SAON Strategic Framework

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# Introduction

SAON was established following the 2011 Arctic Council (AC) Nuuk Declaration. The declaration recognizes the “importance of the Sustaining Arctic Observing Networks (SAON) process as a major legacy of the International Polar Year for enhancing scientific observations and data-sharing.” The declaration text also defines the SAON governance structure.

In 2014, the SAON Board finalized the first implementation plan for SAON, including a decision to establish two committees: The Arctic Data Committee (ADC) and the Committee on Observations and Networks (CON). The overarching goal of ADC is to promote and facilitate international collaboration towards the goal of free, ethically open, sustained and timely access to Arctic data through useful, usable, and interoperable systems. The overarching goal of CON is to promote and facilitate international collaboration towards the goal of a pan-Arctic observing system.

This SAON Strategic Framework provides a [medium to long-term | 10 year] vision for addressing current and future Arctic observing needs. It describes SAON’s vision, mission, guiding principle and goals, and outlines the manner in which the goals will be achieved. The Framework sets priorities for the direction SAON will take to fulfil its mission.

# Vision

SAON is a connected, collaborative, and comprehensive, long-term, pan-Arctic observing system that serves societal needs.

# Mission:

SAON facilitates, coordinates, and advocates for international Arctic observations and mobilizes the support needed to sustain them.

[In keeping with the above mission and vision, SAON has adopted three goals..These are overall priorities which SAON shall pursue and emphasize in its work. A set of guiding principles support SAON’s work across the goals, and define rules of engagement for SAON’s work.]

# Guiding Principles

SAON’s guiding principles (or values) reflect its overarching philosophy and values for all SAON activities: They include:

* SAON supports both scientific and operational (i.e., [stakeholder] | [actor]-oriented) needs for Arctic observations;
* The design and operation of the Observing System is guided by bottom-up and top-down identification of needs and priorities;
* The Observing System is implemented and sustained in a transparent and open cooperation and collaboration with all those committed to Arctic observations leveraging existing networks and minimizing redundancies;
* SAON promotes contributions of all types of Arctic observations including but not limited to *in situ* Earth Observation, community-based observations, and the infrastructure supporting them;
* The Observing System will utilize indigenous and local knowledge guided by ethical use and honouring the proprietary rights of data contributors;
* SAON promotes ethically-collected, free and open data provision and access;
* SAON works with counterparts in Antarctic, Global, as well as national observation communities, where appropriate.

Following these principles, SAON will promote the Observing System and mobilize the support needed to achieve full implementation and sustained operation on time scales of decades and beyond.

SAON itself will not undertake research, science planning, policy setting, observations, data archiving, or funding of these efforts, which will remain the responsibility of the ongoing networks/sites/systems and data centers, the organizations that support them, or appropriate decision-makers.

# Goals

The SAON Strategy has been organized around three key goals:

1. Well functioning, relevant, shared and collaborative Arctic observation capacity;
2. Free and ethically open access to all Arctic observational data; and
3. Long-term commitment [in|to|for] Arctic Observing.

Each of the three goals includes a subset of objectives outlined below.

Addressing the goals will require the expertise and cooperation of a wide range of stakeholders and knowledge systems. While the Arctic Council is well-positioned to coordinate state level priorities and actions, effective implementation of the SAON Strategy will require partnership with policy makers at all levels, non-Arctic states, academia, civil society and the private sector at the national level, as well as engagement from other multilateral/international groups. Effective implementation also requires gender-responsive and gender-balanced approaches, and the participation of local and Indigenous Peoples and local communities.

[The SAON Strategy is a living document that shall be updated over time.]

## [Goal 1](#_djrrklsokyrs): Well functioning, relevant, shared and collaborative Arctic observation capacity;

The rapid on-going changes present an urgent need to better observe, characterize and quantify processes and properties in all subsystems of the Arctic.

SAON will engage and facilitate connections among Arctic observation stakeholders to create and maintain a sustained Arctic Observing System. SAON will help to identify the Arctic Observations value tree, so that a holistic benefit analysis can be made for the current system sustainability and its potential expansions, and to facilitate funding possibilities to support infrastructures required for observations.

