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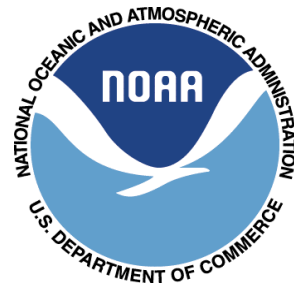
DRAFT

# **Strategic Plan**

**for**

# **NOAA INTERNATIONAL AFFAIRS**

**FY 2003- FY 2008**



## INTRODUCTION

As the mission of the National Oceanic and Atmospheric Administration (NOAA) is global, international affairs is recognized as one of NOAA's core capabilities, essential to the support of NOAA's overarching mission goals. For this reason, International Cooperation and Collaboration has been designated in NOAA's Strategic Plan (SP) as one of NOAA's crosscutting priorities for the 21<sup>st</sup> century. To advance NOAA's mission, the Office of International Affairs (OIA) will lead a strategic cross cut approach to leverage United Nations Specialized Agency agreements, as well as bilateral relationships with individual countries, to maximize the development and use of NOAA's research, environmental science services, and environmental management for the mutual benefit of all parties.

To enhance NOAA's international capabilities, NOAA's Administrator, Vice Admiral Lautenbacher has encouraged the establishment of an International Affairs Council (IAC) that will be NOAA's focal point for international policy, activities, and important crosscutting topical areas. Through this Council, NOAA's international affairs will be managed using matrix management principles to ensure coordination, cooperation, and communication on international activities, and to enhance the visibility of NOAA's international activities and accomplishments. Members of the IAC include representatives of NOAA's five Line Offices (Fisheries, Satellites and Information, Oceans and Coasts, Research, and National Weather Service), and the NOAA Office of General Counsel. The Deputy Assistant Secretary for International Affairs chairs the IAC.

This NOAA International Affairs Strategic Plan (IASP) is aligned with the NOAA Strategic Plan and articulates the international goals, strategic objectives and measures of performance attendant to meeting NOAA's four overarching mission goals. These overarching goals provide the framework to accomplish NOAA's mission and address global challenges that face the Nation. These mission goals call for NOAA to:

1. Protect, restore, and manage the use of coastal and ocean resources through ecosystem management approaches.
2. Understand climate variability and change to enhance society's ability to plan and respond.
3. Serve society's needs for weather and water information.
4. Support the Nation's commerce with information for safe and efficient transportation.

To provide consistency with the NOAA Strategic Plan, each of the mission goals is organized according to five NOAA mission strategies that reflect the agency's general, daily activities that are common across most NOAA offices:

1. Monitor and observe the land, sea, atmosphere, and space and create a data collection network to track Earth's changing systems.
2. Understand and describe how natural systems work together through investigation and interpretation of information.
3. Assess and predict the changes of natural systems, and provide information about the future.
4. Engage, advise, and inform individuals, partners, communities, and industries on needed information, and assist them in its use and application.
5. Manage coastal and ocean resources to optimize benefits to the environment, the economy, and public safety.

NOAA engages in a range of international activities through which strategic goals are advanced and for which measures of success are determined. These activities can be grouped into five main categories: 1) multilateral activities, 2) bilateral activities, 3) high level representation, 4) technical assistance and, 5) training and capacity building.

**Multilateral Activities** – NOAA has the lead for or is represented on U.S. delegations to numerous international fora. Coordinated multilateral strategies are key to furthering many NOAA mission goals and objectives.

**Bilateral Activities** – Through formal long-term agreement and, on an *ad hoc* basis, NOAA engages in a broad range of bilateral activities to promote its mission goals and objectives.

**High Level Representation** – Overlapping with participation in multilateral fora, but also including bilateral opportunities, these strategies employ NOAA senior leadership to achieve mission goals and objectives. Functions could include: setting the right policy tone/direction at the multilateral level; achieving policy support for goals through bilateral discussions and securing the commitment of financial and technical resources toward common ends.

**Technical Assistance** – Both directly with NOAA funds and through cooperative programs with other agencies and organizations, NOAA provides technical assistance, principally to developing countries. Strategies in this area identify the best opportunities for deploying assistance, as well as identifying potential partners.

