

GEO Engagement Strategy

This Document is submitted to the GEO-XIII Plenary for decision.

GEO Engagement Strategy

1 PURPOSE AND CONTEXT

The mission of GEO can only be achieved through a strong and coherent engagement with stakeholder communities, able to mobilise an adequate level of resources

1.1 Purpose

The Group on Earth Observations (GEO) Engagement Strategy document provides an overview of the engagement objectives, approach, target stakeholders, and methodologies necessary to realise the GEO's Vision of a *future wherein decisions and actions for the benefit of humankind are informed by coordinated, comprehensive and sustained Earth observations*.

This document presents an agile, light, effective and integrated engagement strategy to be implemented by the whole GEO community. This strategy is instrumental to create the necessary synergies between the strategic guidance provided by the Executive Committee, following existing or emerging issues and opportunities, and the activities carried out by the GEO community as reflected in its multiannual Work Programme. It leverages the wide breadth of GEO activities carried out by GEO Members, Participating Organisations, the GEO Secretariat and the greater GEO community.

Its inherent logic follows the "*Why? What? How?*" pattern. First, it introduces the three main objectives of this engagement strategy; it then presents the overall strategic approach and provides an overview of key stakeholders to be engaged; then, it describes a series of preferred mechanisms and tools for implementation. It concludes with a lightweight methodology to develop a multiannual implementation plan focused on key actions following Executive Committee guidance.

This engagement strategy does not attempt to replace ongoing engagement actions, but rather to align them with priorities identified by the Executive Committee, in order to increase their impact and the effective use of GEO's strengths and competencies.

GEO Engagement Strategy: References

Engagement activities are at the core of GEO, as a forum with a unique convening power that brings together governments, public sector agencies, UN bodies, specialised organisations, universities, Foundations, development banks and the private sector.

The **2015 Mexico City Ministerial Declaration** called on GEO to strengthen its focus on users and stakeholders and to develop effective engagement approaches. The **GEO Strategic Plan 2016-2025: Implementing GEOSS** defines the engagement with stakeholder communities as one of the three Strategic Objectives ("Engage"). The principles laid down in the **GEO Communications and Engagement Strategy**, included in the Reference Document to the GEO Strategic Plan, provide a solid reference for this strategy.

1.2 Context

An analysis of the main strengths, weaknesses, opportunities and threats provides a context for guiding this Engagement Strategy:

Strengths	Weaknesses
GEO has capacity to drive an end-to-end integration across the data value chain for decision making, thanks to its unique interplay between policy makers, scientific communities, data providers and private sector.	Insufficient links between GEO Principals and their national agencies and relevant policy implementers; and S&T community not adequately engaged in the GEOSS value chain.
GEO has a global coverage with 103 Members and 103 Participating Organisations from all continents.	Instability of commitments of GEO Members and Participating Organisations, leading to limited resources available.
Wide scope of GEO activities; Multidisciplinary nature of GEOSS; and A unique network of actors across the whole value chain.	Limited consensus on how to practically achieve the GEOSS.
Agile, flexible, collegial and voluntary nature of GEO.	Legally non-binding framework, which hinders the development of operational activities.
Honest and neutral broker for full and open data access and sharing.	Extended perception that GEO co-opts other existing EO and data-related initiatives.
Successful engagement steps achieved during the first GEO decade.	Moderate success in GEO branding, showcasing and marketing.
Shift to a user-centred GEOSS covering 8 Societal Challenges or Benefit Areas with an initial focus on relevant SDGs.	
High motivation of individual contributors.	
Opportunities	Threats
Concerted and global action needed to address societal challenges and political momentum (e.g. SDGs, COP-21).	Risk of slow pace in delivery of the strategy by the GEO community to address timely the societal challenges.
Successful engagement actions kicked off with UN agencies in the recent years; and Increased appetite by the private sector to engage with GEO.	Reluctance by external agencies and international initiatives to engage with GEO on the assumption that GEO is encroaching on their territory and duplicating their core business.
Upcoming GEO Work Programme 2017-2019 and GEO-XIII Plenary.	Progressive erosion of the commitments of GEO Members and Participating Organisations
Ongoing review of the Executive Committee discussions and meeting practices.	Perception by the GEO community of a top-down, external strategy disconnected from their own activities.
Development of new regional and national GEO structures or mechanisms.	

2 GOAL AND OBJECTIVES

The **aim of this Engagement Strategy** is to enable GEO to become the reference global initiative that facilitates evidence-based environmental decision-making by unlocking the potential of Earth observations.

