

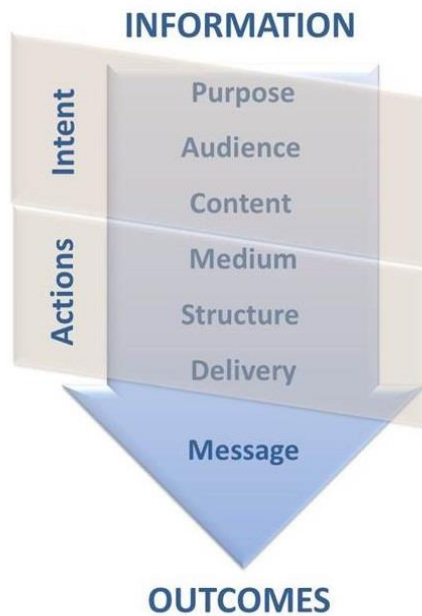


Engagement Plan

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Engagement Purpose



PURPOSE OF PLAN

The social and economic impact of the ability to predict El Niño and associated climate variations, and extreme events is well documented. These predictions have proven to be useful, but have not yet reached the level of skill and detail required to fully realize the potential benefits of sustained observation. Major advances will require enhanced collaboration, including shared planning and implementation, and targeted studies to address current gaps and systematic shortcoming in forecast systems. These drivers underpin the primary rationale for the TPOS 2020 Project.

The players contributing to- and benefitting from, the TPOS 2020 Project are diverse and come from among the many nations bordering the tropical Pacific Ocean. TPOS 2020 is comprised of scientists and technical experts, project managers and secretariats, as well as specialists and program managers from many sponsoring agencies.

Therefore, there is a need to include engagement as part of the Project plan, as this will ensure there is effective participation among all members and stakeholders, and that they are appropriately involved as the Project progresses.

The overarching goal of the TPOS 2020 Engagement Plan is to guide the Project toward open two way dialog among its primary stakeholders. These partnerships will aid the project in understanding issues of mutual concern to its scientific partners and investors. For TPOS 2020, stakeholder engagement will be the mechanism through which the Project will come to consider the views, and seek the involvement, of individuals or organizations that are critical to its success; more specifically its ability to support and implement TPOS design and process studies leading to a new, modern observing system. The key focus of this Plan is not to 'deliver a message' or 'convince a group,' it is to guide the project toward further alignment with successful observation best-practices resulting in an observing system that meets societal needs and scientific expectations; helping to drive long- term sustainability and value.

The Project will work within the Framework for Ocean Observing developed by the Global Ocean Observing System (GOOS) and use this as a reporting mechanism to other relevant coordination mechanisms. The GOOS is a permanent collaborative system for observations, modeling and analysis of marine and ocean variables to support research and operational ocean services worldwide. The GOOS is the international observational system that ensures long-term, sustained ocean observations. A sustained TPOS will be the Project's principle outcome and legacy for GOOS.

Since the TPOS does not and will not exist in isolation, the TPOS 2020 project welcomes partnerships with other global ocean observing communities, the meteorological community, and the operational centers that use TPOS data for ocean state estimates and forecast initialization; along with coastal and

regional ocean communities. The TPOS 2020 Engagement Plan is designed to guide the project toward a systematic, logical and practical process of stakeholder engagement; resulting activities will be guided by a complementary Engagement Action Plan that will track dialog and outcomes. Success will be achieved through a series of iterative processes and activities in which groups, internal and external to the project, will develop and improve over time. Primary to the structure and processes outlined here will be to describe, explore and elaborate on the essential elements required for meaningful dialog and outcomes. This in concert with communications methods designed to enhance the Project's ability to inform the community, obtain feedback, and sponsorship from stakeholders, will lead to more successful outcomes.

Figure 1: Engagement Purpose

The Project must facilitate and embrace observing element contributions from multiple agencies and countries, through a coordinated portfolio of resources and high-level oversight of the scientific and technical design, sub-projects and interfaces to the user community. TPOS 2020 leadership recognizes that it cannot be responsive to the community without a concerted engagement strategy. In order to be successful the Project will need to establish and maintain relationships that are satisfactory to all stakeholders. It is through sustained, meaningful engagement that the project is most likely to minimize unwanted, or null outcomes, and maximize a positive impact on science and society. Successful engagement implies a willingness to explore issues of interest to stakeholders, and be prepared to change how the project operates based on the engagement outcomes. Further, TPOS 2020 members will need to be empowered with education and negotiation tools that will place the project in a position to fully interact with its stakeholders; ideally creating a spiral of engagement that expands the range of organizations invested in the sustainability of the observing system overtime.

