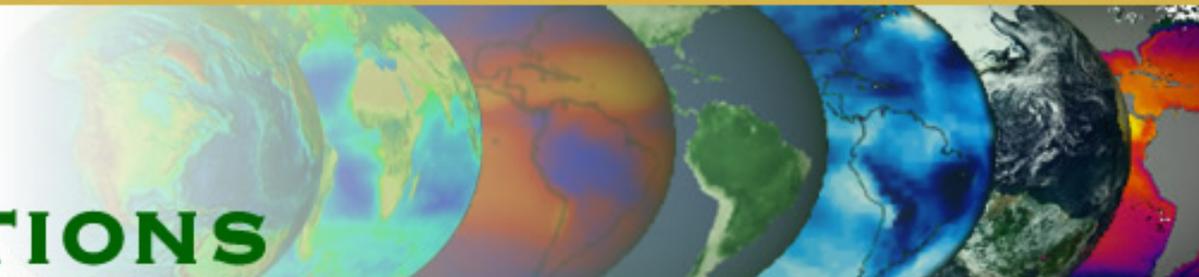


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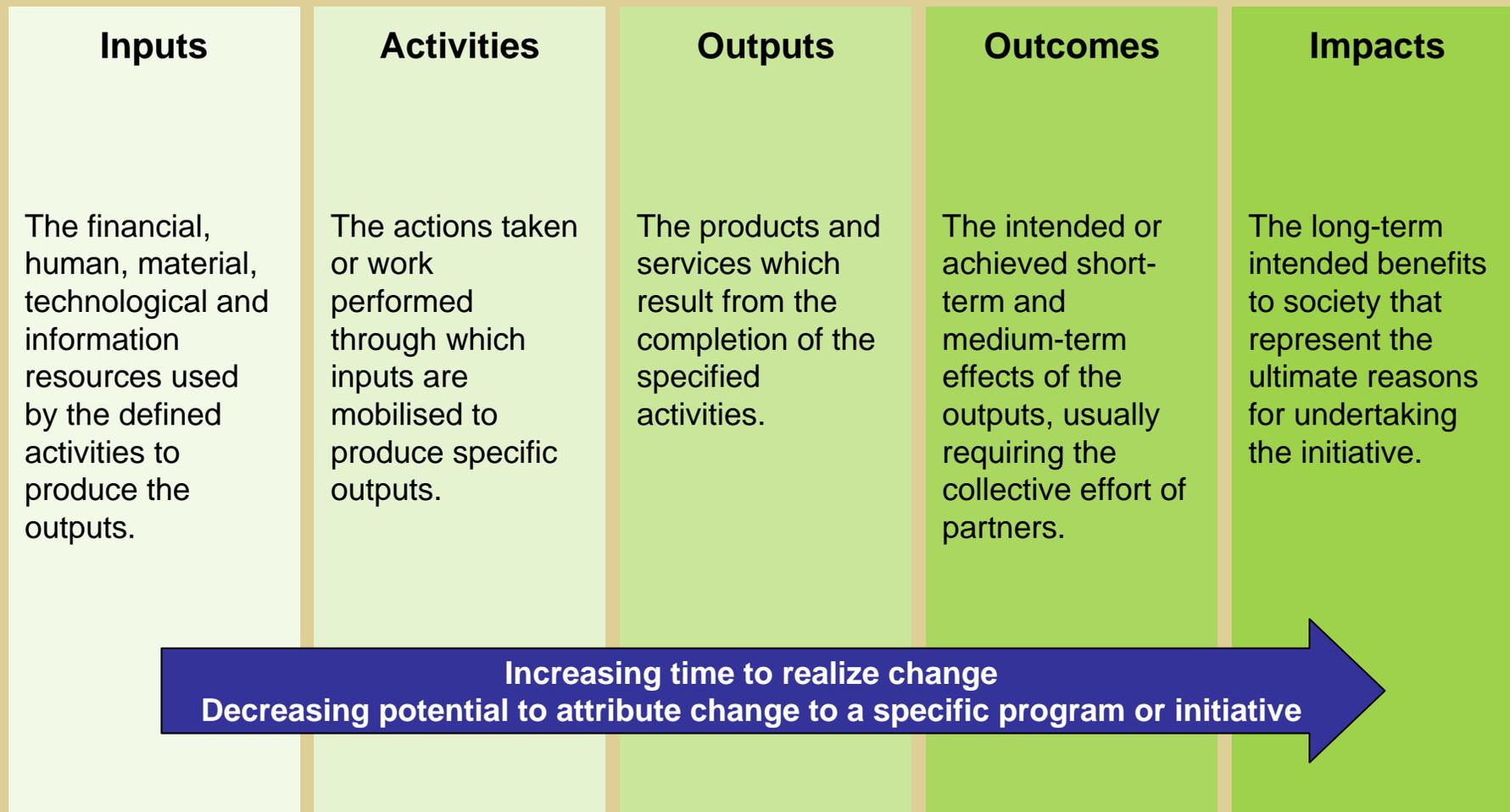
Measuring Outcomes of GEO and GEOSS:

A Proposed Framework for Performance Measurement and Evaluation

Development of performance indicators is usually based on a “results chain” or “value chain” that describes the sequence of stages of influence necessary to achieve the desired societal benefits.