**Training/Capacity Building** – These programs are aimed at expanding the capacity of other nations to engage in activities that will promote NOAA's strategic goals and objectives.

In this plan, each NOAA mission goal is presented and accompanied by one or more NOAA mission strategies and international affairs objectives. These strategies and objectives are followed by outcome measures and approaches that will be taken, in the five broad activity areas outlined above, to establish accountability for results. Specific international strategies identify those actions that are likely to be most effective in promoting NOAA's mission goals and contribute to obtaining strategic objectives.

It is intended that NOAA's component Line Offices will, through their International Affairs offices, conform their strategic plans to this Plan, providing detailed descriptions of strategies and performance measures, and thus ensure that international activities and component budgets are traceable to the NOAA Strategic Plan.

## **INTERNATIONAL AFFAIRS CROSS CUTTING PRIORITIES**

Three programmatic priorities cross cut through several NOAA Line Offices and are reflected in the international activities, strategies and performance measures outlined below. These cross cutting priorities include Global Environmental Observation, Understanding Climate Variability, and the White Water to Blue Water initiative.

### **Integrated Global Environmental Observation and Data Management System**

Ensuring international cooperation on environmental observation is an essential element of NOAA's efforts to take the pulse of the Earth and to play a leading role nationally and internationally in the development of a comprehensive integrated global observing system. A NOAA-conceived, White House-sponsored Earth Observation Summit set for July 2003 is expected to lay the foundation for the development of such a system. NOAA benefits from leveraging use of multiple nations' space-based, airborne and *in situ* platforms, resources and assets, with NOAA itself providing key observations that benefit users worldwide. NOAA cooperates with key bilateral partners and plays a vital role in the workings of multinational environmental observation coordination mechanisms including the Global Ocean Observing System (GOOS), the Global Climate Observing System (GCOS), the Integrated Global Observing Strategy (IGOS) and the Committee on Earth Observation Satellites (CEOS).

### **Understanding Climate Variability**

NOAA Plays a crucial role in the United States' effort to better understand and address climate change and variability. The international component of NOAA's efforts are conducted through high-profile diplomatic exchange, treaty negotiations and multilateral programs, bilateral agreements, cooperative projects, technical

assistance, and training. It is important to pursue NOAA's objectives in each of these fora, building upon the expertise and experience of all of NOAA's line offices, to ensure that NOAA's priorities and comprehensive approach to the issue are reflected in its international activities.

### **White Water to Blue Water**

One tool available for achieving several NOAA Strategic plan goals is the White Water to Blue Water (WW2BW) initiative developed by the United States in the context of the World Summit on Sustainable Development. This initiative has the Wider Caribbean as its geographical target. Its principal objectives are to promote the application of watershed and marine ecosystem management techniques through training and partnership formation. In addition, there is an opportunity to strengthen NOAA's involvement in the Gulf of Mexico/Caribbean Large Marine Ecosystem and the IOC/IOCARIBE program, addressing NOAA's Strategic Plan with respect to both ecosystems and climate variability.

### **MISSION GOAL 1: PROTECT, RESTORE, AND MANAGE THE USE OF COASTAL AND OCEAN RESOURCES THROUGH ECOSYSTEM MANAGEMENT APPROACHES**

**NOAA Strategy: Monitor and observe the land, sea, atmosphere, and space and create a data collection network to track Earth's changing systems.**

**Objective:** Advance the utilization of global observing systems for ecosystem management purposes.

#### Multilateral Performance Measures

Development of a coordinated coastal theme focus as part of the Integrated Global Observing Strategy (IGOS) and the Integrated Ocean Observing Strategy (IOOS). Development of a follow-on satellite to the Jason-1 altimetry mission. Coordinated U.S. participation in IOC General Assembly meetings. Earth Observation Summit Discussion of ecosystems. **(NESDIS)**

**NOAA Strategy: Assess and predict the changes of natural systems, and provide information about the future.**

**Objective:** Improve scientific basis of international management of shared living marine resources.

#### Multilateral Performance Measures

Improved collection and analysis of status and trends information and consensus reached on scientific advice supporting the sustainable management of fish stocks and protected species. **(NMFS)**

