



**STRONGER.
TOGETHER.**

Strategy and Operating Plan

Version 1.1: 24 April 2024

United Nations Global Geodetic Centre of Excellence

Background report to
E/C.20/2024/10/Add.2

**Committee of Experts on
Global Geospatial Information Management**
Fourteenth Session
New York, 7 - 9 August 2024



United Nations Global Geodetic Centre of Excellence

Strategy and Operating Plan

Version 1.1: 24.04.2024

Our Motto

“Stronger. Together.”

Our Vision

Our vision for the future is one where all countries have strong political support for geodesy which enables them to – together – accelerate the achievements of the Sustainable Development Goals and derive social, environmental and economic benefits.

Strategic Objectives

Our objective is to work with Member States and geodetic organizations to strengthen our collective impact to:

- Enhance investment in the global geodesy supply chain*.
- Improve coordination and collaboration amongst Member States and geodetic organizations.
- Share geodetic data and improve standards, on a voluntary basis, to contribute to the global reference frame and regional densifications.
- Provide greater technical assistance, especially for capacity development in geodesy for developing countries.
- Make geodesy and its benefit more visible and understandable to society.

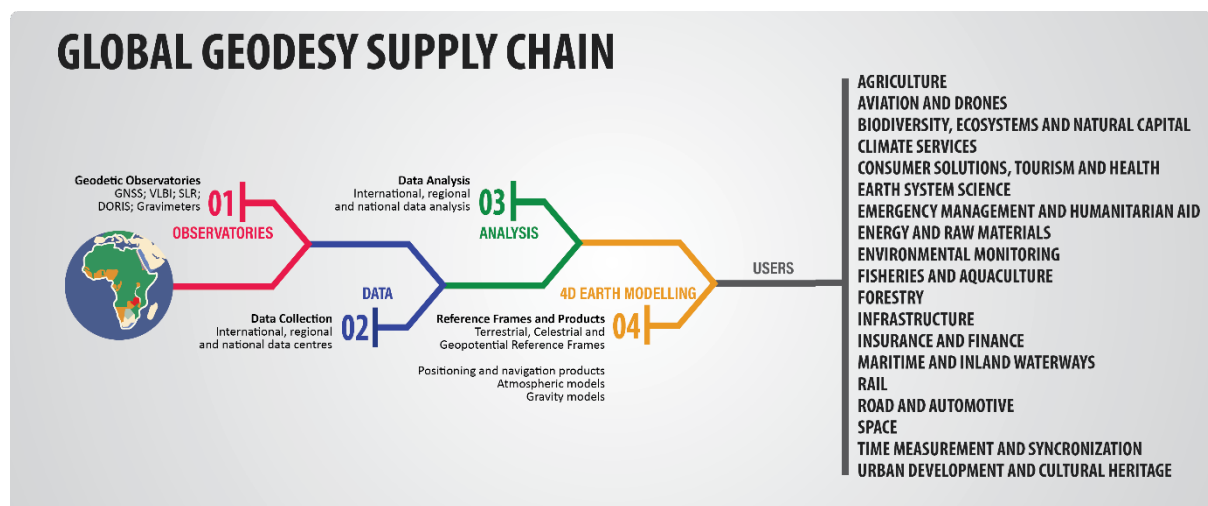


Figure 1: The global geodesy supply chain.

**The global geodesy supply chain includes:*

- *Geodetic observatories (e.g. Global Navigation Satellite Systems Continuously Operating Reference Stations (GNSS CORS), Very Long Baseline Interferometry (VLBI), Satellite Laser Ranging (SLR), Doppler Orbitography and Radiopositioning Integrated by Satellite (DORIS), gravimeters etc.)*
- *Data collection (e.g. international, regional and national data centres)*
- *Data analysis (e.g. international, regional and national analysis centres)*
- *Products (e.g. clock and orbit products, atmospheric models, Earth Orientation Parameters (needed by satellites to accurately observe and communication with applications on Earth)).*
- *Product transmission (e.g. real-time data streams)*
- *Frames of reference:*
 - *Terrestrial reference frame (e.g. realizations of the International Terrestrial Reference Frame)*
 - *Celestial reference frame (e.g. realizations of the International Celestial Reference Frame)*
 - *Gravity reference frame, height reference frame and geopotential model.*
- *Capacities and capabilities residing in Member States and organizations (like the services of the International Association of Geodesy) who perform the work in the global geodesy supply chain to analyse, compute, create and sustain the frames of reference.*

Our Core Values

The core values are principles that the UN-GGCE team members view as being of central importance to the way we work together and the way we work with our stakeholders.

- Diversity and inclusion
- Participation
- No Member State should be left behind
- Sustainability and continuity
- Collaboration and partnerships
- Translating strategy into action

Our Team

The United Nations Global Geodetic Centre of Excellence (UN-GGCE) team is composed of personnel internationally recruited by the United Nations together with some seconded personnel from national geodetic entities of Member States.