Its overall aim will be achieved by pursuing **three main objectives** as described below. By fulfilling these, the Engagement Strategy will be instrumental to mobilise resources, both from inside and outside the GEO community, and to attract the in-kind and financial contributions needed to ensure that GEO can achieve its vision.

2.1 Establishing GEO as a unique international organization that ensures that Earth observations (EO) underpins global decision-making

Concerted, global action is needed to respond to the societal challenges our society is facing today, such as climate change, food security or the increasing pressure on natural resources. The United Nations (UN) has responded to these challenges by endorsing a set of universal Sustainable Development Goals (SDGs), which include clear benchmarks against which the world can measure progress over the next 15 years. Similarly, the international community is joining forces to tackle societal challenges within the framework of a number of Multilateral Environmental Agreements (MEAs) such as the UN Framework Convention on Climate Change (UNFCCC), the Sendai Framework for Disaster Risk Reduction and the UN Convention on Biological Diversity (CBD).

Sustainable and equitable solutions require humankind to make evidence-based decisions, which must be grounded in global, integrated, comprehensive, sustained and timely Earth observations. However, this vital information remains fragmented, incomplete or sometimes redundant; global coordination is needed in order to maximise the benefits of Earth observation for global decision making. GEO is strategically positioned to deliver, thanks to its already existing unique, end-to-end global partnership. Bringing together the actors across the data value chain, GEO provides a flexible and agile framework for Members, Participating Organisations and key stakeholders to cooperate and forge strategic partnerships; it occupies an upstream coordination position on Earth observations in the international scene.

2.2 Ensuring strong advocacy for broad, open data policies and practices

Societal benefits arising from Earth observations can only be fully achieved through the sharing of data, information, knowledge, products and services. Since its inception in 2005, GEO has been instrumental in advocating and expanding full and open access to EO data worldwide. The revised Data Sharing Principles included in the **GEO Strategic Plan 2016-2025: Implementing GEOSS** advance the commitment of GEO to open sharing of Earth observation. The principles are in line with the current global movement towards Open Data as reflected in the International Open Data Charter and many other initiatives, programmes and organisations.

To maximise the value and benefit from data sharing, common standards and interoperability arrangements are needed. This will facilitate the comparability and compatibility of data and information of different origins and types and its integration in models, decision-making tools and value-added products. In 2015, GEO adopted a series of universal Data Management Principles, whose implementation by the broader community will ensure that open data is discoverable, usable, accessible and preserved for integrated use across communities for scientific understanding, sound decision making and market development.

2.3 Establishing GEOSS as a global reference for Earth observation systems, data and information

Earth observations from diverse sources, including satellite, airborne, *in-situ* platforms and citizens' observatories, when integrated together, provide powerful tools for monitoring the Earth system. To

fill existing gaps and maximise access to data and information, the underpinning EO systems need to be properly coordinated, planned, sustained and operated. This requires tight collaboration between the user communities, monitoring systems' operators and decision makers at national, regional and international levels. As a unique, flexible forum which brings together scientific communities, Earth observation data providers, governments and international organisations, GEO is well placed to become the reference for the coordination and sustainability of Earth observation systems which are key to sound decision-making.

Furthermore, sound environmental decision-making relies on the ability of expert communities to utilise complex Earth observation data from different domains and disciplines, and combine them with social and economic analysis. A global coordination initiative with a comprehensive scope spanning all scientific disciplines and monitoring technologies did not exist until the creation of GEO in 2005. As a central element of GEO's mission, the Global Earth Observation System of Systems (GEOSS) provides a unique and universally accessible entry point, which facilitates the sharing of environmental data and information from a wide array of national, regional and global Earth observation capacities while respecting their mandates.

3 OVERALL STRATEGIC APPROACH

In order to achieve its three objectives, this Engagement Strategy relies on three building blocks: a series of common principles to be followed by engagement activities undertaken on behalf of GEO, a three-tier methodological approach to ensure full coverage of the stakeholder spectrum, and an active role for all GEO actors in the actual implementation of this Strategy.

3.1 Common principles of engagement

Common principles are needed to ensure that actions and messages are effective and sustained, have a strong policy impact and leverage the capacities of the GEO community.

