



2025-2030 STRATEGIC PLAN

Instituto Científico de Investigaciones
Aplicadas al Ambiente y Desarrollo
ICIAAD

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I. BRIEF OVERVIEW OF ICIAAD

The Instituto Científico de Investigaciones Aplicadas al Ambiente y Desarrollo (ICIAAD) was established as a non-governmental organization under Guatemalan law on April 14, 2010. Since its founding, ICIAAD has focused on scientific research and the implementation of development projects at both national and local levels. The organization's efforts are concentrated in four key areas: environment, economy, society, and institutions. These elements form the sustainability framework and have a direct impact on the development of communities, villages, cities, and nations.

As an organization, it has participated in several initiatives, including various projects and consultancies, among them:

- 2009 - Economic assessment of the marine-coastal resources of Santa Isabel Lagoon and La Graciosa Bay in Puerto Barrios, Izabal;
- 2009 - The design of three financial mechanisms for managing and conserving the Santa Isabel Lagoon and La Graciosa Bay in Puerto Barrios, Izabal;
- 2012 - Assistance to the Ministry of Environment and Natural Resources (MARN) in assessing the socioeconomic and environmental impacts of Storm Agatha;
- 2013 - Environmental Impact Assessment of the “Farmers’ access to markets and food security in Guatemala” Project, establishing the project baseline and indicators for future monitoring and evaluation, under the SIDA methodology for OXFAM - Guatemala.
- 2021 - Empowering women through comprehensive business incubation for producing tilapia, vegetables, eggs, pigs, and broilers, along with the establishment of Harinas del Polochic for FAO;
- 2020 - Las Lisas Conservation Area Fishery Recovery Zone: Basis for its establishment, governance and management guidelines, for the United Nations Development Programme (UNDP);
- 2021 - Community-based use of Mesocyclops (Copepods) against dengue transmission in Guatemala, with funding from the University of Heidelberg, Germany;
- 2023 - Savings club for the fishing community of El Jiote-Pasaco, Jutiapa, with the financial support of the Luis von Ahn Foundation;
- 2024 - Strengthening Strategic Pillar 3 (Environmental Fiscal Models) of the Environmental Fiscal Strategy of the Ministry of Public Finances, with funding from PAGE-BIOFIN,
- 2024 - Savings club for the fishing community of El Safari, Chiquimulilla, Santa Rosa, with the financial support of the Luis von Ahn Foundation; and
- 2024 to date: management of the “Biorepositories for adaptive resilience to climate: Guatemala” project for the University of Michigan, USA.

II. THE STRATEGIC PLAN AND ITS DEVELOPMENT PROCESS

This strategic plan was created through a series of work and discussion sessions with ICIAAD leadership during 2024 and 2025. These sessions focused on six specific actions:

1. Review the work conducted by ICIAAD to date;
2. Analyze ICIAAD's strengths, opportunities, weaknesses, and threats.;
3. Analyze the action gaps identified so far;
4. Based on the above evaluations, update ICIAAD's mission, vision, geographic focus, and focus areas;
5. Set objectives and goals for the five-year period from 2025 to 2030;
6. Create a system for monitoring and evaluating established goals and objectives.

This strategic plan was presented to the ICIAAD Board of Directors in March 2024 and was approved, making it effective until 2030.



III. ICIAAD'S PURPOSE

Develop scientific knowledge, technical-administrative tools, and proposals for actions to assist governmental and non-governmental institutions, as well as local communities, in making informed decisions.



IV. ICIAAD'S MISSION, VISION, VALUES, AND PRINCIPLES



MISSION

To contribute to the sustainable development of Guatemala by conducting scientific research, designing and implementing projects that promote the responsible use of natural resources, strengthening local and institutional capacities, and encouraging community participation in such development, thereby improving their quality of life and their relationship with the environment.



VISION

To be a leading organization, both nationally and internationally, in generating scientific knowledge and executing innovative projects that promote environmental sustainability and community well-being, promoting a harmonious balance between human development and ecosystem conservation, and working collaboratively with and for our beneficiaries.



VALUES

Engagement: At ICIAAD, we believe in encouraging beneficiaries to participate in the design, implementation, and evaluation of our interventions. This not only fosters their commitment but also ensures sustainability.

Inclusion: At ICIAAD, we believe in and promote inclusion because every viewpoint is valuable. It is essential to consider these perspectives in the design, implementation, and evaluation of our interventions. Along with engagement, inclusion contributes to the sustainability of our efforts.