### Objective 1.1: Inventory of national observational capacities

Description: Develop an ongoing inventory of national capacities, (long-term) observations and monitoring, science/implementation plans, and investment strategies. Gather inventory information through national focal points and observing networks and maintain an open database of - and gateway to - all Arctic observation activities.

Urgency: High

Timelines: 2018-2020. Requirements and prototypes to be finalised in 2018.

Board: Each country will establish a national SAON organisation/office to evaluate and report on capacity and monitoring efforts.

Committees: CON is lead, together with national organisations/offices.

Networks: The observing networks will participate in reaching these by providing input and information for assessments.

National SAON organisations: Each country will establish a national SAON organisation/office to evaluate and report on capacity and monitoring efforts.

Relationship with international/other organisations: AMAP, ARCS (Japan), CAFF, CBMP, EU-PolarNet, GEO, INTAROS, INTERACT, PRIC, US AON. ICC? Others, e.g. WMO?

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: The atlas of Community Based Monitoring (CBM atlas) should be used. ICC? Arctic Adaptation Exchange Portal?

Outreach: Inventory open for review/utilization on the SAON web site.

Resources and funding: In-kind contributions from nations, networks, and organisations. In the early phases, the effort will be led and resourced by the Secretariat. EU-PolarNet inventory work is a contribution.

### Objective 1.2: Assessment of national and international observational infrastructures

Description: Assess national and international infrastructures for optimal development of pan-Arctic observing/monitoring networks and to provide recommendations to the Arctic observing communities.

Urgency: High

Timelines: 2018-2020

Board: National or regional SAON representatives will communicate international SAON objectives. A task force or web tool is needed to compile national reports on observing/monitoring activities.

Committees: National or regional SAON entities will communicate international SAON objectives. An additional task force or committee is needed to compile national reports on observing/monitoring activities

Networks: The observing networks will participate in reaching these objectives by providing input and information for assessments.

National SAON organisations: National or regional SAON representatives will communicate international SAON objectives. An additional task force or committee is needed to compile national reports on observing/monitoring activities

Relationship with international/other organisations: AMAP, ARCS (Japan), CAFF, CBMP, EU-PolarNet, INTAROS, INTERACT, PRIC, US AON, WMO.

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: The atlas of Community Based Monitoring (CBM atlas) should be used. Involvement of ICC and Arctic Adaptation Exchange Portal?

Outreach: Through on-line reports? Or some “handbook” or workshop(s) on best-practises for SAON networks? Should we define some tangible outcomes?

Resources and funding: (Void)

### Objective 1.3: Gap analysis and recommendations

Description: The purpose is to identify future needs for networks, observing actors, activities, technology and infrastructures:

1. Identify infrastructure/technology gaps where the identified observational needs are not yet covered by existing systems.
2. Provide recommendations for closing gaps or extensions to the integrated Arctic-observing system
3. Engage potential operators and funding agencies? to respond to the gaps

Is related to objective 1.4 (‘Create fora for technology push for Arctic Social Benefit Areas (SBAs)’)

Urgency: 1) is high, 2) and 3) is low.

Timelines:

1. EU-PolarNet will provide the first gap analysis in 2017.
2. INTAROS will provide the second gap analysis in 2022.
3. Related to Goal 3.

Board: Lead

Committees:

1. Provide input
2. Provide input
3. Respond/react/advocate

Networks:

1. Provide input
2. Provide input
3. Respond/react/advocate

National SAON organisations: Respond

Relationship with international/other organisations: 1) and 2): Provide input; 3): Advocate

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: 1) and 2): Provide input; 3): Advocate

Outreach: 1) and 2): Publish report; 3): Engage and advocate

Resources and funding: 1) and 2): Utilise output from EU-PolarNet and INTAROS; 3: CON

### Objective 1.4: Create fora for technology push for Arctic Social Benefit Areas (SBAs)

Description: SAON will seek and engage in global, regional and local networks for implementation opportunities for observing actions and technological development

1. Create relevant fora or think tanks to provide user-pull and technology-push for Arctic SBAs (eg. Environmental, Societal Issues, Economic and Cultural Issues).
2. Organize technology fora as sessions in suitable events. Atmospheric, ocean, terrestrial and other domains could share knowhow on Arctic observation technology and its implications

Is related to objective 1.3 (‘Gap analysis and recommendations’)

Urgency: Medium

Timelines: An example for 1) is the physical atmosphere and ocean related value tree analysis starting in 2017 under the Finland AC chairmanship and delivered by 2019. Others, similarly, may start when convenient. An example for 2) is fora under AOS2017.

