

InterAcademy Partnership

Implementation Plan (2016-2018)

1. Preamble

The InterAcademy Partnership (IAP) brings together three organizations: IAP for Science, IAP for Research and IAP for Health (formerly IAP, the global network of science academies, the InterAcademy Council, and the InterAcademy Medical Panel, respectively).

Acting as an umbrella organization to coordinate the activities of more than 130 merit-based member academies and four affiliated regional networks, IAP has developed a Strategic Plan (2016-2018) that has 8 Strategic Objectives:

1. To provide evidence-based policy-relevant science, health, engineering and technology advice and perspectives on global issues
2. To position IAP as a recognised provider of independent, high quality, evidence-based global science advice
3. To strengthen the global scientific enterprise
4. To champion science and health education and work towards a global citizenry with high levels of health and science literacy
5. To develop and strengthen the global network of science academies, the InterAcademy Partnership's regional networks, and its member academies

These first five Strategic Objectives are underpinned by a further three, namely:

6. To develop and strengthen partnerships with other organizations
7. To strengthen IAP operations and its fundraising strategy
8. To develop and implement an effective communication strategy.

*This document now lays out the Implementation Plan from the point of view of **IAP for Science**, **IAP for Health** and **IAP for Research**, including details of those areas where the collaboration of the three partner organizations is considered necessary for IAP to achieve its goals. Between them, the three partner organizations aim to cover all areas of the Strategic Objectives and Strategic Priorities.*

2. Identifying programmatic and project areas

Ultimately, the Steering Committee and Board of the InterAcademy Partnership are responsible for the activities of the Partnership. However, each partner organization maintains its statutory structure and can direct the organization's activities.

To this end, 'horizon scanning' – whereby member academies are requested to highlight emerging and critical topics – should be undertaken on a regular basis. Every three years is suggested (e.g. during the final year of each Strategic Plan). Academies should be informed that their suggestions should fit with the strategic objectives and priorities of the InterAcademy Partnership Strategic Plan.

The results of this exercise will be examined by the Executive Committee/Board of the relevant Partnership organization and prioritized.

Those topics regarded as priorities will be presented to the Partnership Steering Committee and Board for their input and feedback, and concept notes will be developed that can be presented to potential funding agencies.

Other programmatic areas may be suggested by the IAP for Science and IAP for Health Executive Committees and the IAP for Research Board following talks with potential donors or with representatives from national or regional governments, and/or UN organizations.

Every three years, new thematic areas can be added to the list of activities. It is also important to remove from the list those activities that have either been completed, or that the Executive Committee/Board feels have not been successful, e.g. because they have been unable to attract suitable funding.

IAP for Science

As a mature organization, IAP for Science (as IAP) already has a portfolio of activities and interests, many of which are implemented through its regional networks, and the organization is committed to advancing these both regionally and globally during the period of this Strategic Plan.

Among these are:

- The production of statements and other policy-relevant documents on various issues, including biotechnology and synthetic biology, antimicrobial resistance, sustainable water management, sustainable energy, nutrition and food security, solid waste management, biodiversity and ecosystem services, and climate change, among others (*answering to Strategic Objectives¹ 1 & 2*);
- The period of this Strategic Plan should also see IAP for Science focus on providing scientific advice to support the attainment of the 2015 Sustainable Development Goals, for example through the activities of its Poverty Eradication and Sustainable Development Committee (*answering to Strategic Objectives 1 & 2*);
- Other international (UN-linked) processes with which IAP for Science has developed links include the Sendai Framework for Disaster Risk Reduction 2015-2030, the Biological Weapons Convention (through the IAP Biosecurity Working Group), and the Convention on Biological Diversity (linked to the statement on synthetic biology). IAP for Science should continue engaging with such international processes (and identify others) and engage the expertise of its member academies to provide advice and feedback to relevant committees, on relevant draft documents, etc. (*answering to Strategic Objectives 1 & 2*);
- The global scientific enterprise can be strengthened through wider adoption of open access publishing and the roll-out of open data, and through promoting ethical and responsible research practices (especially in the case of dual-use research). IAP for Science will work with partners, including IAP for Research and ICSU, in promoting these goals (*answering to Strategic Objective 3*);
- The global scientific enterprise can be also strengthened by educating the scientific community about the flaws in the use of existing metrics to assess the quality of research, and by contributing to the development of alternative, sound assessment methods. IAP for Science should collaborate with its partners in contributing towards the achievement of this goal, especially through the project 'Evaluating Research: Assessment and Improvement of Current Practices' (*answering to Strategic Objective 3*);
- Support for young scientists - including continued support for the Global Young Academy and, in collaboration with the Hungarian Academy of Sciences and others, the organization of young scientist events at the World Science Forum (*answering to Strategic Objective 3*);
- Women in science - supporting regional networks in their activities; working with other organizations, including the Trieste-based Organization for Women in Science for the Developing World (OWSD) and GenderInSITE (*answering to Strategic Objective 3*);
- Science education and science literacy - through the activities of a Global Council, the IAP Science Education Programme (SEP) promotes inquiry-based science education in schools as well as outreach to the public, e.g. through science museums and science festivals (*answering to Strategic Objective 4*);
- IAP for Science will work with and support the affiliated IAP Regional Networks to develop the global academy network, especially for the establishment of new academies and support for young/weak academies (*answering to Strategic Objective 5*); and
- IAP for Science will continue to develop and maintain strategic partnerships with relevant international organizations. Among these are various UN bodies (including UNESCO), IPBES, ICSU, GLOBE International, the Global Research Council and the International Network for Government Science Advice (*answering to Strategic Objective 6*).