Integrity: ICIAAD is based on integrity, as acting honestly and fairly is key to our interventions achieving the expected results.

Respect: At ICIAAD, we believe in and promote respect, as it is the foundation of healthy and peaceful coexistence. We value differences and encourage understanding and tolerance. We recognize the dignity of others and accept people for who they are. We understand that everyone has their own perspective and we respect their decisions. We also respect the rules established in society and personal relationships.

Transparency: At ICIAAD, we believe in and promote transparency, as honesty and openness in both technical and administrative aspects build confidence in our beneficiaries regarding our interventions.



PRINCIPLES

Scientific rigor: ICIAAD's actions are grounded in continuously updating knowledge and management technical tools to develop effective proposals for action. ICIAAD generates accurate information about its beneficiaries and the geographic areas of operation by collecting field data, which is guided by clear research questions and well-defined research protocols.

Legal strictness: At ICIAAD, understanding both national and international legislation is essential for developing proposals and implementing actions that uphold the rule of law. By applying the principle of constitutional supremacy, we ensure that our interventions have a solid legal foundation, which guarantees their effectiveness in the short, medium, and long term.



V. ICIAAD'S GEOGRAPHIC FOCUS

From 2025 to 2030, ICIAAD will focus its efforts in eight departments of Guatemala, as illustrated in Figure 01.

Figure 01
ICIAAD's geographic focus for the five years from 2025 to 2030



Source: Own, November 2024

The identified departments include Alta and Baja Verapaz, San Marcos, Retalhuleu, Suchitepéquez, Escuintla, Santa Rosa, and Jutiapa, six of which are located along the Pacific coast of Guatemala. ICIAAD's technical and administrative efforts will concentrate on the proposal for a marine protected area within the "Las Lisas" Conservation Area. This area is situated on the southern coast of Guatemala, encompassing the departments of Santa Rosa and Jutiapa, and falls under the jurisdiction of the municipalities of Chiquimulilla and Pasaco, respectively. The geographic boundaries are defined between the community of El Ahumado and the El Jiote river mouth. Additionally, the Paz River and a portion of the Los Esclavos River flow into this region.

VI. SAFEGUARDS



ICIAAD assesses the environmental and social risks associated with each intervention it intends to implement in the field, in addition to conducting a concise due diligence process with potential partners. ICIAAD classifies its interventions as:



1. ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT:

ICIAAD assesses the environmental and social risks associated with each intervention it intends to implement in the field, in addition to conducting a concise due diligence process with potential partners. ICIAAD classifies its interventions as:

- a. *High-risk interventions:* conservation or social actions that are likely to have a foreseeable high environmental or social impact. ICIAAD will refrain from participating in such activities.
- b. *Medium-risk interventions:* conservation or social actions with a foreseeable medium environmental or social impact. ICIAAD may engage in these types of activities provided that it creates a simple risk map and identifies appropriate risk mitigation actions for each activity.

c. *Low-risk interventions:* conservation or social actions with little to no risk. ICIAAD may engage in these without limitations

- Does the potential partner have positive work experience in this area?
- Is their staff equipped with a strong background in both technical skills and public relations?
- Has the potential partner engaged in actions that have endangered the ecological integrity of the involved ecosystems or undermined the human rights, safety, and health of the communities they will work with?

Any unsatisfactory responses to the three questions above will lead to no engagement with the potential partner.



2. ENVIRONMENTAL PROTECTION:

ICIAAD will not engage in or support any activities that jeopardize the ecological integrity of the ecosystems where it operates, particularly in the Pacific coastal marine zone of Guatemala. This includes infrastructure development or any productive activities that pose a threat to the area's ecological balance, as well as activities related to land use changes. ICIAAD is also committed to using biodegradable and environmentally responsible inputs in all its activities, avoiding the use of single-use or non-reusable plastics.



3. COMMUNITY HEALTH AND SAFETY:

ICIAAD is dedicated to ensuring the safety and health of the communities it works with, particularly in the marine-coastal zone of the Pacific coast of Guatemala. Consequently, it will not participate in or endorse activities that could compromise their safety. Examples of such activities include biological sampling carried out without the appropriate navigation and safety equipment on the high seas, as well as conducting long sampling days or work meetings in extreme heat

Additionally, ICIAAD is committed to offering healthy food and beverages at all its events and activities, making every effort to minimize the availability of carbonated drinks and foods high in preservatives..