Board: (Void)

Committees: For 1): CON to provide observation source information. For 2): Identify where action is needed and identify the event

Networks: For 1) Provide observation source information. For 2) Participate in events.

National SAON organisations: For 1) Provide observation source information. For 2) Participate in events.

Relationship with international/other organisations: Opportunity for synergies/collaboration.

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: Opportunity for synergies/collaboration.

Outreach: Events to be marketed, commentary on results, reports. Arctic Observing Summit to arrange the events and to communicate the results.

Resources and funding: Resources from volunteering participants, national support for participation. As an example: 20% personnel costs? for a group leader (?= and for participants 1 person-month per year.

### Objective 1.5: Long term repository for relevant project deliverables

Description: SAON offers to host a long-term repository for relevant project deliverables (e.g. inventories, workshop results, reports). The SAON web site will include element called ‘Arctic Archive’ for such outputs.

Urgency: Low

Timelines: 2017 or 2018? If it’s a low relevance objective. On the other hand it’s a “low hanging fruit” and should be relatively easy to accomplish.

Board: None.

Committees: None. Should be informed about the opportunity to store deliverables.

Networks: None. Should be informed about the opportunity to store deliverables.

National SAON organisations: None. Should be informed about the opportunity to store deliverables.

Relationship with international/other organisations: None.

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: None. Should be informed about the opportunity to store deliverables.

Outreach: Inform relevant projects.

Resources and funding: SAON Secretariat.

## [Goal](#_djrrklsokyrs) 2: Free and ethically open access to all Arctic observational data

SAON will facilitate and inform the development of a world-wide system that will provide researchers and others with free and ethically open access to all Arctic data.

A review of literature and the results of a series of different meetings, workshops and conference sessions focused on Arctic Data Management (cf. Lichota and Wilson 2010, Parsons et al. 2011, ADCN 2012, IASC 2013, PDF I 2013, Pulsifer et al. 2013, Pundsack et al. 2013, Pulsifer et al. 2014, PDF II 2015, Polar Data Community 2016) have established myriad requirements, characteristics and visions for an open, interconnected, international system for sharing data across disciplines, domains and cultures. This system should have a number of key characteristics and features, including but not limited to:

* A distributed design that connects different data repositories and other resources. This implies and requires interoperability that supports sharing data among various information systems in a useful and meaningful manner.
* “Common access, Single Window” to discuss and access data through information technology
* High quality, ethically open data preserved over time (implies sustainability)
* Data as a responsive, “live” service rather than simple download approach
* Inclusive of Indigenous and local perspectives and information
* Access to “big data” and powerful analytical tools (e.g. cloud platforms)
* Cost effective, maximizing the investments made to develop and maintaining the system.

The approximately sixty international participants at the 2016 Polar Connections Interoperability Workshop and Assessment Process (ref. website ; draft report) agreed that the key current challenges impeding the development of a globally connected, interoperable system are social and organizational rather than technical: supporting human networks, promoting standards, and aligning policy with implementation.

In recognizing the elements of the envisioned system and the key challenges identified by the community, SAON will first focus on working with the global Arctic data community, including data providers, technologist, funders, direct users and beneficiaries within society, to improve connections, collaboration and cooperation between and among actors. This will provide the necessary collaborative foundation needed to achieve the desired system.

Two interdependent objectives have been established.

### Objective 2.1: A road map outlining a world-wide system that will provide researchers and others with access to all Arctic observational data

Description: Facilitating the emergence of a world-wide system requires an understanding of the existing and emerging technical and human “nodes” in the system. This enhanced understanding will underpin the activities necessary to enhance cooperation and the establishment of the global nework.