To achieve this, the TPOS 2020 will adopt activities as described by stages described in the TPOS 2020 Engagement Action Plan. Engagement activities and their outcomes are carefully documented and amended as required in this internal document. These activities are conducted under the guidance of a group of stakeholders keenly focused on the successful outcomes of TPOS 2020, the Engagement Advisory Panel, with coordination centered among the TPOS 2020 Distributed Project Office nodes.

OBJECTIVES AND STRATEGY

In order to evaluate, and where necessary change, all elements that contribute to the Tropical Pacific Observing System, the project will rely on the participation of its key stakeholders. It will be critical that all stakeholders are informed about the development and requirements set forth by the operational prediction models which are primary users of TPOS data, and embrace the integration of diverse sampling technologies with a deliberate focus on robustness and sustainability. It is through this stakeholder engagement and understanding that TPOS 2020 will be able to deliver a legacy of improved governance, coordination and supporting arrangements for TPOS well beyond the timeframe of the project.

Objectives

Below are the Engagement Plan objectives for TPOS 2020:

- **Introduce** the TPOS 2020 Project to strategically important external stakeholders on the implications of project requirements and associated timelines;
- **Increase awareness** about the diverse perspectives represented by users, external, and internal stakeholders of the Project, by building trust and listening to their views;
- **Assist stakeholders** toward a better understanding of the goals of the TPOS 2020 Project, along with the ability for them to articulate the strategy, the work plan, and desired outcomes to their agencies;
- **Gain an understanding** about the “businesses” of stakeholders (research, operational observations, production forecasts, technical development) allowing them to provide input into the project and to help build meaningful, mutually beneficial relationships; and
- **Develop Relationships** among new and established stakeholders positioning them as the foundation for the redesign process, supported by a well-understood mechanism for consultation, contributions, and governance.

Strategy

Aligned with the objectives listed above, TPOS 2020 will be guided by the following strategies leading to successful engagement:

- Establish a project-wide focus on the purpose and benefits of stakeholder engagement
Given the importance of these activities, it is critical to start with the end in mind; the project must first understand what success looks like. It is critical that TPOS 2020 members are clear about purpose of the project and the roles that successful engagement will play toward project success. As such project management actions will seek to align members on matters related to project context, scope, timing and resources.
- Maintain a high level commitment to engagement
Through the recognition that successful engagement will require different types of approaches, a sufficient mix of activities will require ongoing commitment to an iterative process of understanding requirements and responding to the guidance resulting from that dialog. To be successful TPOS 2020 leadership will be required to maintain a strong commitment to the ongoing engagement of stakeholders.
- Ongoing clarification of the products required to make the process successful
The exact products required, when and how they need to be delivered, will be determined by what is required to maximize participation among the community and stakeholders. This includes attention and resources dedicated to the monitoring and analysis of the feedback loop; resulting in effective responses to engagement outcomes and a more informed and responsive project and observing system.

- Respect for the community, its needs and culture, in deciding to how to engage
TPOS 2020 leadership is keenly aware of the need to involve stakeholders in the design of the engagement required based on prior history and requirements. The project will build on existing processes and seek to better understand their evolution; taking into consideration the short and long-term needs of TPOS stakeholders.
- Ensure that the community understands the purpose of the engagement process
Successful engagement will play a critical role in outcomes of the TPOS 2020, as such this Plan has been written as a tool to describe how the Project will approach and manage engagement. It is designed to describe how the processes and strategies will work, what their core functions will be, and how input will be used as feedback informing the project.
- Work with community champions and influencers
Integral to the engagement processes TPOS 2020 leadership and members will enlist the assistance and support of individuals who are in a position to champion and encourage project participation. The Project will also engage less visible participation from key community members and user groups which have influence in more select arenas of importance to a successful TPOS.
- Monitor, evaluate, and modify the engagement process
As the engagement processes described in this Plan guide activities their outcome will be well evaluated and modified and publicized to enhance their effectiveness. These activities assume a willingness to modify the project and engagement process as input suggests; more specifically this input and subsequent changes will be a part of the input into the project Annual Work Plan, which provides an overview of project year schedule, resource needs (cost), and scope.
- Recognize engagement is ongoing
The TPOS 2020 leadership recognizes that in order to secure the resources required by the scientific needs of the observing system engagement of the internal and external members is critical. As such TPOS 2020 has a deep commitment to ongoing engagement of its internal members and the stakeholder community at large. It is through the process of engagement that the project will build iteratively on the foundation of consensus which led to the founding of the project in 2014.