The personnel recruited by the United Nations are:

- | | |
|--|--------------------------------|
| • Head of Office | Nicholas Brown |
| • Geospatial Information Officer | <i>recruitment in progress</i> |
| • Associate Geospatial Information Officer | <i>recruitment in progress</i> |
| • Administrative Assistant | <i>recruitment in progress</i> |

The personnel seconded to the UN-GGCE are:

- Technical Advisor
- Technical Advisor

Jan Dostal (BKG, Germany)

Sarah Kowal (BKG, Germany)

The personnel virtually seconded to the UN-GGCE are:

- Communications Advisor
- Technical Advisor

Anne Jørgensen (Kartverket, Norway)

José Rodríguez (IGN, Spain)

Previous virtual secondees to the UN-GGCE are:

- Technical Advisor

Victor Puente Garcia (IGN, Spain)

UN-GGCE Operating Model

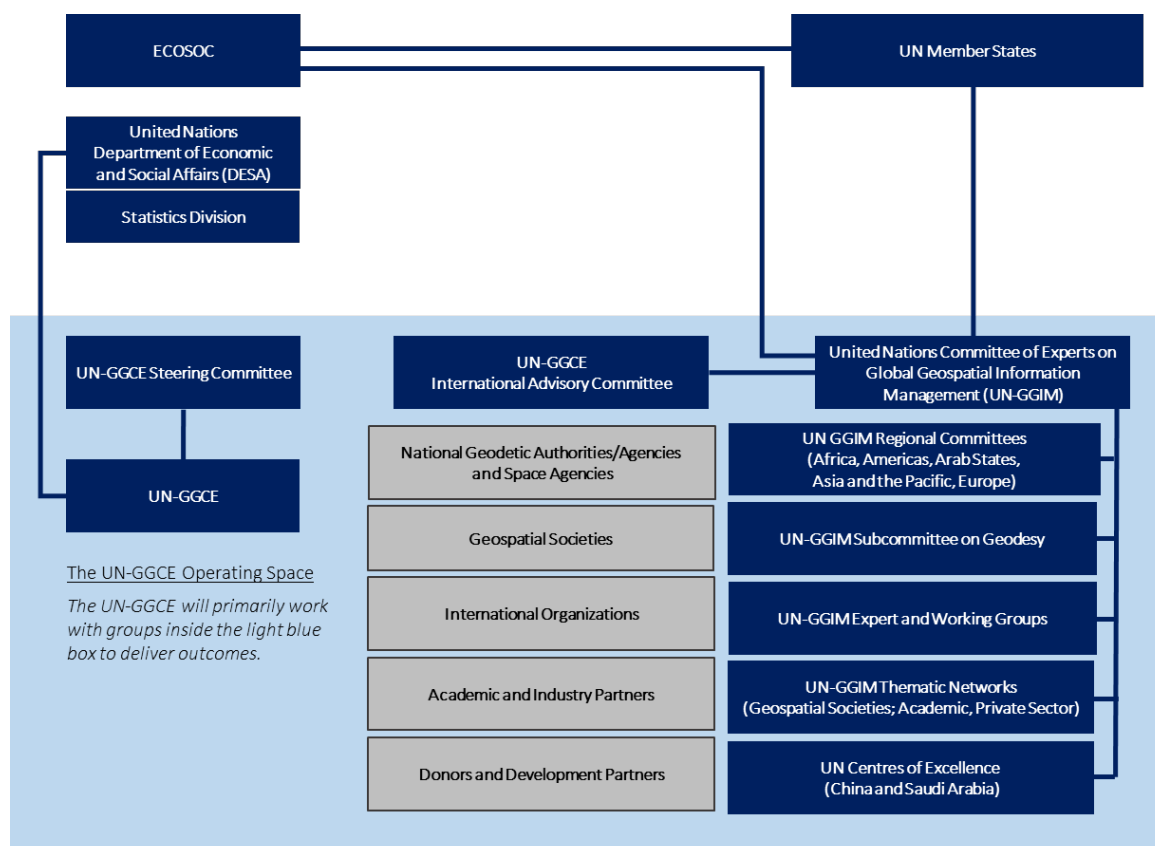


Figure 2: The UN-GGCE Operating Model.

The UN-GGCE Operating Space (shown in light blue in Figure 2) includes a broad range of stakeholders. The staff in the UN-GGCE will work with governments, and partners within science organizations, donors and industry to deliver outcomes. The UN-GGCE will ensure the work program and activities of the UN-GGCE are closely aligned with those from the UN-GGIM Subcommittee on Geodesy to maximize our collective impact and reduce duplication.

The UN-GGCE has a Steering Committee, comprising representatives designated by the UN Department of Economic and Social Affairs and the Federal Ministry of the Interior and Community (BMI). The Steering Committee will provide strategic advice on the annual plan of work and overall implementation of the agreed framework plan. The UN-GGCE also has an International Advisory Committee (IAC) comprising scientific and operational experts that will provide the required guidance and advice on the development, implementation and review of the annual plan of work. UN-GGCE is expected to convene annual meetings of its IAC and provide the necessary reports and support.

Operating Plan

Implementation of the UN-GGCE strategic objective is facilitated by the UN-GGCE Operating Plan 2023 - 2025 which details the activities the UN-GGCE will undertake in five focus areas.