In order to ensure a consistent alignment with GEO's vision and mission, the engagement strategy builds on a few common principles that will underpin the major engagement activities undertaken by the GEO community:

Strategic engagement actions will:

- Be **challenge-centred**, with a strong policy drive, grounded on real-world decision needs of actual users;
- Favour **direct collaboration** with key decision makers and actual implementers to maximise effectiveness;
- Focus on **actual results and outcomes**, showcasing what is already providing tangible results to policy/decision makers (as in the case of Global Initiatives such as GEOGLAM, GFOI and GEO BON);
- Build on existing **strengths, interests and capacities** of the GEO community, creating a win-win scenario to ensure their follow-up and sustainability; and
- Be primarily focused on a **few priorities** identified by the Executive Committee, while ensuring a balanced coverage of the users' needs in all GEO Societal Benefit Areas to ensure alignment with the GEO Strategic Plan.

3.2 Three-tier methodological approach

A three-tier approach will ensure consistent and sustained engagement across the stakeholder spectrum.

Actions conducive to the implementation of the Strategy will follow a three-tier approach in order to sustain and enhance existing engagement activities while fostering the creation of new partnerships aligned with selected priorities.

Actions corresponding to the first tier ("*Sustain*") will focus on maintaining continued productive engagement with those Members and Participating Organisations already active in GEO. They will lead to identify those factors that contribute to their level of engagement, evaluate current communications and engagement tools and strategies to develop best practices, and sharpen and streamline tools to focus on the most effective elements.

Actions under the second tier ("*Enhance*") will aim at strengthening engagement with current Members and Participating Organizations that are not sufficiently contributing. They will lead to an understanding of the reasons hindering full engagement and to develop specific activities or action plans to overcome these barriers.

A third tier ("*Expand*") includes actions focused on increasing the number and variety of active partners: GEO Members, Participating Organisation and other key stakeholders, such as organisations, initiatives or programmes not linked to or associated with Members and Participating Organisations.

This three-tier methodology will ensure the actual delivery of the strategy by the GEO Community across the whole spectrum of target stakeholders.

3.3 GEO engaging actors

There is a role for all members of the GEO community in the implementation of the engagement strategy.

The successful implementation of strategic engagement actions requires the involvement of all actors across the GEO community with clearly differentiated roles and responsibilities, ensuring appropriate synergies and interfaces among the different actors.

- **The GEO Members and Participating Organisation (PO) representatives will**
 - Act as 'GEO ambassadors' within their countries and constituencies, by reaching and activating internal users (such as policy implementers) and setting up, promoting and strengthening GEO national and regional mechanisms;
 - Act as 'GEO ambassadors' in conventions, international and regional agreements and programmes in which they participate, ensuring the representation of GEO, and increasing its visibility. Members will endeavour to perform all necessary actions allowing the recognition of GEO's potential role/mandate in the final deliberations/decisions; and
 - Lead or contribute to selected engagement actions, such as conferences, events or partnerships (in particular, those aligned with their own priorities at national or institutional level).
- **The GEO Community (Task/Initiative leads and contributors) will:**
 - Lead or contribute to engagement activities at the level of their initiatives or tasks, by showcasing tangible outcomes, identifying user needs, organising events and identifying and participating in partnerships with external stakeholders;
 - As knowledge experts and data and information providers from within GEO, have a key role in the fora of users and providers to define global Earth observation user needs addressing specific societal challenges or SBAs.

- **Executive Committee Members** will:
 - Identify strategic priorities driven by the international agenda -emerging or existing societal challenges- and aligned with GEO strengths and competences (analysis will be supported by Programme Board and the GEO Secretariat);
 - Target specific GEO Members or Participating Organisations in selected areas for engagement based on the advice of the Programme Board, which could involve sponsoring, promotion, network mobilisation and provide high-level support in events; and
 - Leverage their own presence in conventions, international and regional agreements and programmes ensuring the representation of GEO and increasing its visibility. Executive Committee Members will endeavour to perform all necessary actions allowing the recognition of GEO's potential role/mandate in the final deliberations/decisions where possible.
- **The GEO Programme Board** will:
 - Support the Executive Committee by mapping GEO competences and strengths against the international policy priorities identified by the Executive Committee as well as identifying future opportunities for engagement;
 - Act as 'GEO ambassadors', especially within their organisations and networks; and
 - Promote the GEO Work Programme and engagement of stakeholders in their implementation.
- **The GEO Secretariat** will:
 - Develop multiannual engagement implementation plans (see next point 5.2);
 - Coordinate the overall execution of these plans;
 - Perform essential communication tasks such as maintaining an updated and relevant website, producing a e-newsletter, assuring social media presence, preparing a basic communication kit and developing an annual slate of candidate conferences and meetings;
 - Support the Secretariat Director acting as a 'GEO ambassador', undertake preliminary engagement activities where engagement is at an early stage and play a supporting role in the development of established relationships. This will ensure consistency of overall messages;
 - Support the Executive Committee in the identification of priorities for strategic engagement and opportunities for future engagement actions; and
 - Ensure continued productive engagement with existing/active GEO members and POs and the enhancement of the engagement by less active members.