¹ Refers to Strategic Objectives in the InterAcademy Partnership Strategic Plan for the same period.

IAP for Research

IAP for Research is a multinational organization of science academies created to produce reports on scientific, technological, and health issues related to the great global challenges of our time, providing knowledge and advice to national governments and international organizations.

IAP for Research (as IAC) has an extensive track record of reports and generally focuses its efforts on several projects at any one time. During the period of this InterAcademy Partnership Strategic Plan, IAP for Research is committed to advancing the following priorities:

- Work effectively with IAP for Science, IAP for Health, IAP Regional Networks, individual academies, sponsors, and other stakeholders, to develop new projects and reports on critical global issues such as the importance of scientific capacity building, strengthening the global scientific enterprise, and sustainability (*answering to Strategic Objectives¹ 1, 2, 3, 5, 6 & 7*);
- Maximize the impact of IAP for Research reports and other products through effective dissemination and follow-up, including efforts to foster research integrity on a global basis utilizing the forthcoming guide *Doing Global Science: Responsible Conduct in the Global Research Enterprise* (*answering to Strategic Objectives 2, 3, 6 & 8*);
- Advance the global academy movement as part of IAP by participating in projects such as ‘Evaluating Research: Assessment and Improvement of Current Practices,’ by helping to develop and implement IAP’s fundraising strategy, and by seeking opportunities to help strengthen the organizational capability of the partnership (*answering to Strategic Objectives 3, 5, 7 & 8*).
- Generate evidence-based advice and contribute to academy capacity building through the new project *Harnessing Science, Engineering, and Medicine to Address Africa’s Challenges*, which will include a series of forum activities, a seed grant program, and development of several workshop summaries and a consensus report. (*answering to Strategic Objectives 1, 2, 4, 5, 6 & 8*);
- Generate evidence-based advice and strengthen partnerships through the new project *Improving Scientific Input to Global Policymaking: Strategies for Attaining the Sustainable Development Goals* (*answering to Strategic Objectives 1, 2, 3, 5, 6 and 8*);
- Expand involvement of young scientists and women in science in IAP for Research projects, and seek opportunities to address young scientist and women in science issues (*answering to Strategic Objective 3*).

¹ Refers to Strategic Objectives in the InterAcademy Partnership Strategic Plan for the same period.

IAP for Health

As a mature organization, IAP for Health (as IAMP) has a large portfolio of activities and the organization is committed to advancing these during the period of this Strategic Plan.