- **Evidence:** Improve the evidence Member States need to quantify the importance of geodesy for societal, environmental and economic benefits to enable them to develop strong business cases to improve weak links in the geodesy supply chain.
- **Resources:** Increase in dedicated people and funding to achieve global, regional, and national geodesy requirements.
- **Governance:** Strengthen international governance and institutional arrangements.
- **Capacity:** Enhance geodetic capacity and training opportunities in Member States, especially in developing countries.
- **Awareness:** Improve awareness of the importance of geodesy by policy makers in Member States.

For each focus area, the Operating Plan provides details on:

- Performance Indicators
- Outputs
- Milestones
- Risks
- Regional Considerations
- Budget
- Partners

Focus Area 1 – Evidence | Improve the evidence Member States need

Focus Area 1 – Evidence: Improve the evidence Member States need to quantify the importance of geodesy for societal, environmental and economic benefits to enable them to develop strong business cases to improve weak links in the geodesy supply chain.			
Performance Indicators	Baseline 2023	Target 2024	Target 2025
Indicator 1.1: A report on national and regional geodetic needs and critical geodetic infrastructure requirements endorsed by the IAC.	Two expert consultation sessions Two regional committee consultations	Completed all consultations Documented user requirements Endorsement by IAC	
Indicator 1.2: A consulted global geodesy development plan endorsed by UN-GGIM by its fourteenth session.	Draft Global Geodesy Development Plan	Final Global Geodesy Development Plan	
Outputs, Activities and Milestones	2023	2024	
<p>Output: Informed and Consulted Stakeholders Consultancies, consultations and expert meetings to develop, communicate and implement a global geodesy development plan that addresses requirements, gaps and opportunities to sustain the GGRF</p> <p>Output: Global Geodesy Development Plan Develop, implement and communicate a Global Geodesy Development Plan which addresses the sustainability and quality, accuracy and access requirements of the GGRF which includes developing targeted and tailored capacity-building programs at regional and country levels, utilizing the templates and common vocabulary of the UN-IGIF.</p>	<p><u>[September 2023] Stakeholder mapping</u></p> <p>[Jan] Share with Nick what has been done to date so I can review the information you have captured</p> <p>[All] Review Jan’s stakeholder list for discussion and review</p> <p>[Jan] Translate the stakeholder mapping information into a Customer Relationship Management (CRM) format which we can use in the future.</p> <p><u>[September 2023] Book dates for online meetings for “Listening Tour” to introduce UN-GGCE and perform needs assessment</u></p> <p>[Jan and Sarah] to work with following groups to organize a date for:</p> <p>5 x UN-GGIM Regional Committees online meetings 1 x Consultation session with IAG, FIG, ISO, space agencies 1 x Consultation session with IAC</p> <p>Consultation with other important groups identified in the stakeholder mapping exercise</p> <p><u>[September 2023] Learning from others</u></p> <p>[Sarah] Identify and share other global needs assessment and global / regional development plans from UN / Aid agencies with the UN-GGCE team</p> <p><u>[September 2023 – October 2023] Draft Plan</u></p> <p>[Sarah] Draft the structure (e.g. headings and subheadings) of the Global Geodesy Development Plan based on other plans</p> <p><u>[October – December 2023] Analysis of existing user needs information from SCoG ETCB and IAG questionnaires</u></p>	<p><u>[x January 2024] “Listening Tour” Asia Pacific</u></p> <p>[Nick] Develop Concept Note for the “Listening Tour” meetings which can be shared via email and social media</p> <p>[Jan and Sarah] Organize “Listening Tour” meeting (using the stakeholder mapping and CMS) – identify key stakeholder, contact them, invite them, focus on developing countries.</p> <p>[Anne] Coordinate consistent messaging in planning and convening of the Tour, and Communicate “Listening World Tour” upcoming meeting</p> <p>[All] Prepare questions for “Listening World Tour” meetings</p> <p>[Nick] Chair online session</p> <p>[All] Capture information from the session</p> <p>[Jan and Sarah] Incorporate information into Global Geodesy Development Plan</p> <p><u>[x January] “Listening Tour” Africa</u></p> <p>[Nick] Develop Concept Note for the “Listening Tour” meetings which can be shared via email and social media</p> <p>[Jan and Sarah] Organize “Listening Tour” meeting (using the stakeholder mapping and CMS) – identify key stakeholder, contact them, invite them, focus on developing countries.</p> <p>[Anne] Coordinate consistent messaging in planning and convening of the Tour, and Communicate “Listening World Tour” upcoming meeting</p> <p>[All] Prepare questions for “Listening World Tour” meetings</p> <p>[Nick] Chair online session</p> <p>[All] Capture information from the session</p> <p>[Jan and Sarah] Incorporate information into Global Geodesy Development Plan</p> <p><u>[x February 2024] “Listening Tour” Arab States</u></p> <p>[Nick] Develop Concept Note for the “Listening Tour” meetings which can be shared via email and social media</p>	

[Nick] Share survey information with Sarah, Jan and Victor

[Jan] What are the global needs? Please list the global needs with respect to the nine IGIF strategic pathways. Use the IAG survey results in particular to determine the technical and science requirements.