4. STAKEHOLDER ENGAGEMENT:

ICIAAD will ensure that all stakeholders relevant to its interventions are actively involved. To achieve this, stakeholders will be mapped according to their interests and influence over the interventions being implemented. This will help tailor their level of participation and involvement accordingly. All meetings and activities will only proceed with the representation and participation of the strategic partners connected to these interventions. Additionally, ICIAAD will update its contact list every six months to ensure accurate information on individuals, their roles, and contact details.



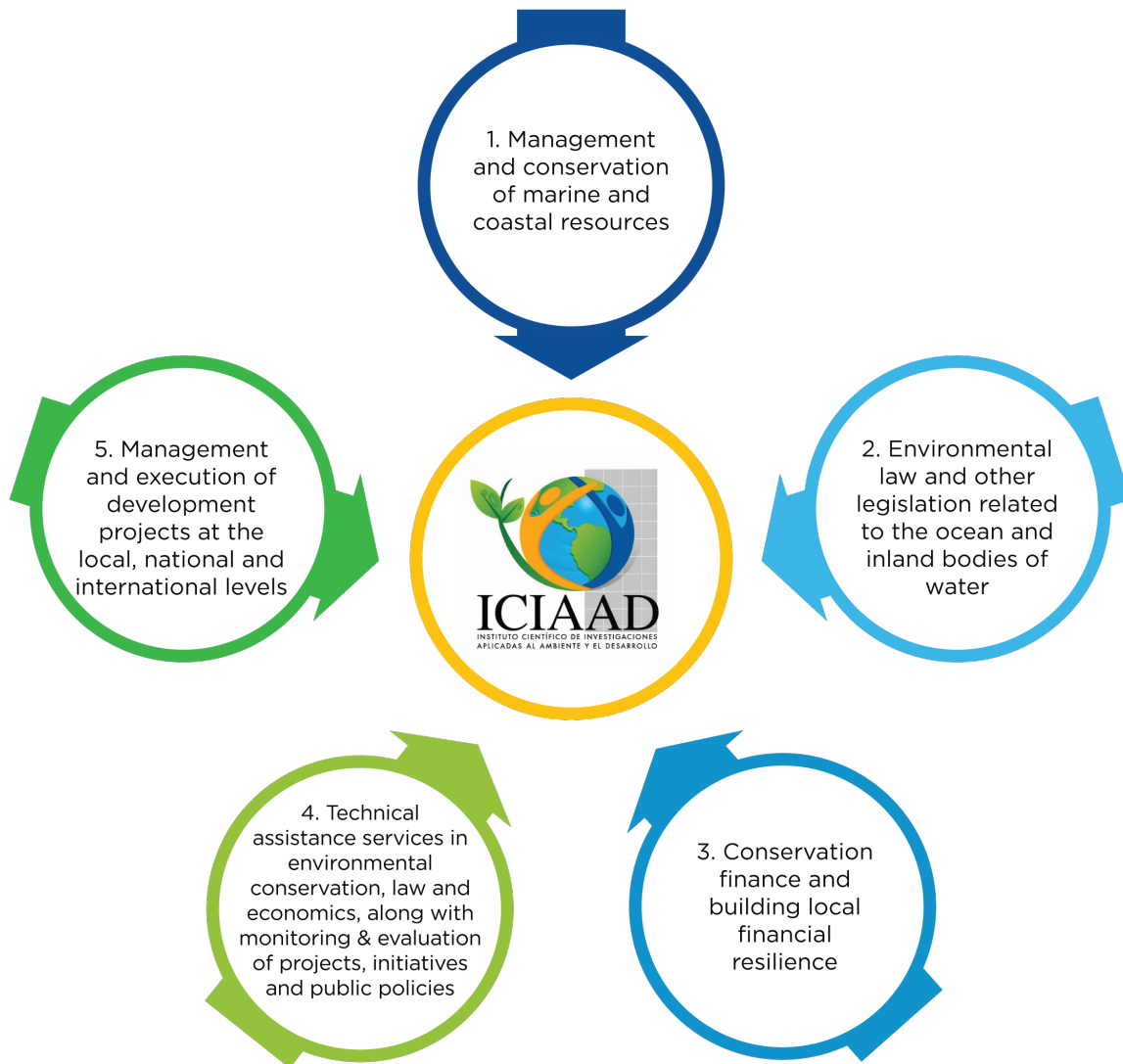
5. COMPLAINT AND GRIEVANCE MECHANISM:

A complaints box will be placed at the physical headquarters of each savings club, allowing anyone, whether a member of the club or not, to submit complaints or grievances about ICIAAD's actions. This complaints box will be checked every two months to address the complaints or claims submitted, which may be made anonymously. ICIAAD's official email (iciaadguatemala@gmail.com), is also available for any other types of complaints or grievances, which will be addressed within a maximum period of two months.