4 TARGET STAKEHOLDERS

In order to achieve its engagement objectives, and ultimately fulfil its vision, GEO will convene key stakeholders across the provider-user spectrum. A list of potential stakeholders, aligned with the engagement objectives, is presented below. Not all of these may need to be engaged, and not at one time, as this will depend on the available resources and priorities selected to be pursued.

4.1 National governments and public agencies

Key stakeholders under this category are the public agencies owning Earth observation infrastructures and/or producing and distributing Earth observation data and information, such as space agencies, national cadastre and mapping agencies, geological surveys, hydrological and meteorological agencies, marine centres; government departments which need Earth observation for drafting, implementing or monitoring national policies in the fields of environment, transport, agriculture or energy; and statistical agencies to facilitate the integration of socio-economic data with Earth observations to multiply their collective value.

Particular attention should be given to those entities which have an influential role and/or national mandate with respect to specific international agreements, treaties and conventions. This will leverage the use of Earth observations and sustain their associated infrastructure at the national level. It will also lay the foundation for national and/or regional collaboration to develop indicators and more effective mechanisms to measure and monitor progress towards those global commitments.

Less active GEO Members and non-GEO Members are also natural target stakeholders within this category, notably from developing and least developed countries.

4.2 UN Agencies and Multilateral Environmental Agreement (MEA) Secretariats

This category covers UN agencies and Secretariats with a mandate in supporting the Parties in the implementation, follow-up and review of specific Multilateral Environmental Agreements (MEAs), such as the Sendai Framework for Disaster Risk Reduction 2015-2030 (UNISDR), the Paris Agreement on Climate Change (UNFCCC), the Ramsar Convention on Wetlands of International Importance (Ramsar), the Convention on Biological Diversity (CBD), the Convention to Combat Desertification (UNCCD) and the Minamata Convention on Mercury in order to integrate Earth observations into national processes to measure, monitor and achieve agreed MEA goals.

The Mexico City Ministerial Declaration and the GEO Strategic Plan 2016-2025 stress the need to leverage Earth observations in support of the 2030 Agenda for Sustainable Development and its set of Sustainable Development Goals. Priority will be given to engagement activities with relevant UN Agencies such as the UN Statistics Division (UNSD), the UN Global Geospatial Information Management Initiative (UN-GGIM) and the UN Statistical Commission (UNSC) in order to facilitate the integration of Earth observation and geospatial information with the standard statistical reporting mechanisms for measuring and monitoring progress toward achieving the SDGs.

4.3 International Financial Institutions (IFIs) and Non-Governmental Organisations (NGOs)

Through the engagement of International Financial Institutions, in particular Multilateral Development Banks, such as The World Bank, and Regional Development Banks, GEO can demonstrate the value of Earth observations in decision making in developing countries. It can also deepen understanding of country-specific needs as well as developing capacities to use Earth observations and fostering the use of Earth observations in the various project management phases of the development banks. This engagement can be especially instrumental in mobilising resources to help advance the implementation of the SDGs in developing countries.

Through partnerships with environmental NGOs, such as the World Wildlife Fund (WWF), Conservation International, the Nature Conservancy and the Natural Capital Coalition, GEO can assist governments and other organizations for example by integrating Earth observations in national processes and mechanisms such as the development of ecosystem accounts. A link can then be established between Earth observations and the core efforts of the UN Statistical Commission System of Environmental Economic Accounting (UNSEEA).

4.4 Scientific institutions, programmes and initiatives

GEOSS, as a comprehensive system of systems to take the pulse of the Planet, depends to a large extent on advances in science, technology and research. GEO can be a driver for such advances. A strengthened engagement with scientific institutions and global scientific initiatives will allow for a better linkage of observations across the SBAs, identification of gaps in observations, provision of long time series of observations, improvement in access and harmonisation of data and ultimately, bridging the gap between science and application.

Examples of scientific initiatives with which GEO has already established close links include the Belmont Forum, in the field of e-Infrastructures and Data Management; the International Council for Science (ICSU) and its Committee on Data for Science and Technology (CODATA) and the World Data System (WDS). The Research Data Alliance (RDA) and the Global Partnership for Sustainable Development Data (GPSDD) are further examples in the field of data sharing advocacy, the latter focusing on sustainable development.