Among these are:

- Social determinants of health inequity - providing training to academics and government staff on how to measure and ameliorate differences in healthcare provision based on social status and/or living conditions, in partnership with University College London (*answering to Strategic Objectives¹ 1 & 2*);
- Exploring traditional medicine - using case studies to examine the science behind the success of traditional medical practices (*answering to Strategic Objectives 1 & 2*);
- Disease Control Priorities Project - providing editorial assistance to this major international undertaking (*answering to Strategic Objectives 1 & 2*);
- Prevention of non-communicable diseases - raising awareness of the growing incidence of NCDs in low- and middle-income countries (*answering to Strategic Objectives 1 & 2*);
- Reducing maternal and perinatal mortality (*answering to Strategic Objectives 1 & 2*);
- Urban health - addressing the challenges of maintaining healthy populations in ever-expanding urban centres, in partnership with ICSU and UNU (*answering to Strategic Objectives 1, 2 & 6*);
- 'One Health' - mobilizing member academies and building a global network of 'One Health' practitioners (*answering to Strategic Objectives 1, 2 & 6*);
- Young Physician Leaders (YPL) programme - dedicated to building the leadership capabilities of cohorts of mid-career physicians from around the world (*answering to Strategic Objective 3*);
- Scientific writing - building the capacity of young scientists and physicians in developing countries to publish their research (*answering to Strategic Objectives 3 & 4*);
- Building research capacity - especially in low- and middle-income countries, based on the recommendations of the 2013 IAMP Statement (*answering to Strategic Objectives 3 & 5*);
- Health science education - to teach primary school children the science behind preventable risk behaviours (*answering to Strategic Objective 4*); and
- Participation in the World Health Summit - as a member of the M8 Alliance of Academic Health Centres, Universities and National Academies (*answering to Strategic Objective 6*);

During 2014, IAP for Health carried out a horizon scanning exercise. In addition to the above, the following topics were identified as those where IAP and its member academies can have greatest impact:

- New and (re-)emerging infectious diseases;
- Advocacy on antimicrobial resistance (which can also fit with the 'One Health' theme);
- Prevention of hearing and vision loss in low- and middle-income countries;
- Disaster risk reduction & mitigation (healthcare response) of natural disasters;
- Health diplomacy - engaging governments to tackle trans-boundary health issues; and
- Health co-benefits of climate change mitigation.

¹ Refers to Strategic Objectives in the InterAcademy Partnership Strategic Plan for the same period.

3. Mechanisms

a) *Proposal preparation*

Core funding can be used as seed funding to leverage greater support for implementing programmes and projects on key topics. However, it should be standard practice that additional funds are sought to support the activities under each key topic.

To this end, the secretariat will develop suitable concept notes, perhaps relying on the input of a small group of experts. Ideally, one member academy, or a small group of collaborating academies, will agree to lead the activity, providing intellectual, logistical, staff and financial support.

Larger, more detailed project proposals will likely require greater technical input, for example through the participation of certain Executive Committee/Board members, or other experts identified by member academies (e.g. lead academies).

Such proposals can take two forms – those designed for a specific call for proposals or at the request of a donor agency following personal contact with InterAcademy Partnership representatives, and those being prepared with the intention to seek funding from yet-to-be identified sources.

Especially for major proposals, the InterAcademy Partnership Steering Committee should be informed and have the opportunity to comment and approve a draft outline proposal before anything is submitted to a potential donor. If the project has a strong regional component, then the 10 members of the InterAcademy Partnership Board will be consulted. To avoid duplicate approaches to potential donors, a coordinated approach is required, including the Steering Committee, secretariats, as well as the regional affiliated networks when necessary.

The IAP Development Advisory Committee (DAC) can also help identify potential donors or with presentations to suitable funding agencies.

The preparation and submission of proposals should be coordinated through the InterAcademy Partnership Steering Committee, including consultation with the regions if the project under consideration has a strong regional focus.

IAP Development Advisory Committee (DAC) members can be contacted for advice on approaching various donors. The membership of the DAC should reflect all InterAcademy Partnership organizations. Members of the DAC should be made aware of the new terms of reference (under revision during 2015).

An electronic system (e.g. Dropbox) will be set up to allow Steering Committee members to access the latest versions of proposals and concept notes, as well as supporting literature on the InterAcademy Partnership.

IAP for Science committees (e.g. the Science Education Programme Global Council, Poverty Eradication and Sustainable Development Committee, Biosecurity Working Group, etc) should also be encouraged to prepare proposals for major projects rather than relying on small contributions from IAP for Science core funds (which can be used as leverage).