Urgency: High

Timelines: 2017 – 2019

* Historical: In late 2014, the ADC established the ”Mapping the Arctic Data Ecosystem” initiative. In late 2016, the ADC partnered with the Belmont Forum funded Pan-Arctic Options Project to establish resources for this effort. Mid 2017 a postdoctoral fellow (Dr. Katia Kontar) was hired to dedicate time to this effort. The Pan-Arctic Options component has been rebrended as the Arctic Data E-CoSystem initiative. Results will be contribute to the ADC effort. Inital focus of this effort will be on analysing the corpus of the Arctic Council working groups and the connected data resources and infrastructures.
* Additional activities through ADC, project outputs, national efforts will complement the Arctic Data E-CoSystem results.
* Ongoing – in addition to ADC and related Arctic Data E-CoSystem efforts, there are a number of projects/programs producing or disussing the production of relevant materials. Most notable are the EU-PolarNet project and the INTAROS project. Additionally, IARPC in the U.S. and the Canadian Consortium on Arctic Data Interoperability are proposing to do work focused on their national systems.
* Last quarter of 2017, propose initial technical model for collecting and dissemintating data about systems at different scales so that they can be used together.
* Quarter 1 and Quarter 2 of 2018. Perform initial publication and analysis of system data combining various sources (e.g. Arctic Data E-CoSystem, EU-PolarNet, and other interested partners). Present results at POLAR 2018 conference.
* Quarter 3 of 2018. Iterate through analysis process; work with global community to establish model to sustain the (eco)system mapping efforts over time.
* Quarter 4 if 2018. If possible, present results at Second ASM as part of broader SAON and partner submission.
* 2019. Continue to populate and grow system capabilities. Provide analytical results to global efforts to enhance collaboration, cooperation etc.

Board: *(To be completed)*

Committees:

* ADC: Convening role
* CON: Contributing role as connection to the observing systems

Networks: Leadership, as central partners

National SAON organisations: Leadership, as central partners (Note: This could be challenging in short term, but may improve with effectiveness of initiative)

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: Leadership, as central partners (Note: Follows also from Permanent Participants’ representation on ADC).

Relationship with international/other organisations: Currently there are many initiatives that are funded or conceptualized who are or should be engaging at a global level. To achieve the initial goals should engage at minimum global efforts such as: Global Cryosphere Watch/YOPP, GOOS, ICES, RDA; Regional initiatives such as: Arctic Portal, University of the Arctic, SCADM, SOOS , EU-PolarNet, INTAROS as part of the new EU Arctic Cluster, ESA Arctic, GEO Cold Regions Initiative, Polar View, Arctic Spatial Data Infrastructure; National institutions such as IARPC, Canadian Consortium for Arctic Data Interoperability; Asian partners (e.g Polar Research Institute of China, National Institute for Polar Research in Japan, KOPRI Korea, Russian partners etc.), SIOS; Private industry (Google, World Ocean Council (WOC), Association of Arctic Oil Producer, Publishers?); Academia including University of the Arctic

Outreach: SAON, IASC, Arctic Council/Arctic Portal, ARCUS, European Polar Board, EU Arctic Cluster

Resources and funding: i) Leverage existing funding (e.g. Arctic Data E-CoSystem, ADC member contributions etc.)

### Objective 2.2: A world-wide system for access to all Arctic data.

Description: As stated, building a world-wide system that will provide researchers and others with access to all Arctic observational data will require global cooperation. A number of recent conferences, workshops and meetings have confirmed that there are many national, regional and local projects and programs that are active in polar data management and stewardship and also have a mandate or desire to contribute to regional or international coordination of effort and activities. Many of those initiatives now have resources available and are making progress towards an envisioned connected, interoperable polar data system. The international polar data community is eager to improve cooperation and coordination of their efforts.

As a result of discussions during the SAON Retreat held in Frascati in June 2017, NSF funding has been established to organize a meeting or workshop to bring together representatives from these programs/projects. In the spring of 2018, representatives from a wide range of different active programs and projects will come together to focus on work planning and coordination of effort. This meeting will complement past workshops and fora (e.g. IPY, Polar Data Forums etc.) that have been effective in defining important community challenges and technical issues. The focus of the planned meeting will be to generate detailed plans on how best to mobilise existing and soon-to-be initiated funded activities to develop a particular international data sharing case study. At the annual meetings of the Arctic Data Committee and the Standing Committee on Antarctic Data Management held in Montreal in September 2017, a focus on the sharing of meteorological observations and linking to existing terrestrial data networks was discussed as one possibility.  Discussions on the precise nature of the case study will continue, a decision will be taken during the fall of 2017 and it will be reported in this paper.