PROJECT AND ENGAGEMENT STRUCTURE

As the TPOS 2020 Project science and implementation teams are matured they will inform and guide Engagement Plan requirements, resulting in Engagement Activities crucial to the ongoing resourcing, management of project design and process studies. The communication between engagement activities and project management will help mitigate risks to the project and ensure that engagement activities remain relevant and valuable. Without this connection the project risks lack of alignment among key project milestones, and the ongoing engagement of stakeholders and sponsors.

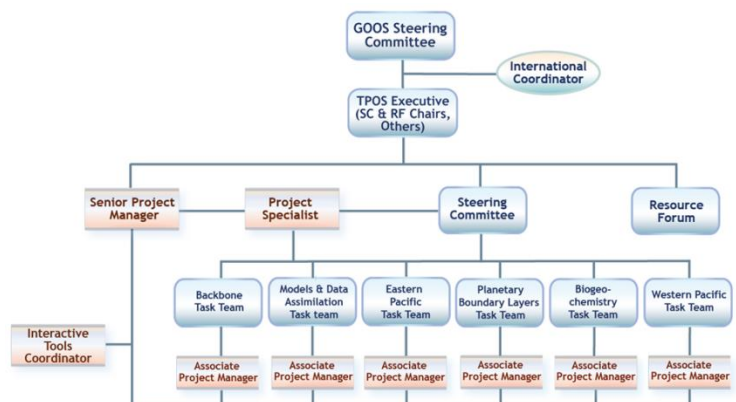


Figure 2: TPOS 2020 Organizational Chart

Effective engagement will require the coordination of the Distributed Project Office (DPO), the Steering Committee (SC), and the TPOS Resource Forum (TRF). These three elements of the project will work in concert to maintain the relationships and governance required for a successful TPOS 2020. Critical to successful engagement is a tight collaboration among the DPO, the SC, and the TRF.

The DPO has as its function to develop communications, and coordination tools that will facilitate integrated decision making, and provide access to relevant deployment and observing asset decision making tools. The DPO will support the suite of tools and activities required to track the commitments to all aspects of TPOS 2020 and to facilitate integrated decision making across networks, groups, agencies, and nations; during the project and throughout the lifecycle of the observing system beyond TPOS 2020.

The SC provides scientific and technical oversight for the planning, system design, and implementation of the TPOS. To accomplish this it will assess the evolving set of requirements through dialogue with relevant users and stakeholders. The SC coordinates a set of sub- and/or pilot projects and process studies designed to test and evaluate TPOS design elements and options. In addition, the SC assesses potential technology options for delivering a more effective and efficient TPOS. The SC is also the key interface responsible for coordination with other relevant scientific/expert panels and bodies, including those responsible for GOOS.

Working in concert with the DPO and the SC, the TRF will facilitate and coordinate the provision of resources by member institutions required to advance TPOS 2020 activities. Based on recommendations from- and in consultation with, the TPOS SC also promotes and encourages contributions from institutions in non-participating countries and expands membership of the TRF as necessary. As such this structure facilitates and coordinates resources that may be applied to the TPOS, including necessary research, observing technology development and testing, modelling and scientific analysis, observing infrastructure, DPO activity, and cross-project travel support.

STAKEHOLDER CATEGORIES AND ENGAGEMENT PROCESSES

The purpose of Engagement is to both inform the Project and to form relationships among the communities within which TPOS 2020 operates; ultimately resulting in improved system design, planning and observing system performance. As stated earlier engagement includes the activities that foster alignment among the project and its stakeholders. The following section will discuss the communication approaches that will be employed throughout lifecycle of the project and beyond. It is through the project's range of communications tools and methodology that Engagement processes will be used to engage relevant stakeholders for the purpose of achieving necessary Project outcomes.