VII. ICIAAD'S MAIN FOCUS AREAS

For the period from 2025 to 2030, the main focus areas of the ICIAAD are:

Figure 02
ICIAAD's main focus areas



Source: Own, November 2024

VIII. ICIAAD'S OBJECTIVES, GOALS AND INDICATORS PER FOCUS AREA FOR 2025-2030



1. Management and conservation of marine and coastal resources

Objective:

Contribute to the conservation and sustainable management of Guatemala's Pacific marine-coastal zone, focusing on the Las Lisas Conservation Area¹.

Goal for 2027:

Update the technical study and management plan for the proposed marine protected area within the Las Lisas Conservation Area, originally submitted to the National Council of Protected Areas (CONAP) in 2018.

Goal for 2028:

Share the updated technical study and management plan for the proposed marine protected area of the Las Lisas Conservation Area with the eight coastal communities included within the designated area of intervention.

Goal for 2030:

Submit to CONAP the updated technical study and management plan for the proposed marine protected area of the Las Lisas Conservation Area, including tools agreed upon and shared with the local beneficiaries of the intervention.

Associated indicator 1: Technical study and management plan for the proposed marine protected area of the Las Lisas Conservation Area submitted to CONAP in the period 2025-2030.

¹ Proposed marine protected area (MPA) located on the southeast Pacific coast of Guatemala, between the Chiquimulilla marine-coastal zone and the border with El Salvador, as outlined in the ICIADD geographic focus area.



2. Environmental law and other legislation related to the ocean and inland bodies of water

Objective:

Actively promote environmental legislation and laws, and any other legislation, concerning oceans and inland water bodies to raise awareness of the sustainable use of natural resources.

Goal for 2025:

Conduct at least one forum with communities, especially during savings club meetings, to discuss current legislation or initiatives focused on the sustainable use of important environmental and natural resources.

Goal for 2026:

Conduct at least one forum with communities, especially during savings club meetings, to discuss current legislation or initiatives focused on the sustainable use of important environmental and natural resources.

Goal for 2027:

Conduct at least one forum with communities, especially during savings club meetings, to discuss current legislation or initiatives focused on the sustainable use of important environmental and natural resources.

Goal for 2028:

Conduct at least one forum with communities, especially during savings club meetings, to discuss current legislation or initiatives focused on the sustainable use of important environmental and natural resources.

Goal for 2029:

Conduct at least one forum with communities, especially during savings club meetings, to discuss current legislation or initiatives focused on the sustainable use of important environmental and natural resources.

Goal for 2030:

Conduct at least one forum with communities, especially during savings club meetings, to discuss current legislation or initiatives focused on the sustainable use of important environmental and natural resources.

Goal for 2030:

To ensure that at least 500 beneficiaries understand the importance of citizen participation in the development of environmental legislation, and any other legislation, concerning the oceans and inland bodies of water.

Associated indicator 1: Number of forums held in the savings clubs created in the Las Lisas Conservation Area during 2025-2030.

Associated indicator 2: Number of people participating in forums on current legislation or initiatives for the sustainable use of important environmental and natural resources.



3. Conservation finance and building local financial resilience

Objective:

Design and implement at least ten financial mechanisms for conservation and to foster local financial resilience on the Pacific coast of Guatemala, specifically within the Las Lisas Conservation Area.

Goal for 2025:

Establish a savings club in the village of Las Lisas and provide support for those already established in the villages of El Jiote-Pasaco and El Safari-Casas Viejas.

Goal for 2026:

Establish two new savings clubs in the villages of El Chapetón and Los Macizos, and provide support to the existing savings clubs in the area.

Goal for 2027:

Establish two savings clubs in the villages of El Ahumado and La Ginebra, and provide support to the existing savings clubs in the area.