Urgency: High

Timelines:

* July 2017 – proposal submitted to NSF by ADC Chair Peter Pulsifer, Dr. Colleen Strawhacker, and Prof. Maribeth Murray. Proposal approved. Project start date 1 October 2017.
* September 16-18 2017 ADC-SCADM meeting: Set foundation of concept and consulted with members of the community on value of the workshop and planning details.
* Present on workshop goals, plans etc. at Arctic Change conference, December 2017: Community engagement, outreach.
* Present at American Geophysical Union conference, December 2017: Community engagement, outreach.
* Present at ISAR-5 Conference, Tokyo, Japan, January 2018: Community engagement, outreach; Particularly valuable for engaging Asian community, Community engagement, outreach.
* Q4 2017.
	+ Confirm preliminary co-organizers of workshop. For example, Global Cryosphere Watch, EU Arctic Cluster, Polar View GEOCRI, Arctic Spatial Data Infrastructure have all confirmed intention to co-organize.
	+ Establish clear model for continued engagement of Permanent Participants
	+ Hold at least two webinars to: i) confirm the focus of the “case study” and the initial contributing partners – this will consider societal relevance, appropriateness of scope, existing capacity etc. ; ii) establish a model that will allow for sufficient representation at the workshop while maintaining a group size that is small enough to remain productive ; iii) confirm the schedule, location and other logistical details of the workshop.
	+ Start the process of obtaining work plans and relevant resource levels (funds, human resources, infrastructure) from each project. These will be analysed by the organizing team to establish opportunities for synergy, overlap, gaps etc. across projects/programs.
	+ Start initial technical discussions to establish high level architecture (e.g. foundational protocols, services etc.)
* Q1 2018 – Iterate through process started in Q4 2017
* Q2 2018 - May 2018 (estimated, dates TBD): Main Workshop.
	+ Detailed work planning and project “sign off” - associated with specific issues identified by community through previous activities
	+ Confirmation of system architecture
	+ Confirmation of key overacting priorities based on other activities (EU-PolarNet, Interoperability workshop, INTAROS, etc.)
* POLAR 2018, Arctic Observing Summit, June 2018, Davos, Switzerland:
	+ Hold ½ - 1 day meeting to share results of the the May workshop. Room has been reserved.
	+ Reporting results of workshop at POLAR conference and AOS. Consultation, feedback, visibility
	+ Community engagement, outreach.

2018 Berlin Arctic Science Ministerial;

* Present a collectively developed road map and architecture outlining a world-wide system that will provide researchers and others with access to a significant set of Arctic data related to a particular case study.
	+ A coordinated, integrated work plan identifying goals, objectives and associated existing and identified.
	+ Will include hard infrastructure as well as “soft” models establishing societal value, a related viable business model, value to researchers and others.
* Present a representation of the arctic data system (Results of Objective 2.1)

Board: Provide support in planning efforts. Review of proposed process, outreach and community engagement, review of outcomes.

Committees:

* ADC: Convening role
* CON: Contributing role as connection to the observing systems

Networks: Leadership, as central partners

National SAON organisations: Leadership, as central partners (Note: This could be challenging in short term, but may improve with effectiveness of initiative)

Relationship with international/other organisations: As for 2.1. The meeting will be co-led and co-organized by key polar data projects and programs. As of writing, organizers include: IASC/SAON Arctic data Committee; SCAR Standing Committee on Antarctic Data Management; Southern Ocean Observing System; Global Cryosphere Watch and related WMO activities; Polar View; Arctic Spatial Data Infrastructure; EU Arctic Cluster including 8 current EU funded projects; GEO Cold Regions Initiative; Canadian Polar Data Workshop Network; Canadian Consortium on Arctic Data Interoperability; representatives from the Arctic Social Science Community; Research Data Alliance. One International Indigenous organization, Inuit Circumpolar Council, was part of the initial conceptualization of project in June of 2017 and more input is needed and is actively being sought from Indigenous organizations.