#### Multilateral / Bilateral Performance Measure

Establish ecosystem-based modular assessments and management based upon the Large Marine Ecosystem (LME) approach working with multilateral organizations and scientists, managers and representatives from littoral states in LME's around the world. **(NOAA, NMFS, NOS, NESDIS, OAR, NMAO)**

**NOAA Strategy: Engage, advise, and inform individuals, partners, communities, and industries on needed information, and assist them in its use and application.**

**Objective:** Develop a unified approach to balanced ecosystem management for aquaculture

#### Multilateral Performance Measures

Participate in and host international conference on aquaculture cooperation. International guidelines and strategies for responsible and sustainable aquaculture adopted and implemented. **(OAR, NMFS, NOS)**

**Objective:** Facilitate the effective transfer of the Sea Grant paradigm to East and Southeast Asia and Latin America.

Multilateral / Bilateral Performance Measures

Regional understanding of Sea Grant increased. Workshop held and funding secured for multi-year partnering and implementation program in Latin America. Korean action plan established and 'sister' Sea Grant college partnership in place. (OAR)

**Objective:** Integrate international trade considerations with living marine resource management and seafood safety strategies.

Multilateral / Bilateral Performance Measures

Agreements in effect to control trade in vulnerable species and protocols and standards adopted to enhance seafood quality and ensure its safety. (NMFS)

Chapters relating to adequacy of laws and effective environmental protection measures adopted within free trade agreements. (NOAA GC)

**Objective:** Assist developing countries in Large Marine Ecosystem (LME) restoration and sustainability projects

Multilateral / Bilateral Performance Measure

Establish partnerships with 126 countries and provide technical and scientific assistance in the introduction and practice of NOAA's ecosystem-based modular assessment and management strategy in the planning of 6 LME projects (Caribbean, Gulf of Mexico, Canary Current, Guinea Current, Agulhas/Somali Current, Bay of Bengal) and in the implementation of 9 LME projects (Yellow Sea, Patagonia Shelf, Baltic Sea, Benguela Current, South China Sea, Black Sea, Mediterranean, Red Sea, Western Pacific Warm Pool). (NOAA, NMFS, NOS, NESDIS, OAR, NMAO)

**Objective:** Achieve coordinated measures for management of North American marine and aquatic border areas.

Bilateral Performance Measures

Issues paper presented during White Water to Blue Water Conference followed by partnership agreements to implement Conference outcomes. (NMFS)

**Objective:** Facilitate the exchange of technical and academic expertise and experience in aquaculture for sustainable coastal resource management.

Technical Assistance / Training and Capacity Building Performance Measures

Partnerships established with private and academic sectors and training program in place to transfer expertise and information related to aquaculture techniques, operation and disease control. (OAR, NMFS)

**NOAA Strategy:**       **Manage coastal and ocean resources to optimize benefits to the environment, the economy, and public safety.**

**Objective:** Control and manage the introduction of harmful aquatic organisms.

Multilateral / Bilateral Performance Measure

Inclusion of NOAA priorities in a treaty to address introduction of harmful aquatic organisms and pathogens through ships' ballast water, including scientifically meaningful and verifiable uniform performance standards and control mechanisms established; seek bilateral mechanisms if multilateral approach is not sufficiently effective. (NOAA GC, NMFS, OAR, NOS)

**Objective:** Encourage the development of guidelines and strategies for implementing ecosystem approaches and recovery programs for the management of shared living marine, cultural and protected resources.

Multilateral / Bilateral Performance Measures

Demonstrable action taken by relevant international organizations and/or individual nations to comply with agreed-upon management principles, recovery plans and compliance programs. (NMFS)

Seek action through appropriate institutions and partners to address the issue of marine debris. (NOAA GC)

**Objective:** Seek consultative arrangements, international measures or agreements to coordinate management and recovery programs for shared fish stocks and protected species.

Bilateral Performance Measure

Agreements for management programs or international measures in effect, including implementation of a ship strike strategy for North Atlantic Right Whales. (NMFS)

**Objective:** Utilize the UN Law of the Sea Convention to foster NOAA objectives relating to resource development, ecosystem management and recovery, recovery of endangered species, marine transportation, and marine scientific research.