Goal for 2028:

Establish a new savings club in the village of La Viña del Señor, and provide support to the existing savings clubs in the area.

Goal for 2029:

Explore opening at least two new savings clubs in areas outside the Las Lisas Conservation Area, in collaboration with local partners

Goal for 2030:

Explore opening at least two new savings clubs in areas outside the Las Lisas Conservation Area, in collaboration with local partners.

Associated Indicator 1: Number of savings clubs created in the Las Lisas Conservation Area during 2025-2030.

Associated indicator 2: Number of savings clubs created in areas outside the Las Lisas Conservation Area during 2025-2030.

Associated Indicator 3: Number of savings clubs created that have implemented second, third, fourth and fifth savings cycles during 2025-2030..

Associated Indicator 4: Amount of money (Q) that each club generated per savings cycle, including savings fund, social fund, fines, interest on loans, and activities to increase the savings fund, over the period 2025-2030.

Associated indicator 5: Types of investments from the savings cycle, e.g., creation or improvement of alternative livelihoods, food, education, health, and decent housing.



4. Technical assistance services in environmental conservation, law and economics, along with monitoring & evaluation of projects, initiatives and public policies

Objective:

Participate in at least six bidding processes for technical assistance services in environmental conservation, law and economics, including monitoring and evaluating projects, initiatives, and public policies, achieving the award of at least four out of these six processes.

Goal for 2026:

Execute at least one technical services consultation in the specified areas.

Goal for 2028:

Execute at least two technical services consultations in the specified areas.

Goal for 2030:

Execute at least one technical services consultation in the specified areas.

Associated indicator 1: Number of consultations awarded and successfully executed by ICIAAD during 2025-2030



5. Management and execution of development projects at the local, national and international levels

Objective:

Effectively and efficiently manage and execute at least three projects at local, national and international scales for partners at the same scales.

Goal for 2026:

Manage and execute at least one scientific-technical project under ICIAAD's focus areas for a local, national or international partner.

Goal for 2028:

Manage and execute at least one scientific-technical project under ICIAAD's focus areas for a local, national or international partner.

Goal for 2030:

Manage and execute at least one scientific-technical project under ICIAAD's focus areas for a local, national or international partner.

Associated indicator 1: Number of projects successfully managed and executed by ICIAAD during 2025-2030





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IX. COMPLIANCE INDICATORS FOR ICIAAD'S 2025-2030 STRATEGIC PLAN

As detailed in the relevant section, the compliance indicators for ICIAAD's strategic plan are outlined for each of ICIAAD's focus areas per year.

2025

- 1. Management and conservation of marine and coastal resources: NA.**
- 2. Environmental law and other legislation related to the ocean and inland water bodies:**
 - a. Associated indicator 1: Number of forums held in the savings clubs created in the Las Lisas Conservation Area during 2025-2030.
 - b. Associated indicator 2: Number of people participating in forums on current legislation or initiatives for the sustainable use of important environmental and natural resources
- 3. Conservation finance and building local financial resilience:**
 - a. Associated indicator 1: Number of savings clubs created in the Las Lisas Conservation Area during 2025-2030.
 - b. Associated indicator 3: Number of savings clubs created that have implemented second, third, fourth and fifth savings cycles during 2025-2030.
 - c. Associated indicator 4: Amount of money (Q) that each club generated per savings cycle, including savings fund, social fund, fines, interest on loans, and activities to increase the savings fund, over the period 2025-2030.
 - d. Associated indicator 5: Types of investments from the savings cycle, e.g., creation or improvement of alternative livelihoods, food, education, health, and decent housing.
- 4. Technical assistance services in environmental conservation, law and economics, along with monitoring & evaluation of projects, initiatives and public policies:**
 - a. Associated indicator 1: Number of consultations awarded and successfully executed by ICIAAD during 2025-2030.
- 5. Management and execution of development projects at local, national and international levels:**
 - a. Associated indicator 1: Number of projects successfully managed and executed by ICIAAD during 2025-2030