[Sarah] What are the specific regional needs across the five UN regions? (e.g. are Africa region needs different to Europe?) Please list the regional needs with respect to the nine IGIF strategic pathways.

[Victor] Please look at the questions proposed to IAG in the Global Geodesy Needs Assessment (Appendix A) and work with IAG members to answer the questions. The answers will assist the design of the development plan (e.g. where to put geodetic infrastructure to address reference frame accuracy and EOP issues). Paul Becker, Johannes Bouman, Daniella Thaler, Richard Gross and Zuheir Altamimi can help with this.

[Jan and Sarah] Identify which stakeholders are underrepresented by comparing existing survey results to stakeholders identified in stakeholder mapping exercise and development of the Contact Management System (CMS).

[November 2023] | Concept Note

[Nick] Develop a Concept Note for the Global Geodesy Development Plan

[Nick] Share Concept Note to IAC and SCoG for comments and suggestions

[November 2023] | Draft Plan v2

[Nick and Sarah] Revise structure of Global Geodesy Development Plan using the content from existing user needs information from SCoG ETCB and IAG studies

[6 November] | “Listening Tour” Americas

[Nick] Develop Concept Note for the “Listening Tour” meetings which can be shared via email and social media

[Jan and Sarah] Organize “Listening Tour” meeting (using the stakeholder mapping and CMS) – identify key stakeholder, contact them, invite them, focus on developing countries.

[Anne] Coordinate consistent messaging in planning and convening of the Tour, and Communicate “Listening World Tour” upcoming meeting

[All] Prepare questions for “Listening World Tour” meetings

[Nick] Chair online session

[All] Capture information from the session

[Jan and Sarah] Incorporate information into Global Geodesy Development Plan

[13 November] | “Listening Tour” Europe

[Jan and Sarah] Arrange a date

[Jan and Sarah] Organize “Listening Tour” meeting (using the stakeholder mapping and CMS) – identify key stakeholder, contact them, invite them, focus on developing countries.

[Anne] Coordinate consistent messaging in planning and convening of the Tour, and Communicate “Listening World Tour” upcoming meeting

[All] Prepare questions for “Listening World Tour” meetings

[Nick] Chair online session

[All] Capture information from the session

[Jan and Sarah] Incorporate information into Global Geodesy Development Plan

[x February] | “Listening Tour” IAG, FIG, ISO, Space

[Nick] Develop Concept Note for the “Listening Tour” meetings which can be shared via email and social media

[Jan and Sarah] Organize “Listening Tour” meeting (using the stakeholder mapping and CMS) – identify key stakeholder, contact them, invite them, focus on developing countries.

[Anne] Coordinate consistent messaging in planning and convening of the Tour, and Communicate “Listening World Tour” upcoming meeting

[All] Prepare questions for “Listening World Tour” meetings

[Nick] Chair online session

[All] Capture information from the session

[Jan and Sarah] Incorporate information into Global Geodesy Development Plan

[x February] | “Listening Tour” IAC

[Nick] Develop Concept Note for the “Listening Tour” meetings which can be shared via email and social media

[Jan and Sarah] Organize “Listening Tour” meeting (using the stakeholder mapping and CMS) – identify key stakeholder, contact them, invite them, focus on developing countries.

[Anne] Coordinate consistent messaging in planning and convening of the Tour, and Communicate “Listening World Tour” upcoming meeting

[All] Prepare questions for “Listening World Tour” meetings

[Nick] Chair online session

[All] Capture information from the session

[Jan and Sarah] Incorporate information into Global Geodesy Development Plan

[x March] | “Listening Tour” other 1

Consultation with other important groups identified in the stakeholder mapping exercise

[x March] | “Listening Tour” other 2

Consultation with other important groups identified in the stakeholder mapping exercise

	<p>[Nick] Develop Concept Note for the “Listening Tour” meetings which can be shared via email and social media</p> <p>[Jan and Sarah] Organize “Listening Tour” meeting (using the stakeholder mapping and CMS) – identify key stakeholder, contact them, invite them, focus on developing countries.</p> <p>[Anne] Coordinate consistent messaging in planning and convening of the Tour, and Communicate “Listening World Tour” upcoming meeting</p> <p>[All] Prepare questions for “Listening World Tour” meetings</p> <p>[Nick] Chair online session</p> <p>[All] Capture information from the session</p> <p>[Jan and Sarah] Incorporate information into Global Geodesy Development Plan</p> <p><u>[20-21 November] Expert Consultation Meeting in Bonn</u></p> <p>[G5 and Nick] Expert consultation and meeting for the preparation of the Global Geodesy Development Plan (1st in the series)</p> <ul style="list-style-type: none"> • Location: Bonn, UN-GGCE • DESA staff: 1 • Expert / Resource Person: 3 • National meeting participants (unfunded): 2 • International meeting participants: 3 (Africa, Asia Pacific, Europe) • Funding source: XB (32XES-000173) <p>[Anne] Prepare consistent messaging in planning and convening of meeting and capture insights for communication material.</p> <p><u>[12-14 December] Expert Consultation Meeting in Bonn</u></p> <p>[G5 and Nick] Expert consultation and meeting for the development of the Global Geodesy Development Plan (2nd in the series)</p> <ul style="list-style-type: none"> • Location: Bonn, UN-GGCE • DESA staff: 1 • Expert / Resource Person: 3 • National meeting participants (unfunded): 2 • International meeting participants: 6 (Africa, Europe, Arab States, Asia Pacific, Americas (2)) • Funding source: XB (32XES-000173) 	<p>[Anne] Prepare consistent messaging in planning and convening of meeting and capture insights for communication material.</p> <p><u>[18-22 March 2024] Bonn Meeting</u></p> <p><u>[May 2024] Draft Global Geodesy Development Plan for Consultation with IAC</u></p> <p><u>[July 2024] – Global Geodesy Development Plan presented to CoE for advice / adoption through IAC</u></p>
<p>Risks</p> <ul style="list-style-type: none"> • Short timeframe to complete consultation sessions • Lack of attendance at consultation sessions – particularly a lack of developing countries 	<p>Mitigation Measures</p> <ul style="list-style-type: none"> • UN-GGCE staff to confirm dates as soon as possible • Early engagement to tell people about the consultation sessions and a particular focus on engaging with developing countries by phone and email. 	
<p>Regional Considerations <i>Recognize and accommodate regional differences in requirements, political, social, security and regulatory impediments to adoption, capability and capacity and provide specific recommendations for the five UN regions.</i></p>		