IAP for Health has a long-standing Fundraising Committee. This committee should be integrated with that of the other IAP members, especially the Development Advisory Committee (DAC), to assure coordination of joint proposals and fundraising and to maintain clear communication on independent IAP member fundraising activities.

b) Project implementation

In practice, projects can be implemented in any number of ways. However, based on the experiences of the three partner organizations, a number of standard practices and procedures can be foreseen.

1. Identification of co-chairs or focal-point persons to lead the project/study, followed by a call for nominations of experts to establish a working group. For larger studies, regional working groups may also be established by each of the InterAcademy Partnership affiliated regional networks (in Europe, the Americas, Africa and the Asia/Pacific region). If possible, participating academies will cover the travel expenses of their nominated working group member, otherwise some assistance will be provided. Ideally the InterAcademy Partnership will have received financial support for the project, so the hosting organization/academy may be required only to provide logistical support. Alternatively a 'lead academy' or other interested academy may agree to host a working group meeting/workshop and to cover local expenses (accommodation, meals, meeting rooms, etc).
2. Project committees and working groups should have a balanced composition and include experts from both developed and developing countries, ideally at least 33% of whom should be women. Young scientists (e.g. nominated by the Global Young Academy) should also be included.
3. For major, long-term programmes (e.g. the IAP Science Education Programme), the establishment of a Global Council led by an appointed chair and covered by a set of approved procedural regulations regarding the mandate of the committee, its composition of and appointment of members can be envisaged.
4. Depending on the size/complexity of the project, there may be an international kick-off meeting, regional meetings, followed by a final global meeting. In the case of InterAcademy Partnership Statements, however, most work will be done online via email/conference calls and so there are very limited costs.
5. Once a Report or Statement (see below) is finalized it should be approved by the Executive Committee/Board of the partner organization leading the project, then by the InterAcademy Partnership Steering Committee, and then sent to all member academies for their endorsement. Establishing a standing Publications Committee (one for IAP for Science currently exists) or a Statements Committee (one for IAP for Health currently exists) can help formalise and smooth this process.
6. Once endorsed, the InterAcademy Partnership secretariats will work together with member academies to coordinate its publication and release to the press, as well as translation into other languages, sending it also to relevant international agencies, policy-makers, etc., and aiming to get letters/editorial articles in leading scientific journals. If funding allows, a special launch event for the media will be organized at an appropriate venue.

The aim of such projects is to develop reports and statements aimed at policy-makers, thus fulfilling the goal of positioning the InterAcademy Partnership as a major provider of unbiased, evidence-based and peer-reviewed advice.

Review the status and activity of current standing committees, including within other areas of the InterAcademy Partnership, and consider expanding/merging them where there is either overlap with other partner's committees or where other partners have committees that could be of use to the wider InterAcademy Partnership.

IAP for Research projects and studies are approved by the IAP for Research Board, and project committees are appointed by the Board. A careful search and selection process is followed to assemble an impartial committee of the highest competence and with the necessary range of expertise. IAP for Research committees are assisted by professional staff.

For consensus studies, IAP for Research committees hold several meetings in order to gather input, deliberate, and prepare their report. Information is also gathered and discussed between meetings. The report is the product of a consensus-building process. Several drafts are often required to produce a report that clearly presents the committee's conclusions and recommendations.

IAP for Research utilizes a peer review process to help ensure the report meets institutional standards for objectivity, evidence, and responsiveness to the committee task. The report review process is overseen by a review monitor appointed by IAP for Research, who is responsible for ensuring that all review comments were carefully considered.

4. Outputs

The InterAcademy Partnership envisages that a range of different types of 'knowledge products' will emerge from its various programmes, projects, conferences, workshops, working groups and statement committees. These will largely include (but are not limited to):

a) Statements

These are typically short (2-3 pages) documents that target a particular issue or event. They are prepared by a working group and ultimately endorsed by the membership. Examples are available at: <http://www.interacademies.net/10878.aspx> and: <http://www.iamp-online.org/statements>.

IAP for Science should consider establishing a Statements Committee (as IAP for Health has done some time ago), or the InterAcademy Partnership could enlarge the IAP for Health standing committee and give it a broader mandate. The committee will be responsible for examining different proposals (e.g. from the 'horizon scanning' exercise, see section 2) and selecting those that are most appropriate, timely and will have the most impact on a particular target audience, as well as guiding the development of statement through the working group phase to its eventual publication and release.