2026

1. **Management and conservation of marine and coastal resources: NA.**
2. **Environmental law and other legislation related to the ocean and inland water bodies:**
 - Associated indicator 1: Number of forums held in the savings clubs created in the
 - a. Las Lisas Conservation Area during 2025-2030.
 - Associated indicator 2: Number of people participating in forums on current
 - b. legislation or initiatives for the sustainable use of important environmental and natural resources
3. **Conservation finance and building local financial resilience:**
 - a. Associated indicator 1: Number of savings clubs created in the Las Lisas Conservation Area during 2025-2030.
 - b. Associated indicator 3: Number of savings clubs created that have implemented second, third, fourth and fifth savings cycles during 2025-2030.
 - c. Associated indicator 4: Amount of money (Q) that each club generated per savings cycle, including savings fund, social fund, fines, interest on loans, and activities to increase the savings fund, over the period 2025-2030.
 - d. Associated indicator 5: Types of investments from the savings cycle, e.g., creation or improvement of alternative livelihoods, food, education, health, and decent housing.
4. **Technical assistance services in environmental conservation, law and economics, along with monitoring & evaluation of projects, initiatives and public policies:**
 - a. Associated indicator 1: Number of consultations awarded and successfully executed by ICIAAD during 2025-2030.
5. **Management and execution of development projects at local, national and international levels:**
 - a. Associated indicator 1: Number of projects successfully managed and executed by ICIAAD during 2025-2030

2027

1. **Management and conservation of marine and coastal resources: NA.**
2. **Environmental law and other legislation related to the ocean and inland water bodies:**

- a. Associated indicator 1: Number of forums held in the savings clubs created in the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 2: Number of people participating in forums on current legislation or initiatives for the sustainable use of important environmental and natural resources

3. Conservation finance and building local financial resilience:

- a. Associated indicator 1: Number of savings clubs created in the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 3: Number of savings clubs created that have implemented second, third, fourth and fifth savings cycles during 2025-2030.
- c. Associated indicator 4: Amount of money (Q) that each club generated per savings cycle, including savings fund, social fund, fines, interest on loans, and activities to increase the savings fund, over the period 2025-2030.
- d. Associated indicator 5: Types of investments from the savings cycle, e.g., creation or improvement of alternative livelihoods, food, education, health, and decent housing.

4. Technical assistance services in environmental conservation, law and economics, along with monitoring & evaluation of projects, initiatives and public policies:

- a. Associated indicator 1: Number of consultations awarded and successfully executed by ICIAAD during 2025-2030.

5. Management and execution of development projects at local, national and international levels:

- a. Associated indicator 1: Number of projects successfully managed and executed by ICIAAD during 2025-2030

2028

1. Management and conservation of marine and coastal resources: NA.

2. Environmental law and other legislation related to the ocean and inland water bodies:

- a. Associated indicator 1: Number of forums held in the savings clubs created in the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 2: Number of people participating in forums on current legislation or initiatives for the sustainable use of important environmental and natural resources

3. Conservation finance and building local financial resilience:

- a. Associated indicator 1: Number of savings clubs created in the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 3: Number of savings clubs created that have implemented second, third, fourth and fifth savings cycles during 2025-2030.
- c. Associated indicator 4: Amount of money (Q) that each club generated per savings cycle, including savings fund, social fund, fines, interest on loans, and activities to increase the savings fund, over the period 2025-2030.
- d. Associated indicator 5: Types of investments from the savings cycle, e.g., creation or improvement of alternative livelihoods, food, education, health, and decent housing.

4. Technical assistance services in environmental conservation, law and economics, along with monitoring & evaluation of projects, initiatives and public policies:

- a. Associated indicator 1: Number of consultations awarded and successfully executed by ICIAAD during 2025-2030.

5. Management and execution of development projects at local, national and international levels:

- a. Associated indicator 1: Number of projects successfully managed and executed by ICIAAD during 2025-2030

2029

1. Management and conservation of marine and coastal resources: NA.

2. Environmental law and other legislation related to the ocean and inland water bodies:

- a. Associated indicator 1: Number of forums held in the savings clubs created in the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 2: Number of people participating in forums on current legislation or initiatives for the sustainable use of important environmental and natural resources

3. Conservation finance and building local financial resilience:

- a. Associated indicator 2: Number of savings clubs created in areas outside the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 4: Amount of money (Q) that each club generated per savings cycle, including savings fund, social fund, fines, interest on loans, and activities to increase the savings fund, over the period 2025-2030.

4. Technical assistance services in environmental conservation, law and economics, along with monitoring & evaluation of projects, initiatives and public policies:

- a. Associated indicator 1: Number of consultations awarded and successfully executed by ICIAAD during 2025-2030.