Multilateral / Bilateral Performance Measures

NOAA mission goals, including data collection and charting of U.S. maritime boundaries, promoted consistent with the Convention: Convention implementation integrated with activities in international fora, including the International Maritime Organization; NOAA resource management objectives advanced at the International Seabed Authority. (NOAA GC)

High Level Representation Performance Measures

Provide high level support for Administration policy regarding U.S. accession to the Law of the Sea. (NOAA GC)

**Objective:** Support the application of ecosystem management approaches through the internationally endorsed framework of Integrated Coastal Management (ICM).

Technical Assistance / Training and Capacity Building Performance Measures

Cooperative programs including elements of policy, science, management, and stakeholder participation designed and implemented. (NOS)

**MISSION GOAL 2: UNDERSTAND CLIMATE VARIABILITY AND CHANGE TO ENHANCE SOCIETY'S ABILITY TO PLAN AND RESPOND**

**NOAA Strategy: Monitor and observe the land, sea, atmosphere, and space and create a data collection network to track Earth's changing systems.**

**Objective:** Expand climate observations and data exchange through promotion of international partnerships and collaborations.

Multilateral / Bilateral Performance Measures for General Climate Observations

U.S. inputs provided for IPCC Adequacy Report on Global Climate Observations. U.S. observational interest advanced in connection with the UN Framework Convention on Climate

Change. Earth Observation Summit hosted. U.S. policy guidance provided within environmental conventions pertaining to oceanic, atmospheric and terrestrial domains. (OAR, NESDIS)

Importance of integrated global observing system enunciated and agreement reached at the Earth Observation Summit, the WMO Congress, the Framework Convention COP-9, the IOC General Assembly and other international venues to take concrete steps to implement the system. (NESDIS, NWS, NOS, OAR)

Implementation of U.S. GCOS initiative coordinated with World Meteorological Organization (WMO) GCOS secretariat using the NOAA framework for International GCOS Support. (NESDIS, NWS)

Multilateral / Bilateral Performance Measure for Ocean Climate Observations

Work through the panels of the IOC/WMO Joint Technical Commission for Oceanography and Marine Meteorology (JCOMM) to promote the NOAA plan for the collection of oceanic and marine/atmospheric observations and coordinate it with plans on the part of our international partners. This includes the development of consistent standards, formats, and protocols for observations and the associated data management and services. It also includes the development of capacity to sustain the long-term, operational global climate observing system. Finally, it includes the promotion of 'full and open' data exchange with all partner countries, working through appropriate bilateral and multilateral frameworks. (OAR, NESDIS, NWS)

Multilateral / Bilateral Performance Measure for Atmospheric Climate Observations

Administrative assistance provided to countries where necessary in support of atmospheric measurement programs, including those for greenhouse gases, aerosols, and other atmospheric chemistry variables. (OAR)

**NOAA Strategy: Understand and describe how natural systems work together through investigation and interpretation of information**

**Objective:** Promote further elucidation of climate trends and impacts in the Arctic.

Multilateral Performance Measures

Collaborative cost-sharing partnerships with China, Canada, Japan, Korea, Finland and Russia related to oceanic and atmospheric research established. Research cruises conducted with U.S. participation. Interagency meeting convened to define U.S. research interest. (OAR)

**Objective:** Promote international partnerships and collaborations in ocean data assimilation and climate modeling.

Bilateral Performance Measures

Scientific exchanges and new collaborative partnerships in ocean data assimilation and climate modeling established. (OAR)

**Objective:** Enhance the ability of coastal nations to understand, anticipate, and respond to the impacts of climate variability.

Technical Assistance / Training and Capacity Performance Measures

Specific measures for national planning and public-private sector response strategies formulated. Land use measures and adaptation strategies for CARICOM member countries developed and available for dissemination. (NOS)

**Objective:** Facilitate the improved capacity of developing countries to manage, transfer, and apply climate data to programs of their national interest.

Technical Assistance / Training and Capacity Performance Measures

Assistance for observation data management needs to developing countries provided. WSSD follow-up workshop on education and training modules on water management and GIS attended. (OAR, NESDIS)

**MISSION GOAL 3: SERVE SOCIETY'S NEEDS FOR WEATHER AND WATER INFORMATION**

**NOAA Strategy: Monitor and observe the land, sea, atmosphere, and space and create a data collection network to track Earth's changing systems**

**Objective:** Implement an integrated global environmental observing system and data management system that includes satellite and *in situ* observations.