Individual projects and programmes, research and science institutes, academies, councils and committees as well as additional scientific, research and innovation networks can also be targeted within the context of particular GEO initiatives or activities.

4.5 Private sector (commercial entities and private users)

At GEO-IX in 2012, the GEO community recognised the value of engaging with the commercial sector, while still protecting the organisation's values and purposes.

There is a clear win-win case in the rationale for this engagement. Firstly, the commercial sector can contribute to jointly identifying user needs while benefitting from increased data sharing. Benefits can also be drawn from the exploitation of integrated Earth observations to develop commercial applications, tools and other products that address specific user needs and enhance decision-making.

Secondly, private sector entities in areas such as insurance, oil and gas, agriculture, water transport or electricity generation from renewable energy, are end-users of Earth observation data, information and products which can enhance their activities and corporate decision making processes. In turn, this will accelerate the uptake of resources shared through the GEOSS, increasing its recognition as a global reference for Earth observation data, information and knowledge.

A GEO subgroup is currently working on a more measured exploration on how to involve the commercial sector, through the selection of certain organisational arrangements and the organisation of dialogue sessions or forums. For practical reasons, and in cases where there is a lack of resources on the side of the companies, (notably in the case of SMEs), potential partnerships could be established through umbrella companies such as industry associations, entrepreneur networks or professional societies.

4.6 Citizens

Citizen science, citizens' observatories, crowdsourcing and social networks represent a relatively new source of environmental data that could address global observing gaps and considerably reinforce the *in-situ* component of GEOSS, while increasing situational awareness and facilitating citizens' participation in decision-making in collaboration with local public or private stakeholders. When associated with data acquisition, transmission and quality-check protocols, frameworks such as citizen observatories bring high potential to complement more authoritative monitoring networks and reduce investment and running costs of *in-situ* monitoring. This raises, however, new challenges in terms of citizen engagement, data repositories, data sharing and interoperability, data integration and privacy.

There are a myriad of institutions carrying out citizen science projects, programmes and activities. Therefore, a first exploratory step would be to engage with the European Citizen Science Association (ECSA), the American Citizen Science Association (CSA) and the Australian Citizen Science

Association (ACSA) that are currently working together in the definition of best practices and standardisation of citizen collected data.

5 IMPLEMENTATION OF THE ENGAGEMENT STRATEGY

In order to achieve the three engagement objectives, different mechanisms for implementation can be considered. Its selection will depend on the stage of maturity in the engagement process and capacities of the GEO engaging actors. To monitor and evaluate the performance of major engagement activities, a methodology to draft a multiannual engagement implementation plan is presented.

5.1 Mechanisms and tools for engagement

The implementation of the Strategy will be based on the selection of high-impact mechanisms selected according to the level of the engagement process.

The mechanisms presented in this section follow an "**Attend, Convene, Engage**" logic, aiming at covering the whole breadth of engagement activities. Tailor-made messages and demonstration of outcomes of GEO activities used in decision-making (such as in the case of several GEO initiatives) will be inherent to all engagement mechanisms, in order to provide evidence of the value of GEO, as well as of past successes. By providing compelling and convincing reasons to engage, all these tools will be instrumental to streamline existing contributions and to seek and mobilize additional resources necessary to the achievement of the desired objectives.

This list below presents a number of potential tools. Which ones will be necessary will be mostly determined by the priority areas selected and the initiative-driven solutions to be pursued.

Attend

This category involves the **participation of GEO at events** to illustrate the value of GEO in addressing specific societal challenges and to identify potential partners or new GEO Members or Participating Organisations. This will entail the **development of engagement messages** geared towards identified priority stakeholders and delivered at specific venues. The messages and events selected will be based on the strategic priorities identified by Executive Committee and the effective use of GEO's strengths and competencies.

Supporting these activities, a **tentative annual slate of candidate conferences and meetings** will be developed by the GEO Secretariat, containing key dates, primary aim, target stakeholders, preferred GEO representation (GEO Member, Participating Organisation or the Secretariat) together with a rationale to ensure the appropriate level of participation.

Convene

To demonstrate GEO as a premier venue for developing and advancing the application of Earth observations to societal needs, three types of events will be organized.