Stakeholder Categories:

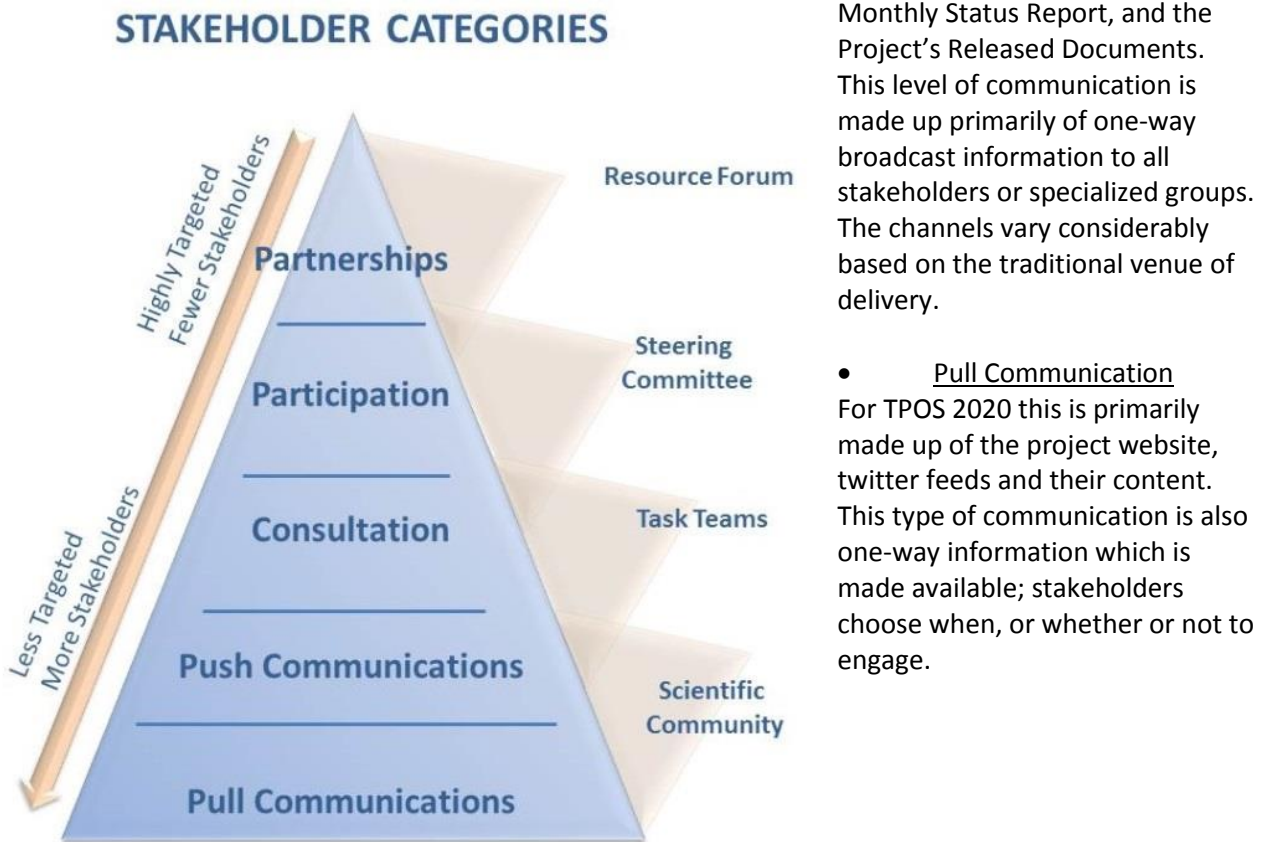
There are several different methods of stakeholder engagement that will be applied depending on the category of stakeholder. At one end of the stakeholder spectrum are Partnerships; this type of two-way communication is the primary focus of this Engagement Plan. As discussed this type of approach is characteristic of shared accountability, decision making, joint learning and coordinated actions. At the other end of the spectrum is engagement termed as Pull-communications which is typically one-way and dependent on the stakeholder deciding to seek out, or access Project information.

An overview of the range of communications options are provided below:

- Partnership

For TPOS 2020 this group is primarily made up of the TRF. This type of stakeholder relationship is characterized by shared accountability and responsibility as per the successful outcomes of the project. In order to achieve this level of engagement it is imperative that TPOS 2020 members engage in communications encompassing joint learning, decision making and actions.