- For each consultation session, the UN-GGCE should engage regional staff to translate the concept note and questions into as many languages as possible.

Focus Area 1 – Evidence | Improve the evidence Member States need

Focus Area 1 – Evidence: Improve the evidence Member States need to quantify the importance of geodesy for societal, environmental and economic benefits to enable them to develop strong business cases to improve weak links in the geodesy supply chain.

Performance Indicators	Baseline 2023	Target 2024	Target 2025
Indicator 1.3: A consulted policy brief/s on how to address sea level rise and economic risk from degrading quality in PNT presented to UN-GGIM CoE by its fourteenth session		Completed all consultations Endorsement by IAC Presented to UN-GGIM CoE	Use of Policy Brief by Member States

Outputs, Activities and Milestones	2023	2024
<p>Output: Policy Brief with advice on how geodesy is needed to address sea level rise (aligned to IGIF strategic pathways) (e.g. DRR; Data Trust)</p> <p>Output: Policy Brief on the importance of geodesy to influence policy makers / economic risk from degrading quality in PNT (aligned to IGIF strategic pathways) (e.g. DRR; Data Trust)</p> <p>Output: Facts from Policy Briefs are implemented in global and national reports and programs</p> <p>Output: Facts from Policy Briefs are known by key UN Climate change and disaster risk reduction organizations</p> <p>Output: Facts from Policy Briefs are know through presentations and key notes at high level summits and conferences</p>	<p>[November – December 2023] Identify Contractor [Nick] Work out process to contract out work and identify contractor</p> <p>[November – December 2023] Identify Translation Services [Sarah] Identify translation services for 6 UN languages</p> <p>[November – December 2023] Identify reports [Anne] Identify opportunities on which key reports and programs where we can advocate for policy brief facts to be included</p>	<p>[January – April 2024] Draft Policy Brief [Contractor and Nick] Develop Draft Policy Brief/s (including Communications) [Anne] Develop messaging and content of policy briefs to fit in to global and national reports [Anne] Advocacy for inclusion in reports and programs</p> <p>[Anne] Identify events and advocate for keynote presentation from policy brief content: Global summits/ and events 2024: -UNFCCC Ocean Climate Dialogue (Peter Thomson), Bonn -UN-GGIM 14th session side event, New York -SDG Summit of the Future, New York -UN-GGIM High Level Forum, Mexico City</p> <p>[January – April 2024] Identify UN climate change orgs for introductory meetings with UN-GGCE [Anne] Research and identify key contacts in UN climate change and disaster risk organizations (like UNFCCC, UNDRR, UNEP) for introductory meetings about UN-GGCE</p> <p>[May 2024] IAC review of Policy Brief [Nick] Consult with IAC</p> <p>[June 2024] Translation [Sarah] Oversee translation of Policy Brief into 6 UN languages</p>

		<p>[June 2024] Policy Brief released and promoted</p> <p>[Anne] Promote the release of the Policy Brief</p> <p>Including policy briefs in introductory meetings with UN Climate change and disaster risk reduction organizations</p>
<p>Risks</p> <ul style="list-style-type: none"> • Unable to identify translation services • Unable to identify suitable contractor 	<p>Mitigation Measures</p> <ul style="list-style-type: none"> • UN-GGCE staff to identify translation services soon as possible • Early engagement identify suitable contractor. 	
<p>Regional Considerations <i>Recognize and accommodate regional differences in requirements, political, social, security and regulatory impediments to adoption, capability and capacity and provide specific recommendations for the five UN regions.</i></p> <ul style="list-style-type: none"> • For each consultation session, the UN-GGCE should engage regional staff to translate the policy brief the 6 UN languages. 		