IAP for Science should aim at producing at least one Statement per year. Once the subject is decided, a working group is established, headed by a lead academy and including experts nominated by member academies. The working group is given a target timeline taking into account any high-profile event that can be targeted for the launch of the Statement.

Currently, IAP for Science Statements are endorsed by member academies through the 'silent consent' mode (i.e. endorsement is assumed unless an academy notifies the secretariat that it will not endorse the Statement). This differs from the IAP for Health mechanism whereby a majority of academies must formally endorse a Statement within a given time. The two practices need to be harmonized, especially so that joint statements can be issued using a common system.

IAP for Health has a long-standing Statements Committee that is responsible for examining different proposals (e.g. from the ‘horizon scanning’ exercise, see section 2) and selecting those that are most appropriate, timely and will have the most impact on a particular target audience.

IAP for Health aims at producing at least one Statement per year. Ideally the subject area is decided early in the year (e.g. at the ‘spring’ Executive Committee meeting). A working group is then established, headed by a lead academy and including experts nominated by member academies, and is given a target timeline taking into account any high-profile event that can be targeted for the launch of the Statement.

Currently, IAP for Science Statements are endorsed by member academies through the ‘silent consent’ mode (i.e. endorsement is assumed unless an academy notifies the secretariat that it will not endorse the Statement). This differs from the IAP for Health mechanism whereby a majority of academies must formally endorse a Statement within a given time. The two practices need to be harmonized, especially so that joint statements can be issued using a common system.

b) Reports

These are major works that may take a year or more to develop and result from the input of experts into a series of workshops, working group sessions or other events. A working group with 2 co-chairs (one from the North, one from the South) will typically be appointed to lead the study. They may be regional or global. One goal of the InterAcademy Partnership is to establish regional studies on a particular issue that then feed into a global overview report. In these cases, regional sub-groups of experts will be convened.

Examples of past report include the IAP for Research (IAC) reports on ‘Women for Science’, ‘Climate Change Assessments, Review of the Processes & Procedures of the IPCC’, and ‘Responsible Conduct in the Global Research Enterprise’ (published in collaboration with IAP).

Such reports are often commissioned by high-level organizations, e.g. in the UN system.

Given the amount of input required for such reports, they should be produced only when requested from high-level organizations or when the impact will help further the goals of the InterAcademy Partnership (e.g. any follow up to the ‘Responsible Conduct in the Global Research Enterprise’ report).

IAP for Research is exploring new opportunities to increase the visibility and impact of its projects and reports. For example,

1. *Doing Global Science: Responsible Conduct in the Global Research Enterprise* will be published and released by an outside non-profit publisher, Princeton University Press.
2. In addition to producing final consensus reports, the *Harnessing Science, Engineering and Medicine to Address Africa’s Challenges and Improving Scientific Input to Global Policymaking: Strategies for Attaining the Sustainable Development Goals* projects contemplate the organization of occasional webinars, the preparation of forum and workshop summaries, and other mechanisms to increase the impact of the projects.

c) Declarations and Communiqués

These are short (1-2 page) documents that report on the outcomes of a particular meeting and that have been endorsed by the participants of that meeting. They should also be endorsed by the relevant Executive Committee/Board and approved by the Steering Committee.

Examples include the Letter from Rio-2013 on the Role of Science Academies in Grand Challenges and Integrated Innovations for Sustainable Development and Poverty Eradication (<http://www.interacademies.net/File.aspx?id=21458>) and the Beijing Declaration on Science Education and Science Literacy produced by the IAP Science Education Programme Global Council (<http://www.interacademies.net/File.aspx?id=25852>).

The InterAcademy Partnership and/or its member organizations may also, on approval of a relevant partner Executive Committee/Board, sign up to or endorse a statement or report issued by another organization.

d) Case study collections

For certain projects, the collection of a series of peer-reviewed case studies, each of which has been proposed by a member academy, can be an effective way to summarise the current state of knowledge on an issue. Introductory or summarising chapters – perhaps authored by the chair(s) of the working group) can be used to bring global perspectives and to identify recommendations from the issues covered. To be representative, such case study collections should include case studies from diverse geographical regions.

e) Policy briefs

Many academies already produce policy briefs for their national governments or UN-type audience. Such briefs should focus on a topical issue and present the science behind the issue in clear and concise ways – using images where necessary. Their aim should be to attract the attention on policy-makers and lay people who may not have a strong background in science but who are interested in the issue.