- Participation
For TPOS 2020 this group is made up primarily of the SC members and institutions. This level of engagement is conducted among individuals and organizations that are considered members of the Project. This group is actively engaged in the delivery of Project tasks, they also have responsibility for a well-defined area or activity. They may or may not be engaged in two-way engagement, this depends on areas of expertise, institutional affiliation, and resource availability.
- Consultation
For TPOS 2020 this group is primarily made up of the SC and TT members. At this level there is ongoing project involvement, however these stakeholders may not be in a position to influence much beyond their consultation boundaries within the project. They provide expertise into the ongoing needs of the project and are engaged in limited two-way communications based primarily on the needs of their area of expertise.
- Push Communication
For TPOS 2020 this type of engagement is made up of Project-generated Articles, Presentations, the



Monthly Status Report, and the Project’s Released Documents. This level of communication is made up primarily of one-way broadcast information to all stakeholders or specialized groups. The channels vary considerably based on the traditional venue of delivery.

- Pull Communication
For TPOS 2020 this is primarily made up of the project website, twitter feeds and their content. This type of communication is also one-way information which is made available; stakeholders choose when, or whether or not to engage.

Figure 3: TPOS 2020 Stakeholder Categories

PROJECT MANAGEMENT AND ENGAGEMENT PROCESS

Often to be meaningful, engagement must be a two-way process which includes the exchange of information, research, analysis and opinions. It requires a commitment and willingness from each side to contemplate changes toward the development of agreed to outcomes. Subsequent actions must be based on unambiguous objectives with defined outputs and projected outcomes. This requires an understanding that groups are rarely homogeneous, engagement must be distinct and influenced by context, culture, structure; with a shared and acknowledged understanding of the political environment that may influence the arena.

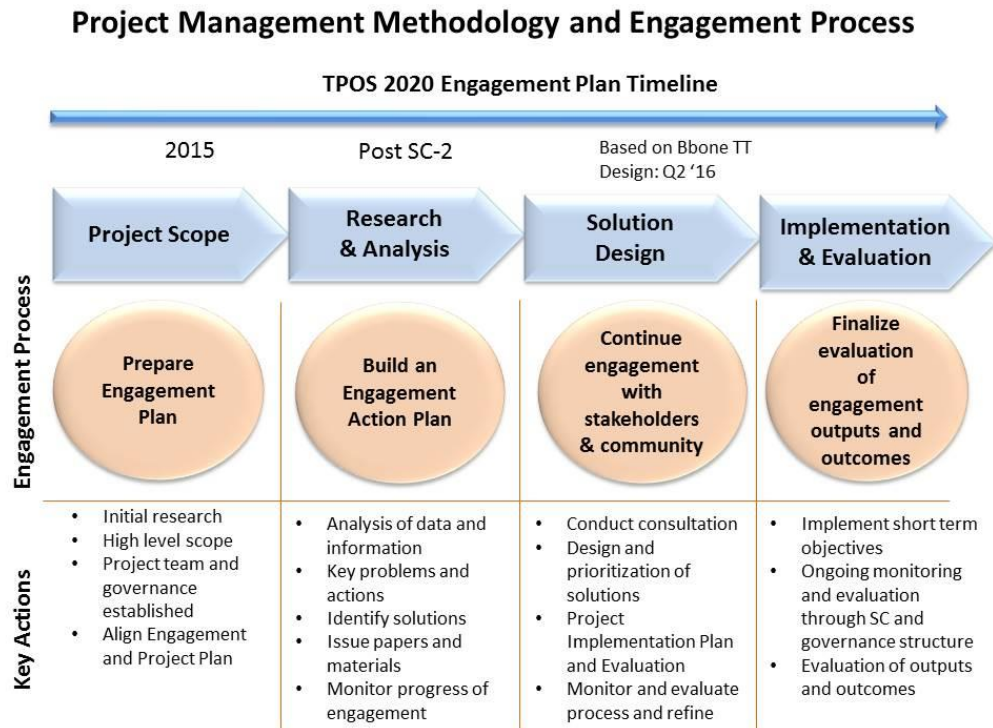


Figure 4: Project Management, Engagement Process and Timeline

In order for TPOS 2020 to be successful there must be an alignment toward shared goals, and this requires an understanding of stakeholder mandates, differences, and priorities. It is necessary to consider financial constraints, cultural norms, and that there are differences among national counterparts.

To achieve this, TPOS 2020 will adopt activities as described by stages described in the internal project document titled the “TPOS 2020 Engagement Action Plan.” These activities are conducted under the guidance of a group of stakeholders focused on the successful outcomes of TPOS 2020, the Engagement Advisory Panel. (For more information on the activities of this group, please contact Sr. Project Manager, Andrea McCurdy: amccurdy@oceanleadership.org.)