



Strategic Action Plan Summary



International Association for Impact Assessment

IAIA is a forum for advancing innovation, development and communication of best practice in the field of impact assessment (IA). As an inter-disciplinary association, our members have interests in IA as it applies to a wide variety of fields: health, biodiversity, economics, environmental law, social, policy, and indigenous peoples' issues, for example.

Over the past few years, the IAIA Board of Directors convened several strategic planning sessions. This continually evolving document contains some key action statements resulting from that process. The action statements are divided into four major perspectives, three of which are presented here: *Members and Users*, *Internal*, and *Innovation and Learning*. The fourth perspective, Financial, involves cash flow and budgetary goals. These goals are not outlined in this document because the Board believes that they will be met as the goals of the other three Perspectives are achieved.

<u>Our Vision:</u>	To be the leading global authority on best practice in environmental assessment, management and policy.
<u>Our Mission:</u>	<p>To advance innovation, development and communication of best practice in impact assessment.</p> <p>To develop local and global capacity for the application of environmental assessment for equitable and sustainable development.</p>

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Members and Users Perspective

Strategic Goal: IAIA is an International Forum

IAIA links impact assessment (IA) professionals and users from over 100 different nations. Globally, impact assessment enjoys wide support throughout the environmental community. Through this multi-disciplinary organization of IAIA, practitioners, researchers, and decision-makers are able to discuss issues of mutual concern/challenge in an apolitical, objective forum, providing an opportunity to understand and meet each other's needs. IAIA provides professional support and technical expertise to its membership and is a dynamic forum for knowledge-sharing and exchange.

Strategic Actions planned to support Members and Users

- Strategic Action #1:* *Continue to facilitate a forum at IAIA'02 of high-level government environmental officers at which they can discuss common challenges, solutions, and visions. Similar meetings have been held in conjunction with other recent Annual Conference Events with positive feedback from participants.*
- Strategic Action #2:* *Enhance and refocus IAIA's newsletter. Currently, the newsletter contains primarily organizational news. The goal is to increase communication of best practices and new policy developments in IA to better meet members' needs.*
- Strategic Action #3:* *Develop a white paper describing how all the various components of impact assessment (e.g. social, risk, health, etc.) fit together to become a comprehensive environmental assessment. This document will be useful when introducing the concept of impact assessment to those who have little or no fundamental knowledge about the field.*
- Strategic Action #4:* *Develop a communication/recruitment plan highlighting the services and benefits available to current and potential business and industry members of IAIA. At this time, these professionals represent only 5 percent of IAIA's membership. The goal is to enhance dialogue about impact assessment between IA practitioners and users from business/industry and those from government, private consultancies, and academia – to the mutual benefit of all, and to the ultimate benefit of the environment.*

Internal Perspective

Strategic Goal: **IAIA will continually improve the processes that sustain and grow the organization.**

IAIA recognizes that in order to provide the best possible services to its members and users and to also achieve its vision and mission, it must not only continue to improve those external services, but it must also cultivate a stable internal organizational structure. This is achieved by continuing improvement of the management organization and the internal processes IAIA uses to deliver high value products to its members and users.

Strategic Actions planned to support the Internal Organization

Strategic Action #5: *Develop a strategic revenue generation plan for the long-term growth of IAIA. The focus of the plan will be to locate and secure both new external sources of income as well as currently untapped potential revenue within IAIA.*

Strategic Action #6: *Develop and approve policy regarding mutually beneficial relationships between IAIA and its affiliates. The purpose of IAIA affiliates is to bring IA practices to other areas of the globe. Currently, IAIA has affiliates in Brazil, Colombia, Kenya, Guyana, Nigeria, Ghana, Central/Eastern Europe, Laos, Thailand, Cameroon, Senegal, South Africa, Quebec, and Western and Northern Canada.*

Strategic Action #7: *Conduct an organizational effectiveness study of the International Headquarters' Office and make recommendations to the Board regarding the HQ staff's roles, responsibilities, and accountability. This is particularly important considering the HQ recently made the transition from part-time staff housed at a university to staff working full-time in an independent office.*

Strategic Action #8: *Develop a plan to quickly orient new Board members and identify the key skills and competencies of each member. This effort should reduce the learning curves of new Board members and enhance their ability to be more effective in meeting members' and*

Strategic Action #9: *Include summaries of Board activity and discussions on the website and in the newsletter. This action will improve communication of Board initiatives to the general membership.*

Innovation and Learning Perspective

Strategic Goal: **IAIA is an innovative teaching, learning and research organization.**

IAIA as an international organization has a broad membership base, drawn from a variety of different nationalities, skills, disciplines, professions, and cultural backgrounds. IAIA is able to capitalize on existing knowledge in the organization and among its members to anticipate, embrace and respond to professional trends with foresight and in an innovative manner.

Strategic Actions planned to support Innovation and Learning

- Strategic Action #10:* *Evaluate IAIA's policy on multi-lingualism.* English is the association's official language. However, as an international organization with a mission to advance and communicate best practices, we must consider the possibility of using different languages in conferences, publications, and the web site to reach out and communicate with practitioners, researchers, and policy-makers in the non-English-speaking world.
- Strategic Action #11:* *Enhance the Professional Practices Review section of IAIA's Impact Assessment and Project Appraisal journal.* Currently, there is often only one such article per journal. Due to requests by many in IAIA's membership for the journal to offer more practical and less theoretical content, this section will be expanded.
- Strategic Action #12:* *Conduct a feasibility study to determine the value and practicality of, and mechanism for, an IAIA Principles and Practices series.* If this series is deemed feasible, then IAIA will prepare and publish guidelines relating to various types of impact assessment (e.g. EIA, health/social impact assessment, strategic environmental assessment, etc.). This series will outline best practices in each area for users and reviewers of the assessment and to provide guidelines for people new to the IA field or particular sub-field of IA.
- Strategic Action #13:* *Review IAIA's existing practices for training and development.* After this review, recommendations will be made to the Board for a training and capacity building strategy that will meet professional development needs and encourage capacity building.