The InterAcademy Partnership should consider national or other policy briefs produced by individual member academies or groups of academies working together regionally or globally, with a view to taking forward, expanding and/or endorsing these briefs.

f) Editorials and opinion pieces

These can be written by the InterAcademy Partnership Presidents or Steering Committee members, usually to accompany the release of one or other type of knowledge product or to offer some timely input into an ongoing scientific debate. They should be targeted at high-impact journals that reach a wide audience, such as *Nature*, *Science*, *The Lancet*, etc.

g) Conference/workshop proceedings

If published, the document should include full-length papers of the presentations and not merely be a collection of Powerpoint presentations (which are better made available by loading them onto a suitable website, linked to the InterAcademy Partnership site).

IAP for Research is contemplating the development of workshop and forum summaries as interim products as part of several new projects. The project committee and staff would work with a professional writer to capture highlights of the workshop or forum in an engaging, readable form. Such summaries would not contain recommendations, and might undergo an expedited review process.

h) Co-produced outputs

On occasions, the InterAcademy Partnership will collaborate with other organizations to develop information products, policy advice/recommendations, etc. The proposed annual ‘Science International’ meetings and associated outputs would fall into this category, whereby the InterAcademy Partnership collaborates with the International Council for Science (ICSU), the International Social Sciences Council (ISSC) and The World Academy of Sciences (TWAS).

Given the nature of the Science International consortium, it is proposed that the InterAcademy Partnership Steering Committee will have the mandate to endorse any product on behalf of the Partnership. In any case, documents will be prepared by an expert working group which will include members nominated by InterAcademy Partnership member academies.

In general, all InterAcademy Partnership publications should be produced to high quality standards (and include the InterAcademy Partnership logo alongside other relevant logos) as part of a branding exercise that reflects the high quality science advice that the Partnership wishes to convey.

5. Regional integration

The InterAcademy Partnership has been established with four affiliated IAP Regional Networks (AASSA, EASAC, IANAS and NASAC).

It is expected that core funding from IAP for Science will continue to be provided to these four networks for regional activities, reliant on the continued annual contribution to IAP for Science from the Government of Italy.

The InterAcademy Partnership Regional Networks themselves should decide the main thematic areas of critical interest to the region when designing their annual workplans. The regions may also consider how to maintain specific structures and organizations that are partially the result of historical developments, and to determine within the region how to integrate these into the work of the IAP Regional Networks. The InterAcademy Partnership should, however, become the umbrella organization for the four IAP Regional Networks, which, in turn, should take into consideration the overarching goals of the InterAcademy Partnership.

One area where the IAP Regional Networks are better placed than the central secretariats is in reaching out to the scientific communities in countries that lack science academies and to encourage the establishment of new academies. Likewise, the IAP Regional Networks are better placed to be able to provide capacity-building support for weak academies, e.g. by integrating them into regional activities, and to link with national and regional governments (e.g. EASAC and the EU).

The InterAcademy Partnership, on the other hand, is better placed to provide a global platform and set the international agenda, as well as to showcase regional activities at the global level.

There is a need to ensure that regional networks of academies other than the four affiliated **IAP Regional Networks** are integrated into the wider InterAcademy Partnership regional activities. For example, it will be the obligation of the four IAP Regional Networks to ensure that **all** academies in their region, including dedicated medical/health academies and other regional networks of academies, are invited to become members of the IAP Regional Network (if they are not already members) and integrated into their activities, so that constructive relations are maintained with other networks in the region.

IAP for Health has its own connections to regional networks of medical academies, namely the Federation of European Academies of Medicine (FEAM) and the *Asociación Latinoamericana de Academias Nacionales de Medicina, España y Portugal* (ALANAM).

There is a need to ensure that regional activities of IAP for Health, perhaps carried out with such organizations, are integrated into the wider InterAcademy Partnership regional activities. The four IAP Regional Networks have the responsibility to ensure that all academies in their region, including dedicated medical/health academies, are invited to become members of the network (if they are not already members), have representation at their meetings, and are integrated into their activities.

6. Standing committees

Both IAP for Health and IAP for Science have a number of standing committees. In several cases the function of these committees overlaps (e.g. Membership, Finance).