Multilateral Activities / Bilateral / High Level Performance Measures

Earth Observation Summit hosted by the White House. Chair the international Committee on Earth Observation Satellites and the Integrated Global Observing Strategy. Partnerships established with U.S. and international agencies for the construction of global regional environmental data systems and networks. NOAA involvement in IGOS Water Cycle activities and Global Precipitation Mission. Mechanisms in place to ensure global geostationary satellite coverage in the event of operational failure. (NESDIS, NWS)

**Objective:** Expand observation coverage into geographic areas subject to chronic data and forecast limitations.

Technical Assistance Performance Measures

Assistance for observation and data management provided to nations in need. (NESDIS)

Assistance for improving mesoscale meteorological and hydrologic modeling in Vietnam, Central America, and Eastern Europe. (NWS)

**NOAA Strategy 3: Assess and predict the changes of natural systems, and provide information about the future.**

**Objective:** Facilitate the development of a comprehensive worldwide air quality forecasting network.

Training / Capacity Building Performance Measures

Scientific participation in air quality forecasting fora. Plan of action in place to promote and implement forecasting tools in relevant countries. (OAR)

Conduct WSSD follow-up workshop in Africa providing education and training modules in water management and geographic information systems. (NESDIS)

**Objective:** Build, sustain, or strengthen regional data collection and hydro-meteorological forecasting capabilities in partnership with USG or other financial institutions.

Training / Capacity Building Performance Measures

Initiate hydrologic forecast system technology transfer project with the Mekong River Commissions in cooperation with USAID. Replace obsolete telecom and forecasting workstations and provide associated training for selected developing countries using VCP funds. (NWS)



**NOAA Strategy:** Engage, advise, and inform individuals, partners, communities, and industries on needed information, and assist them in its use and application.

**Objective:** Promote full and open exchange of environmental data and information worldwide

Multilateral / Bilateral Performance Measures

USG access to foreign satellite *in situ* data via coordination groups and bilateral agreements. WMO Congress discussions on Resolution 40. WMO regional meetings and technical commissions. Bilateral activities with Canada, China, Korea, Mexico, Singapore, South Africa, and Vietnam. (NEDSIS, NWS)

**MISSION GOAL 4:** SUPPORT THE NATION'S COMMERCE WITH INFORMATION FOR SAFE AND EFFICIENT TRANSPORTATION

**NOAA Strategy:** Engage, advise, and inform individuals, partners, communities, and industries on needed information, and assist them in its use and application.

**Objective:** Promote safe, efficient and environmentally sound navigation.

Multilateral / Bilateral Performance Measures

Advance NOAA mission goals of: (1) effective integration of navigation, resource management, security and safety/pollution prevention; and (2) increased accountability of foreign flag states for activities of their vessels in U.S. maritime zones, through the International Maritime Organization or by using U.S. port and coastal state legal authorities as appropriate; antifouling systems treaty and MARPOL Annex VI submitted to Senate for consent and ratification. (NOAA GC)

**Objective:** Improve the capacity of coastal states to collect accurate hydrographic data and produce paper and electronic navigational charts.

Multilateral / Bilateral Performance Measures

Increased percentage of navigationally significant waters in the Meso-American Caribbean region surveyed and up-to-date information on depth and obstruction available. Reduced number of and harm from navigation-related accidents due to groundings and collisions. Expanded use of hydrographic information to support regional marine environmental protection initiatives, such as coral reef conservation and reduction of land-based sources of pollution. Increased number of regional ports with an improved vessel cargo carriage capacity due to improved marine navigation information products and services. (NOS)

**NOAA Strategy:** Manage coastal and ocean resources to optimize benefits to the environment, the economy, and public safety

**Objective:** Establish multilateral coordinated hazard and disaster support capabilities.

Multilateral / Bilateral Performance Measures

Participate and co-lead the International Charter for Space and Major Disasters. Commitment to advancing COSPAS/SARSAT Search and Rescue System maintained. (NESDIS)

**Objective:** Promote an appropriate location for the Secretariat of the COSPAS/SARSAT Program.

Multilateral / Bilateral Performance Measures

Necessary terms and agreements negotiated and in effect. (NOAA GC)