- User-oriented /SBA-specific fora and conferences, aligned with the priorities identified by the Executive Committee. These engagement events will bring together users and key stakeholders across the whole EO value chain with data and information providers and experts from within and outside GEO community. These fora will be organised by GEO Members and/or Participating Organisations, involved, or not, in a relevant GEO initiative or activity, and with or without the support of partners external to GEO. Where a Community of Practice or GEO initiative exist, they should play a major role. The aim of these conferences is to identify and document user needs and preferences regarding pertinent information products and tools that bring value to decision-making processes. These documented user needs will provide the foundations for strategic discussions, at national or regional levels, about coordinating, sustaining and planning observations;

- Consultations at different level and on different matters aimed at identifying new opportunities for collaboration and/or advancing towards a more structured cooperation (such as partnerships) that can lead to the development of datasets, information, products and services in a comprehensive, coordinated and sustained way.
- Strengthening the GEO cooperation framework, through events such as the Ministerial Summit, GEO Plenaries and GEO Work Programme Symposia.

These meetings and conferences will ultimately serve to strengthen GEO Community engagement, support existing GEO initiatives or activities and identify and develop new ones, thus advancing the implementation of the GEO Work Programme.

The GEO Secretariat, in addition to specific, case by case responsibilities in the organization and execution of these events, will maintain a list of them and facilitate the linkage with the relevant Work Programme activities.

Engage

An advanced level of engagement entails the development of **strategic partnerships** between specific, interested members of the GEO community and key stakeholders to advance on all the GEO strategic objectives, with a focus on addressing, in a sustained way, the development of EO-based solutions to a specific challenge. These partnerships will be instrumental to pool resources aiming at delivering datasets, tools, knowledge, products or services meeting specific user needs in the framework of pilot or operational projects. These partnerships should lead to a robust framework for collaboration in the medium and long-term which can be in the form of a GEO Initiative or Flagship.

Other key mechanisms for engagement are the **national and regional GEO Management structures**, which link GEO Principals, national agencies and the research community at national and regional levels. As already demonstrated in several cases, these structures are instrumental to coordinate Earth observation strategies, investments, activities and programmes at national and regional levels. They help leverage the use of Earth observations to enhance decision-making, benefitting from an easier access to regional and international Earth observation sources. In turn, the existence of these mechanisms enhances the participation of the corresponding GEO Member or Members in GEO, increasing GEO's visibility and impact.

GEO Communication tools:

Underpinning the mechanisms above, a selection of smart **communication tools** will lay the foundation for GEO's outreach to a global audience. They will include:

- The development and use of a basic GEO communication kit;
- An up-to-date, attractive and usable website;
- The presence of GEO in social media (e.g. Twitter, Facebook, LinkedIn);
- The production of a GEO handbook with compelling success stories; and
- The development and use of GEO branding.

5.2 Multi-annual engagement implementation plan

A multi-annual engagement implementation plan will focus on a few strategic actions, aligned with context political priorities and with the capacities of the GEO community.

A concise, high-level multi-annual plan will be developed in order to allow the monitoring and evaluation of the engagement activities linked to the priorities identified by the Executive Committee. The span of this plan will cover the duration of the multiannual GEO Work Programme to which it will be annexed and aligned.

Process: Following the guidance of the Executive Committee, the GEO Secretariat will prepare a draft of this multiannual plan. The plan will then be reviewed by the Programme Board, ensuring that the plan is consistent with GEO capacities, strengths, and the Work Programme. The Programme Board will then recommend it for Executive Committee approval.

As opportunities arise, adjustments, additions and calibrations to the plan will be considered, as long as they remain within the spirit of the plan. An annual update of the Multi-annual plan will be carried out to ensure its consistency with the actual engagement activities. In order to detect and correct deviations, as well as to identify best practices, the GEO Secretariat will report annually on the progress of its execution to the Executive Committee.

Content: The plan will be structured according to the priorities selected by the Executive Committee. In order to ensure a swift drafting process and monitoring, only high-level actions (i.e. tools described in 5.1) will be described in the plan according to the following items:

- Objective of the action, linked to a strategic priority defined by the Executive Committee and to the Work Programme;
- Relevant Engagement Strategy objective(s);
- Target stakeholders;
- Expected outcomes, linked to the Expected Results in the Strategic Plan;
- Key Performance Indicators, linked to the Indicators in the Strategic Plan;
- Timeline and milestones; and
- GEO actors involved, including potential incentives for their participation and a preliminary estimation of the resources involved.

Those engagement activities carried out by the community not linked to the priorities identified by the Executive Committee, while duly recognised and appreciated within the GEO Work Programme, will not be part of the Multi-annual implementation plan.