As the IAPartnership moves towards integration and reducing the duplication of administrative procedures, discussions should be held on how to deal with such committees.

For example, it could be expedient to merge committees that have an overarching mandate such as Membership, Finance, Publications, Fundraising, etc. Likewise, more specific committees (e.g. project or thematic oriented) may be kept separate.

There is also the precedent of the IAP Science Education Programme Global Council.

Should, for example, other Global Councils be established to deal with each of the other InterAcademy Partnership priority areas – or perhaps to tackle specific issues such as Poverty Eradication?

Other issues that are dealt with by regional networks but with limited inter-connection between the regions to date include Women in Science as well as issues such as energy, water, sustainable development, etc.

As is the case in some regions, it is recommended that each member academy interested in a particular issue should appoint a focal point person with specific expertise in the topic to represent that academy at regional and international meetings. The focal point person should also provide feedback to his/her national academy on InterAcademy Partnership activities in the area, as well as to the InterAcademy Partnership secretariat.

Establish/formalize **IAP for Science** committees/working groups on thematic areas of interest, including, for example, disaster risk reduction. Consider establishing similar groups for other areas. Monitor their activity, effectiveness and representation of IAP for Science, e.g. at relevant international meetings.

Establish/formalize **IAP for Health** committees/working groups on thematic areas of interest including One Health and Urban Health. Consider establishing similar groups for other areas. Monitor their activity, effectiveness, and representation of IAP for Health, e.g. at relevant international meetings.

During the period of this Implementation Plan, procedures and mechanisms should be developed so that activities carried out by standing committees, regional committees and focal point working groups are integrated as much as possible.

7. Fundraising strategy

A coordinated fundraising strategy will be developed for the IAPartnership, but each partner organization shall be free to pursue funding for its specific programmatic areas.

In such cases, the InterAcademy Partnership Steering Committee should be kept informed so as not to duplicate efforts or make multiple uncoordinated approaches to the same potential donor.

The InterAcademy Partnership Development Advisory Committee (DAC), as well as key Executive Committee/Board members can also be useful resources when approaching donors or submitting proposals.

As part of the coordination efforts, the InterAcademy Partnership secretariat will set up a 'Dropbox' for sharing key documents for each of the project proposals under preparation.

As noted above (section 3.a) short concept notes will be developed by the secretariat (with expert input from academicians when required) that the InterAcademy Partnership Presidents and other Steering Committee members can use to begin initial discussions with potential donors.

The annual campaign to request voluntary financial and in-kind contributions from member academies will continue.

Thanks to this campaign, financial contributions have been received by IAP for Science (and are being held at the German Academy of Sciences, Leopoldina and US NAS) specifically for fundraising. Within the InterAcademy Partnership, these funds will be used to support a full-time fundraising/programme development position for 2-3 years (approximately the duration of this Strategic Plan). After this time, it is expected that the position will be self-financing from overheads and staff costs associated with individual projects.

Likewise, efforts are ongoing to strengthen the secretariat in Trieste through one-off contributions from European foundations. Again, after the initial start-up period, it is expected that any such positions will become self-financing.

8. Communication strategy

A detailed communication strategy for the InterAcademy Partnership will be developed.

Briefly, the strategy will be supported by a unified website (www.interacademies.org) where news of InterAcademy Partnership projects, affiliated regional partner activities, and other relevant news will be constantly updated.

The websites of **IAP for Science** and **IAP for Research** are already hosted and maintained by the same agency and a merger is under way. There is a need to transfer the **IAP for Health** website and its contents to the joint Partnership website, preferably by the end of 2016.

A unified social media presence (e.g. IAPartnership on Twitter) will also be developed.

Available at: <https://twitter.com/iapartnership>.

Aim to release at least 2-3 tweets per week, and increase number of followers by at least 200 per year.

All new website items should be tweeted and cross-linked, including on IAP Regional Networks' sites.

Press releases will be prepared by the secretariat (in collaboration with any Publications standing committee) to maximise the visibility of key InterAcademy Partnership events, especially the launch of Statements and Reports, etc.

The secretariat will also continue to maintain and expand its database of member academy press officers, as well as working with ICTP and TWAS in Trieste to develop a wider database of science journalists and science news outlets.

Ideally, when funds permit, the secretariat will be expanded to include a dedicated communications officer.