiased and accurate information to decision makers and affected parties. We believe that impact assessments should be inclusive and comprehensive, addressing the broader social and health impacts as well as any impacts on the biophysical environment. Respect for human rights and human dignity should underpin all assessments. We acknowledge that we have a duty of care to both present and future generations.

For more details...

In addition to our values, IAIA promotes a number of specific ethical and professional responsibilities. See these and more at www.iaia.org/about.php.

STRATEGIC FOCUS AREAS

The four strategic focus areas are derived from IAIA's mission and vision statements—they are meant to be a manifestation of the vision and mission.



Strategic Focus Area #1: Extend IAIA's reach

Members are the strength of IAIA and therefore remain as one of the most important areas where the association spends its time and efforts. This category looks at membership from both an individual and organizational perspective. It also includes the association's desire to grow in its global presence.

Strategic Focus Area #2: Strengthen IAIA's partnerships and collaborations

IAIA has a solid base upon which to expand its potential working relationships with other regional and global organizations. IAIA will look to continue to work with existing partners, but it will also strive to expand its network to find new opportunities to work with organizations that IAIA has not worked with in the recent past.

Strategic Focus Area #3: Enhance IAIA's knowledge sharing and capacity-building mandate

IAIA has a clear mandate to educate and share knowledge among the practitioners in the field of impact assessment. There is a continual need for training and knowledge sharing across the globe as countries struggle to deal with how to ensure sustainable development. IAIA achieves this mandate through its events such as the annual conference and training at the conference. However, IAIA could do more in this focus area, and it can look to other avenues to deliver this service.

Strategic Focus Area #4: Ensure IAIA's organizational sustainability

As a not-for-profit organization, with no endowments or long-term/annual funding source, IAIA is reliant upon very limited sources of revenue. As such, the association needs to carefully manage its operational budget and investments to ensure a viable future beyond the next fiscal year. Aside from sound financial management, many of the new products/services that IAIA will embark upon over the next three years will be done with a view to expand the value of the association and to diversify the possible funding sources.



STRATEGIC FOCUS AREA #1

Extend IAIA's reach

GOAL 1.1

By 2019 increase overall annual membership by 15%, student membership by 30% and corporate membership by 50% (using membership of January 2016 as the baseline).

PRIORITY ACTIVITIES:

- Develop a membership plan in 2016, with a focus on student and young professional members, as well as corporate and organization membership.
- Implement the membership plan in 2017.
- Establish a "bulk university membership" (associated with professors who have courses in impact assessment) in 2016.
- Set up a student and young professional bursary program in 2016 that will waive the conference registration fee for a small number of students and young professionals.
- Review and amend the affiliate/branch agreements to ensure value for both parties, thus encouraging a continuing relationship between IAIA and affiliates.

GOAL 1.2

Work with affiliates, branches, and/or associated organizations to identify a minimum of one annual opportunity on which to collaborate.

PRIORITY ACTIVITIES:

- Share the IAIA Strategic Plan with affiliates in 2016 with an open invitation to see if and how they might like to become involved in some priority activities.
- Each year have an IAIA Director or the Executive Director participate in at least two affiliate, branch, and/or associated organization events (e.g., conference, meeting).
- By Q4 2017, offer to help affiliates organize webinars using IAIA's webinar platform.
- Have an affiliate events calendar on IAIA website by Q4 2016.
- Reach out to affiliates to see how we can re-engage past members.

GOAL 1.3

Extend the geographic reach of IAIA by extending the current number of affiliates and associated organizations by 1 per annum.

PRIORITY ACTIVITIES:

- By Q1 2018, develop two new affiliates in regions where IAIA has recently been active (Africa, South America) and wishes to go (Asia). This could be achieved partially by organizing joint meetings, for example.



Strengthen IAIA's partnerships and collaborations

GOAL 2.1

Identify and secure the annual conference at least two years in advance.

PRIORITY ACTIVITIES:

- Actively seek out potential annual conference organizers/hosts with a view to move the conference to locations where the association has a good possibility of attracting participation of at least 700 delegates.

GOAL 2.2

Organize one regional symposium each year in collaboration with another organization (could be with an IAIA affiliate or branch).