Focus Area 2 – Resources | Increase in dedicated people and funding to achieve global, regional, and national geodesy requirements

<p>Focus Area 2 – Resources: Increase in dedicated people and funding to achieve global, regional, and national geodesy requirements.</p>			
Performance Indicators	Baseline 2023	Target 2024	Target 2025
Indicator 2.1: Sustainable resourcing of the UN-GGCE (quantified by assessing cash and in-kind contributions to the Centre).		Equal resourcing from 2023	Increase in resourcing compared to 2024
Outputs, Activities and Milestones	2023		2024
<p>Output: Strategy and action plan to sustain GGCE beyond current funding allocation</p> <p>Output: Communicate options to Member States to provide cash contribution or secondment (including virtual) to the GGCE in 6 UN languages.</p>	<p>[November 2023 – March 2024] Strategy development</p> <p>[Nick] Identify opportunities to sustain the UN-GGCE long-term</p> <p>[Anne] Develop communications plan to sustain the UN-GGCE</p> <p>Develop branding packages like GGCE-partner institution signs, logos</p> <p>Communicate options to Member States</p> <p>Communicate best practice bilateral agreements on GGCE website and social media and advocate for deserved mentions by GGCE-partners</p>		<p>[November 2023 – March 2024] Strategy development</p> <p>[Nick] Identify opportunities to sustain the UN-GGCE long-term</p> <p>[Anne] Develop communications plan to sustain the UN-GGCE</p> <p>Develop branding packages like GGCE-partner institution signs, logos</p> <p>Communicate options to Member States</p> <p>Communicate best practice bilateral agreements on GGCE website and social media/ and advocate for deserved mentions by GGCE-partners</p>
<p>Risks</p> <ul style="list-style-type: none"> • The UN-GGCE needs to ensure we are not taking over activities of other organizations like GGOS who provide signs for IAG core sites. We will need to work with GGOS on a partner recognition program in which IAG and UN-GGCE both play a role. • The messaging to government Secretaries and Ministers will need to be developed for specific meetings. General talking points are helpful, but specific information for meetings will also be required. 	<p>Mitigation Measures</p> <ul style="list-style-type: none"> • UN-GGCE will need to engage with GGOS to determine our roles and responsibilities. • Head of Office and the communications team will need to prepare specific information for meetings ahead of time. 		

<p>Regional Considerations <i>Recognize and accommodate regional differences in requirements, political, social, security and regulatory impediments to adoption, capability and capacity and provide specific recommendations for the five UN regions.</i></p> <ul style="list-style-type: none"> • Develop a range of content which can be used by Member States all around the world. This includes: <ul style="list-style-type: none"> ○ Information useful for developing countries as well as developed countries. ○ Use cases for a range of different scenarios (e.g. agriculture, intelligent transport, land management etc). Collate the use case scenarios, to reflect the main challenges/priorities for each region. ○ Information translated into 6 UN languages (at least). 	
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Focus Area 2 – Resources | Increase in dedicated people and funding to achieve global, regional, and national geodesy requirements

Focus Area 2 – Resources: Increase in dedicated people and funding to achieve global, regional, and national geodesy requirements.				
Performance Indicators		Baseline 2023	Target 2024	Target 2025
Indicator 2.2: Increased resources to address gaps identified in the Global Geodesy Development Plan			Increase in funding or people compared to 2023 (quantified through questions to Member States in consultation sessions)	Increase in funding or people compared to 2023 (quantified through questions to Member States in consultation sessions)
Outputs, Activities and Milestones		2023	2024	
<p>Output: Register of regional / country needs (based on findings in Global Geodesy Needs Assessment) and potential donors</p> <p>Output: Establish regional pools of geodetic equipment (e.g. GNSS CORS, gravimeters, total stations including software)</p> <p>Output: Assist Member States with their plans to build, develop and/or maintain or enhance their geodetic infrastructure, resources and capacity; especially Very Long Baseline Interferometry (VLBI) and Satellite Laser Ranging (SLR), and their analysis capability, product development and delivery services.</p> <p>Output: Best practice case studies showing successful examples of the use of the equipment pools, infrastructure development etc.</p>			<p>[March 2024 – April 2024] Register of regional / country needs</p> <p>[Jan and Sarah] Develop a register on the UN-GGCE website (based on findings in Global Geodesy Needs Assessment)</p> <p>[Jan and Sarah] identify draft of potential donors who could address gaps</p> <p>[all] form plan to have some of the regional / country needs meet</p> <p>[Anne] Capture and promote best practice</p>	
Risks		Mitigation Measures		
<ul style="list-style-type: none"> • To be determined following evaluation of information in the Listening World Tour 		<ul style="list-style-type: none"> • To be determined following evaluation of information in the Listening World Tour 		
Regional Considerations <i>Recognize and accommodate regional differences in requirements, political, social, security and regulatory impediments to adoption, capability and capacity and provide specific recommendations for the five UN regions.</i>				
<ul style="list-style-type: none"> • To be determined following evaluation of information in the Listening World Tour 				

Focus Area 3 – Governance | Strengthened international governance and institutional arrangements.