5. Management and execution of development projects at local, national and international levels:

- a. Associated indicator 1: Number of projects successfully managed and executed by ICIAAD during 2025-2030

2030

1. Management and conservation of marine and coastal resources: NA.

- a. Associated indicator 1: Technical study and management plan for the proposed marine protected area of the Las Lisas Conservation Area submitted to CONAP in the period 2025-2030.

2. Environmental law and other legislation related to the ocean and inland water bodies:

- a. Associated indicator 1: Number of forums held in the savings clubs created in the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 2: Number of people participating in forums on current legislation or initiatives for the sustainable use of important environmental and natural resources

3. Conservation finance and building local financial resilience:

- a. Associated indicator 2: Number of savings clubs created in areas outside the Las Lisas Conservation Area during 2025-2030.
- b. Associated indicator 3: Number of savings clubs created that have implemented second, third, fourth and fifth savings cycles during 2025-2030.
- c. Associated indicator 4: Amount of money (Q) that each club generated per savings cycle, including savings fund, social fund, fines, interest on loans, and activities to increase the savings fund, over the period 2025-2030.
- d. Associated indicator 5: Types of investments from the savings cycle, e.g., creation or improvement of alternative livelihoods, food, education, health, and decent housing.

4. Technical assistance services in environmental conservation, law and economics, along with monitoring & evaluation of projects, initiatives and public policies:

a. Associated indicator 1: Number of consultations awarded and successfully executed by ICIAAD during 2025-2030.

5. Management and execution of development projects at local, national and international levels:

a. Associated indicator 1: Number of projects successfully managed and executed by ICIAAD during 2025-2030



X. ICIAAD'S INTERNAL STRENGTHENING

Over the past five years, ICIAAD has experienced growth and aims to continue this trend in the upcoming five years (2025-2030), the duration of this strategic plan. Given the increasing demand for the implementation of savings clubs, not only in the Pacific region of Guatemala but also across other parts of the country, ICIAAD has established internal goals. These goals are designed to enhance ICIAAD's efforts in this area while also strengthening the organization internally, particularly in terms of its staff:

Internal goal 1:

By the year 2030, ICIAAD has gained the trust of and secured funding from at least four new donors, preferably through unrestricted funds.

Internal goal 2:

By 2030, ICIAAD will manage an annual budget of USD250,000.00.

Internal goal 3:

By 2030, ICIAAD will have provided each member of its leadership and executive teams with at least two training opportunities on relevant topics related to their technical and administrative roles within the organization.

Internal goal 4:

By 2030, ICIAAD will have successfully hired four permanent staff members: one for field operations, one for general assistance, one for communications, and at least one member of the leadership team. These roles are essential for maintaining operational continuity within the organization and ensuring its growth.

XI. MONITORING AND EVALUATION OF ICIAAD'S 2025-2030 STRATEGIC PLAN

In January of the year following the evaluation, a work meeting will be held with the ICIAAD team to assess compliance with each of the specified indicators. For those without a compliance goal for the evaluated year, the organization will discuss progress and plan for the following year based on the objectives outlined for each focus area.

ICIAAD staff will prepare an annual work report based on work meetings, fieldwork, and project reports, which will be published on the ICIAAD website.



XII. PROCESS FOR IDENTIFYING ICIAAD'S GOALS FOR 2031-2035

At the end of the implementation period of this strategic plan, and no later than three months into 2031, ICIAAD staff should organize a workshop with its staff, partners, and collaborators to evaluate the overall success of the 2025-2030 strategic plan. Based on this evaluation, they will establish new strategic goals for the next period.

This workshop must cover the following:

- Evaluate the level of progress and fulfillment of the goals set per focus area,
- Assess the level of progress and compliance with the indicators defined for each focus area,
- Review the lessons learned from the five-year period (2025-2030) by addressing the following questions: What went well?, What went wrong? What could have been improved during this period?
- Determine whether the focus areas remain relevant and necessary for fulfilling our mission and vision,
- Assess whether ICIAAD achieved the planned internal strengthening,
- Analyze ICIAAD's strengths, opportunities, weaknesses and threats for the period 2031-2035,
- Identify and redefine ICIAAD's main focus areas for the new five-year period, and
- Assess whether ICIAAD needs to update or modify its safeguards.

Based on these inputs, ICIAAD leadership will prepare the new strategic plan and present it to the ICIAAD Board of Directors for review and approval by June 2031.



ICIAAD
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