PRIORITY ACTIVITIES:

- Work with members and Sections to identify possible regional symposia, with a view of having events focused on themes that are particularly relevant and forward-thinking.
- Develop symposium guidance by Q4 2016 that will make the symposium proposal process consistent, clear, and easy to understand.

GOAL 2.3

Each year develop and/or initiate a new partnership with at least one organization that IAIA has not worked with in the previous five years.

PRIORITY ACTIVITIES:

- Investigate the possibility of collaborating with private banks to host an event (meeting/workshop) in relation to the Equator Principles in 2017.
- Convene more issue-focused, regional symposiums and expert meetings in partnership with other organizations who utilize impact assessment and management.

GOAL 2.4

Organize one collaborative initiative per annum with existing or recent partners.

PRIORITY ACTIVITIES:

- Pursue opportunities to continue working with the World Bank, European Investment Bank, and Inter-American Development Bank on developing training, knowledge sharing, and/or best practices.



STRATEGIC FOCUS AREA #3

Enhance IAIA's knowledge sharing and capacity-building mandate

GOAL 3.1

Develop and implement the new Professional Development Program (PDP) with implementation of a pilot program in 2016 and full implementation in 2017-18.*

PRIORITY ACTIVITIES:

- By Q4 2016, fully develop and test the PDP foundation course.
- Develop an appropriate online platform for the foundation course and implement the pilot course with an identified group of participants.
- Identify IAIA members who may be interested in participating in the program as mentors.
- Fully implement the PDP by Q4 2017.

** Achievement of this goal is provisional on available funding.*

GOAL 3.2

Develop a new Webinar Program in 2016 with full implementation in 2017.

PRIORITY ACTIVITIES:

- Work with Sections (through the Sections Coordinating Committee) to identify possible webinar speakers for the 2016-17 timeframe. The goal is to have at least one webinar every three to four months once the program is fully implemented.
- Fully implement the webinar program by Q2 2017 and feature it at the 2017 annual conference.

GOAL 3.3

Improve the IAIA website by 2017.

PRIORITY ACTIVITIES:

- Working with IAIA's Publications Committee, Sections, and general membership, review materials on the IAIA website by Q4 2016 with a view to update and renew materials and resources.
- Encourage Sections to review existing best practice principle documents and consider either updating the documents or further developing them into more fulsome guidance.
- Develop a consistent online presence through our social media sites with formal implementation by Q1 2017.
- Develop a website blog by Q1 2016 with regular input from Directors and members.
- By Q4 2016, prepare a short history of IAIA for the website with a timeline of milestones.

GOAL 3.4

Translate IAIA's core documents into four other languages by 2017. Review IAIA's other key documents (starting with FasTips) to identify those that could be translated.

PRIORITY ACTIVITIES:

- Ask Affiliates to translate the IAIA Vision and Mission statements and FasTips (as appropriate and of interest to the Affiliate).
- Approach some of our network (members in larger organizations) to see if they could assist with translation of other important documents.
- Starting in 2016, plan to translate each symposium summary report (or report abstract/executive summary) into the primary language of the host country (if it is not English).



Ensure IAIA's organizational sustainability

GOAL 4.1

Define a "financial sustainability fund" and set funds aside each year in order to achieve that target by Q4 2018.

PRIORITY ACTIVITIES:

- By Q2 2016, HQ and the Treasurer will work to determine a "financial sustainability fund" that will support the association through years where we experience unexpected financial challenges.

GOAL 4.2

Manage the association's investments to achieve reasonable returns, while in accordance with IAIA's responsible investment approach.

PRIORITY ACTIVITIES:

- Continue to work closely with a financial and investment advisor to monitor the association's financial situation and investments.
- Review and, if necessary, revise IAIA's investment policy to reflect more current thinking on "responsible" investments.
- Release a statement about IAIA's responsible investing in the 2016 IAIA annual report and announce it as part of the Treasurer's report at the 2017 AGM.

GOAL 4.3

Update IAIA's internal operational policies by 2018.

PRIORITY ACTIVITIES:

- Complete an inventory of all operational and policy notes and internal guidance documents by Q4 2016 with a view to updating them by Q1 2018.

GOAL 4.4

Ensure HQ staff take part in learning / training activities annually.

PRIORITY ACTIVITIES:

- By Q1 2016, staff will include at least one learning opportunity in annual work plans.



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for Impact Assessment

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