Focus Area 3 – Governance: Strengthen international governance and institutional arrangements.			
Performance Indicators	Baseline 2023	Target 2024	Target 2025
Indicator 3.1: Increasing number of Member States (year on year) engaging in dialogues and coordination activities with international geodetic organizations	4 Member States including the host, Germany (quantified using reports from consultancies and workshops)	An additional 8 Member States (total 12 Member States) (quantified using reports from consultancies and workshops)	An additional 12 Member States (total 24 Member States) (quantified using reports from consultancies and workshops)
Indicator 3.2: Additional number of Member States sharing their national geodetic data for a stable and sustainable GGRF	2 Member States (quantified using reports from consultancies and workshops)	6 Member States (quantified using reports from consultancies and workshops)	12 Member States (quantified using reports from consultancies and workshops)
Indicator 3.3: Additional number of Member States sign bilateral agreement with UN-GGCE		1 Member State	2 Member States
Outputs, Activities and Milestones	2023	2024	
<p>Output: Develop and implement a modality for dialogue and exchange with Member States, relevant international geodetic organizations and stakeholders towards enhancing coordination and coherence in global geodesy (develop this based on information gathered in the “Listening World Tour”)</p> <p>Output: Convene annual meetings of the International Advisory Committee together with expert meetings amongst participating and invited experts on efforts to maximize the benefit of ongoing geodetic efforts, ensure coherence, and avoid duplication of efforts</p> <p>Output: Sustainable funding and support for the ISO Geodetic Register</p> <p>Output: Evaluate possibilities of cooperation with the United Nations Global Geospatial Knowledge and Innovation Centre (Deqing, China) and UN Global Geospatial Ecosystem Centre (Riyadh, Saudi Arabia)</p> <p>Output: Convene meetings with key stakeholders/ infrastructure owners on bilateral agreements</p>	<ul style="list-style-type: none"> To be determined 	<p>[Anne] Build UN-GGCE agreement package/”branding package” for agreements with stakeholders/infrastructure owners and promote and communicate agreements to build the reputation of UN-GGCE and its partner institutions</p>	
Risks	Mitigation Measures		
<ul style="list-style-type: none"> Member States are not willing / or see the value in engaging Member States are not financially capable or engaging 	<ul style="list-style-type: none"> During the Listening Tours, UN-GGCE need to make the benefits of engaging with very clear and specific to the Member States. UN-GGCE need to ensure we invite and are able to pay for staff from developing countries to attend in person consultation meetings. 		
Regional Considerations <i>Recognize and accommodate regional differences in requirements, political, social, security and regulatory impediments to adoption, capability and capacity and provide specific recommendations for the five UN regions.</i>			
<ul style="list-style-type: none"> Have Listening Tours with Member States in all regions Seek assistance to translate information into local languages to increase engagement Aim for strong representation from developing countries at consultation meetings 			

Focus Area 4 – Capacity | Enhance geodetic capacity and training opportunities in Member States, especially in developing countries.

Focus Area 4 – Capacity: Enhance geodetic capacity and training opportunities in Member States, especially in developing countries.			
Performance Indicators	Baseline 2023	Target 2024	Target 2025
Indicator 4.1: Number of Member States with improved national capabilities and competencies in geodesy.	0 Member States (quantified by surveys of participants of workshops (at conclusion and a year later))	4 Member States (quantified by surveys of participants of workshops (at conclusion and a year later))	8 Member States (quantified by surveys of participants of workshops (at conclusion and a year later))
Indicator 4.2: Increasing amount of geodetic capacity and training content available on the UN-GGCE website.		Website set up with content	Increase in content from 2024
Indicator 4.3: Geodetic capacity and training opportunities provided in five UN-GGIM regions.		Geodetic capacity and training opportunities provided in two UN-GGIM regions	Geodetic capacity and training opportunities provided in three UN-GGIM regions
Indicator 4.4: More than 50% of representatives attending geodetic capacity and training opportunities are from developing countries.		>50% from developing countries	>50% from developing countries
Outputs, Activities and Milestones	2023	2024	
<p>Output: Make publicly accessible geodetic education and training materials available on GGCE website. Include links to education material, schools, universities and courses (GGCE Education Hub).</p> <p>Output: Guidance (report and website material) on how to develop a modern Geospatial Reference System utilizing the templates and common vocabulary of the IGIF (use IGIF-H and FELA as an example)</p> <p>Output: Webinar series describing the process of developing a modern Geospatial Reference System utilizing the templates and common vocabulary of the IGIF.</p>	<p>[October 2023 – March 2024] Capacity development content</p> <p>[Nick] Ask the UN GGIM Academic Network and UN Private Sector Network for training material (presentations, software, webinars, videos, training material) they can make available through the GGCE website.</p> <p>[Anne] Develop communications plan for capacity development</p> <p>[G5] Add content to the UN-GGCE website</p> <p>[October 2023 – April 2024] Guidance report</p> <p>[Nick] Find suitable contractor</p> <p>[Contractor] Draft document</p> <p>[Nick] Review document</p> <p>[Nick] Translation of document into workshop material</p>	<p>[April 2024 – June 2024] Webinar series</p> <p>[Nick] Develop webinar series on developing a modern GRS</p> <p>[Nick] Deliver webinar series on developing a modern GRS</p>	
Risks	Mitigation Measures		
<ul style="list-style-type: none"> Inability to translate all information the UN-GGCE develop into 6 UN languages 	<ul style="list-style-type: none"> UN-GGCE staff are seeking advice from UN regional committee Secretariat staff on the best way to handle this issue 		
Regional Considerations <i>Recognize and accommodate regional differences in requirements, political, social, security and regulatory impediments to adoption, capability and capacity and provide specific recommendations for the five UN regions.</i>			

- To be determine following discussions with Member States in the Listening Tour meetings.