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: Leadership, as central partners (Note: Follows also from Permanent Participants’ representation on ADC)

Outreach: ARCUS, IASC, European Polar Board, EU Initiatives

Resources and funding: i) Leverage existing funding; ii) Leverage existing NSF workshop grant iii) ESA; iv) Others.

Objective 2.3 Establish a Persistent Consortium of Organisations to Oversee the Development of a a world-wide system for access to all Arctic data

Description: The initial results of the Arctic Data Committee’s Mapping the Arctic Data Ecosystem initiative and a series of other related meetings and activities confirm there are many stakeholders who will be part of developing a world-wide system for access to all Arctic data (cf. Pulsifer talk on 4 October at [https://www.arcus.org/research-seminar-series/archive)](https://www.arcus.org/research-seminar-series/archive%29). Additionally, developing such a system will requiring ongoing effort of many years. Thus, it is critical for SAON to work cooperatively to establish a persistent consortium of organisations to oversee this development. In recent years, the Arctic Data Committee has consistently take a leadership role in coordinating community activities. Moving forward, this must continue and expand to ensure that all stakeholders are represented in the process.

A primary goal under Objective 2.1 will be to identify the stakeholders who need to be part of the process. A primary goal under Objective 2.2 will be to establish a persistent global consortium of organizations and a process to oversee the development of a world-wide system for access to all Arctic data..

Urgency: High

Timelines:

* The process has already started through the activities of the Arctic Data Committee and a number of other organizations.
* Foundational work will continue through fall 2018 as part of Objective 2.2
* Ongoing

Board: Extensive guidance and engagement in establishing persistent body.

Committees:

* ADC: Convening role
* CON: Contributing role as connection to the observing systems

Networks: Leadership, as central partners

National SAON organisations: Leadership, as central partners (Note: This could be challenging in short term, but may improve with effectiveness of initiative)

Relationship with international/other organisations: As for 2.1. The establishment of a persistent consortium will be co-led and co-organized by key polar data projects and programs and ideally the Permanent Participants of the Arctic Council. As of writing, organizers include: IASC/SAON Arctic data Committee; Arctic Portal; University of the Arctic; SCAR Standing Committee on Antarctic Data Management; Southern Ocean Observing System; Global Cryosphere Watch and related WMO activities; Polar View; Arctic Spatial Data Infrastructure; EU Arctic Cluster including 8 current EU funded projects; GEO Cold Regions Initiative; Canadian Polar Data Workshop Network; Canadian Consortium on Arctic Data Interoperability; representatives from the Arctic Social Science Community; Research Data Alliance. One International Indigenous organization, Inuit Circumpolar Council, was part of the initial conceptualization of project in June of 2017 and more input is needed and is actively being sought from Indigenous organizations.

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: Leadership, as central partners (Note: Follows also from Permanent Participants’ representation on ADC)

Outreach: IASC, SAON, ARCUS, IARPC, European Polar Board, EU Initiatives, many others.

Resources and funding: i) Leverage existing funding; ii) Leverage existing NSF workshop grant; iii) ESA; iv) Others.

## Goal3: Long-term commitment [in|to|for] Arctic Observing.

Goals 1 and 2 can only be achieved if the need for improved coordinated Arctic Observation and sharing of data and resources, as well as need for additional resources are understood and accepted by all relevant stakeholders.

### Objective 3.1: Engagement strategy for actively lobbying international science policies of funding agencies and national observation strategy

Description:

SAON has the mandate to mobilize new/additional resources to meet observing needs as well as promote cooperation and coordination among existing initiatives.

SAON shall develop a short and concise engagement strategy to ensure long term support and engagement for Arctic Observations. The strategy will address

* A short list of key rationales for why long term – sustained – observation is needed (including examples of sectors where this work pretty well – remote sensing, meteorology – and where the upside is obvious ..)
* A set of arguments why existing observation system benefits from cooperation, infrastructure and data sharing (eg quality of data, necessity of circumpolar coverage, cost saving etc.)
* Study of [science / observation] strategies of existing actors and identify places where cooperation would help
* Study of [science / observation] strategies to identify gaps (topics where one nation study parameter X while the neighbour in stead study Y ..)
* A discussion on the challenge of National priorities vs circumpolar coordination priorities (apply to Arctic 8) – how to make national initiatives “love” Arctic coordination.
* A summary with main society benefits of long term monitoring
* A list of key actors that would benefit from improved observation cooperation – with concrete “what’s in it for me” ideas for each

Urgency: High

Timelines: 2017-28. Will be an ongoing and long-term activity central to the SAON mission.

Board: Lead and appoint a task force for rapid implementation

Committees: Contribute and identify targets

Networks: Contribute and identify targets

National SAON organisations: National/regional offices must be established within 2018. Should contribute and identify targets, and contribute to implementation

Relationship with international/other organisations: Important messages to get support from others, multiple outings of the same message. UN agencies …

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: PP’s will have experts in the task force

Outreach: Part of the strategy

Resources and funding: Board with support from the Secretariat

### Objective 3.2: Build the case for long-term financial commitment in Arctic observations

Description: SAON has the mandate to mobilize new/additional resources to meet observing needs. SAON will play the liaison/advocate role between the research communities and policy makers.

Develop an action plan after Objective 3.1 is finished that target specific gaps and work with relevant funders to address those.

Urgency: Medium

Timelines: An ongoing and long-term activity central to the SAON mission.

Board: The SAON member nations (Board members) will name the individual responsible to provide essential information and provide required resources.

Committees: None

Networks: Provide information of costs of ongoing and projected activities. Provide input to planning

National SAON organisations: The SAON member nations (Board members) will name the individual responsible to provide essential information and provide required resources. Review plans and communicate comments on national support to implement.

Relationship with international/other organisations: AMAP, ESA, GEO, IASC, ICES, WMO. Funding source engagement for new activities

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: [*Void*]

Outreach: Success stories and engagement messages.

Resources and funding: (Void)

### Objective 3.3: Secure funding for international SAON secretariat and operational costs

Description: SAON as a networked organisation will need a minimum core capacity to ensure progress and in particular awareness.

Would a “membership fee” be a way to build commitment – possibly a “inverted fee” structure where those who take on less core cost pay more..

Urgency: High

Timelines: Funding for SAON secretariat must be secured during 2017.

Board: Has established task force in 2017 to address the issue.

Committees: None.

Networks: None.

National SAON organisations: The SAON member nations (Board members) will name the individual responsible to provide essential information and provide required resources.

Relationship with international/other organisations

Involvement of Permanent Participants/indigenous organisations; Indigenous/Traditional/Local knowledge: [*To be completed*] Are PP’s on the Board task force – if not fix it ☺

Outreach: [*To be completed*]

Resources and funding: [*To be completed*]

# Outreach

SAON should contribute to strengthening Arctic observational activities and networks, and sharing the successes that SAON achieves through the plan above. It should communicate the outcome of SAON’s own activities, including the outcome of the Committees. SAON needs a strong, comprehensive communication and outreach plan to achieve this goal.

SAON should have a dedicated communications officer (either in the central SAON office or a sub-secretariat) who is responsible for developing and implementing this plan. A SAON communications plan should be developed and implements as soon as funding is obtained for such a position.

The target for SAON outreach is broad, including (but not necessarily limited to):

* Academia and government agencies
* Arctic residents and indigenous people
* SAON’s own organisation: Networks, Board, Committees, National organisations
* Relevant national and international projects, for example EU-funded projects like EU-PolarNet and INTAROS

 [We need a more clear strategy here .. WHAT shall be told .. and to WHOM ..

Success stories critically important for general support

Economic benefits (saving trough collaboration) important for policy makers – this include long term economic benefit from long term monitoring .. cost of monitoring v.s cost of crisis management ..

Spreading of Stories should be VIA PARTNERS – f.ex. ALL org’s in SAON should write stories in media like Arctic Now – about stories of success – what they found – why this matters – A commitment of 1-2 stories in national newsletters for EACH partner would make allot of impact.

Arctic Council should be willing to spread NEWS in their channles.]