Focus Area 5 – Awareness | Improve awareness of the importance of geodesy by policy makers in Member States

Focus Area 5 – Awareness: Improve awareness of the importance of geodesy by policy makers in Member States.			
Performance Indicators	Baseline 2023	Target 2024	Target 2025
Indicator 5.1: Availability of UN-GGCE logo and website	Logo and website available		
Indicator 5.2: Increasing number of Member States (year on year) accessing the UN-GGCE website regarding the importance of geodesy		Set baseline for number of users of the GGCE website	Increase in number of users of GGCE website relative to 2024
Indicator 5.3: Increasing number of Member States (year on year) attending UN-GGCE events	4 Member States including the host, Germany (quantified using reports from consultancies and workshops)	An additional 8 Member States (total 12 Member States) (quantified using reports from consultancies and workshops)	An additional 12 Member States (total 24 Member States) (quantified using reports from consultancies and workshops)
Indicator 5.4: Increasing number of global geodesy side events at high level summits / sessions	UN-GGIM 13 th session: Subcommittee on Geodesy Side Event – UN-GGCE panel discussion, New York Involvement in SDG Action Weekend: Geospatial Information Accelerating the implementation of the SDG: Geodesy session incl. UN-GGCE, New York	UNFCCC Ocean Climate Dialogue (Peter Thomson), Bonn UN-GGIM 14 th session side event, New York SDG Summit of the Future, New York UN-GGIM High Level Forum, Mexico City	
Indicator 5.5: Increasing number of global and national reports includes geodesy paragraphs, as fundamental to sustainable development	Recognition of geodesy in report from: - SDG Action Weekend: Geospatial Information Accelerating the implementation of the SDG: Geodesy session incl. UN-GGCE, New York	Recognition of geodesy in reports from: - UNFCCC Ocean Climate Dialogue (Peter Thomson), Bonn - UN-GGIM 14 th session side event, New York - SDG Summit of the Future, New York - UN-GGIM High Level Forum, Mexico City	
Outputs, Activities and Milestones	2023	2024	
Output: UN-GGCE logo and website Output: Communications and Stakeholder Engagement Strategy and Action Plan (for first 100 days)	[September 2023] Logo and visual identity [Anne] Logo ask Johannes if BKG can design the logo/s for review/ Follow up UN Secretariat on logo and visual identity in line with UN	[Anne] Further development of new website in line with and in dialogue with UN	

Develop presentation templates for key notes, meetings, reports in liaison with UN comms.

[all] review logo and choose one

[September – October 2023] | Website

[Anne] Liaise with Wilma (we have ggce.un.org or unggce.un.org) on website development. Ideally GGCE staff will have access to update website content.

[Anne] Phase 1: Develop skeleton for extension of current webpage at ggim.un.org in liaison with Vilma/ UN secretariat and update content to website

Phase 2: Develop new website

[September – October 2023] | Develop 100 Day Communications and Stakeholder Engagement Strategy and Action Plan

[Anne]

- Internal communications plan with actions for UN-GGCE team and IAC.
- Communications and stakeholder engagement plan **(TEMPLATE BELOW)** with actions. Actions include:
- Development and Communication of clear and concise UN-GGCE key messages, goals, objectives etc. (using the information in this document as a reference) to stakeholders through a range of channels (website, short videos on social media).
- Identify events UN-GGCE should attend and present at (e.g. Climate Conference 2024) and key objectives and messages for each event
- Advocate for inclusion of geodesy into global reports (e.g., State of the Climate; State of the Environment) supported by the IAC
- Identify opportunities to engage Ambassador Thomson
- Identify opportunities for advocacy
- Design and implementation of a “Listening World Tour” **[see plans in Focus Area 1]**
- **Messaging and communication on Policy briefs**
- Consider and develop a mechanism to recognize contributions to the GGRF
- Identify communication channels you'll regularly use to share updates on what you're hearing, doing and thinking in advance of the formal launch of your communications plan
 - LinkedIn
 - Instagram (images and short videos)
 - website

	<ul style="list-style-type: none"> ○ Twitter? ○ Threads? 	
<p>Risks</p> <ul style="list-style-type: none"> • Capacity (personnel) • Lack of operational activity funding money 	<p>Mitigation Measures</p> <ul style="list-style-type: none"> • Everyone in the UN-GGCE will take on a role to assist with communications of our work. • We will seek assistance from the UN Secretariat in NY to see if we are able to use licences for software to develop communications material rather than buying in services. 	
<p>Regional Considerations <i>Recognize and accommodate regional differences in requirements, political, social, security and regulatory impediments to adoption, capability and capacity and provide specific recommendations for the five UN regions.</i></p> <ul style="list-style-type: none"> • Translation to multiple languages. 		