Inputs	Activities	Outputs	Outcomes	Impacts
The financial, human, material, technological and information resources used by the defined activities to produce the outputs.	The actions taken or work performed through which inputs are mobilised to produce specific outputs.	The products and services which result from the completion of the specified activities.	The intended or achieved short-term and medium-term effects of the outputs, usually requiring the collective effort of partners.	The long-term intended benefits to society that represent the ultimate reasons for undertaking the initiative.

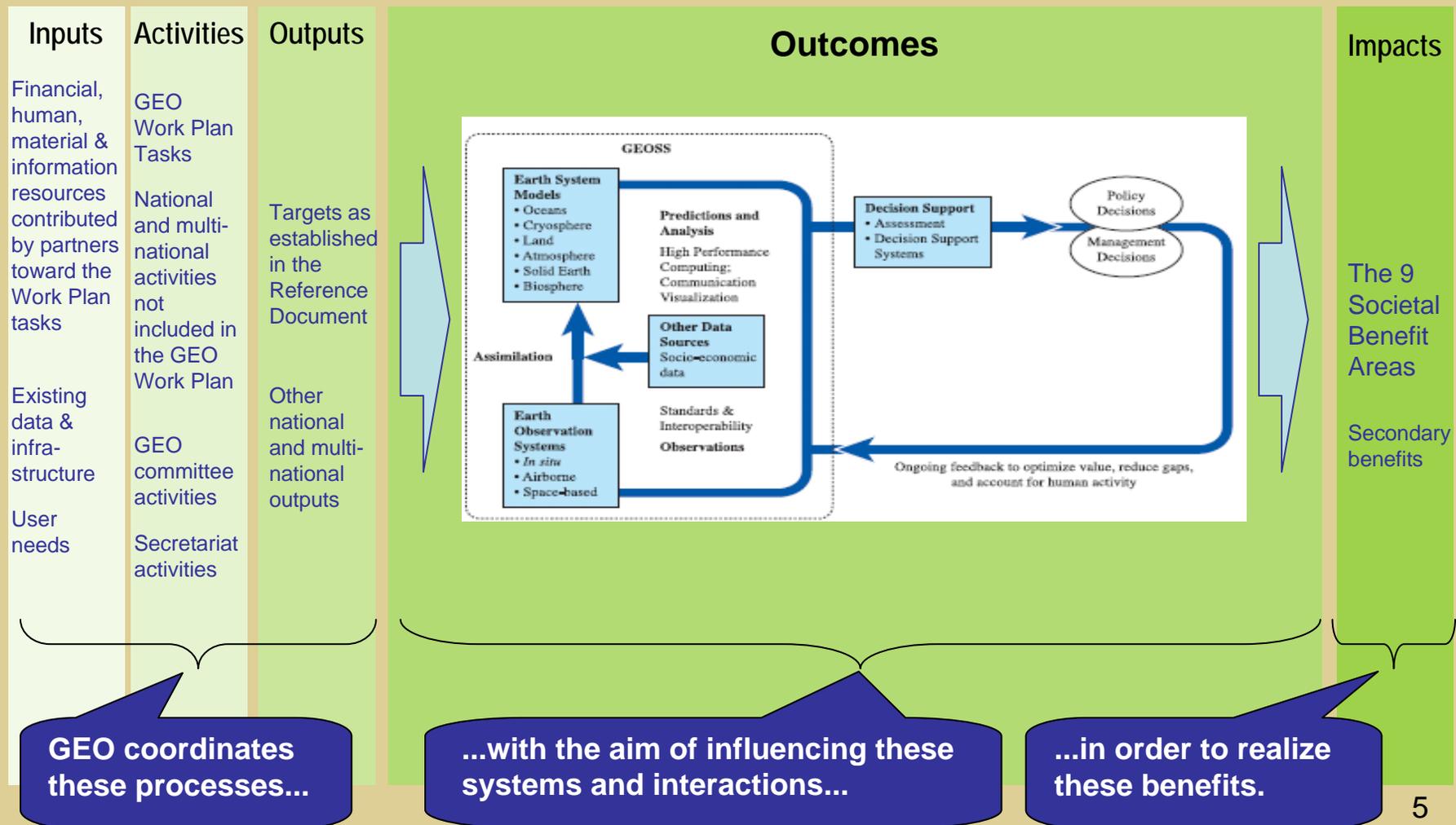
Full control is only exerted over inputs, activities and outputs. Outcomes and impacts are subject to many other influences and so it must be recognized that attribution of results to any specific intervention becomes increasingly difficult.



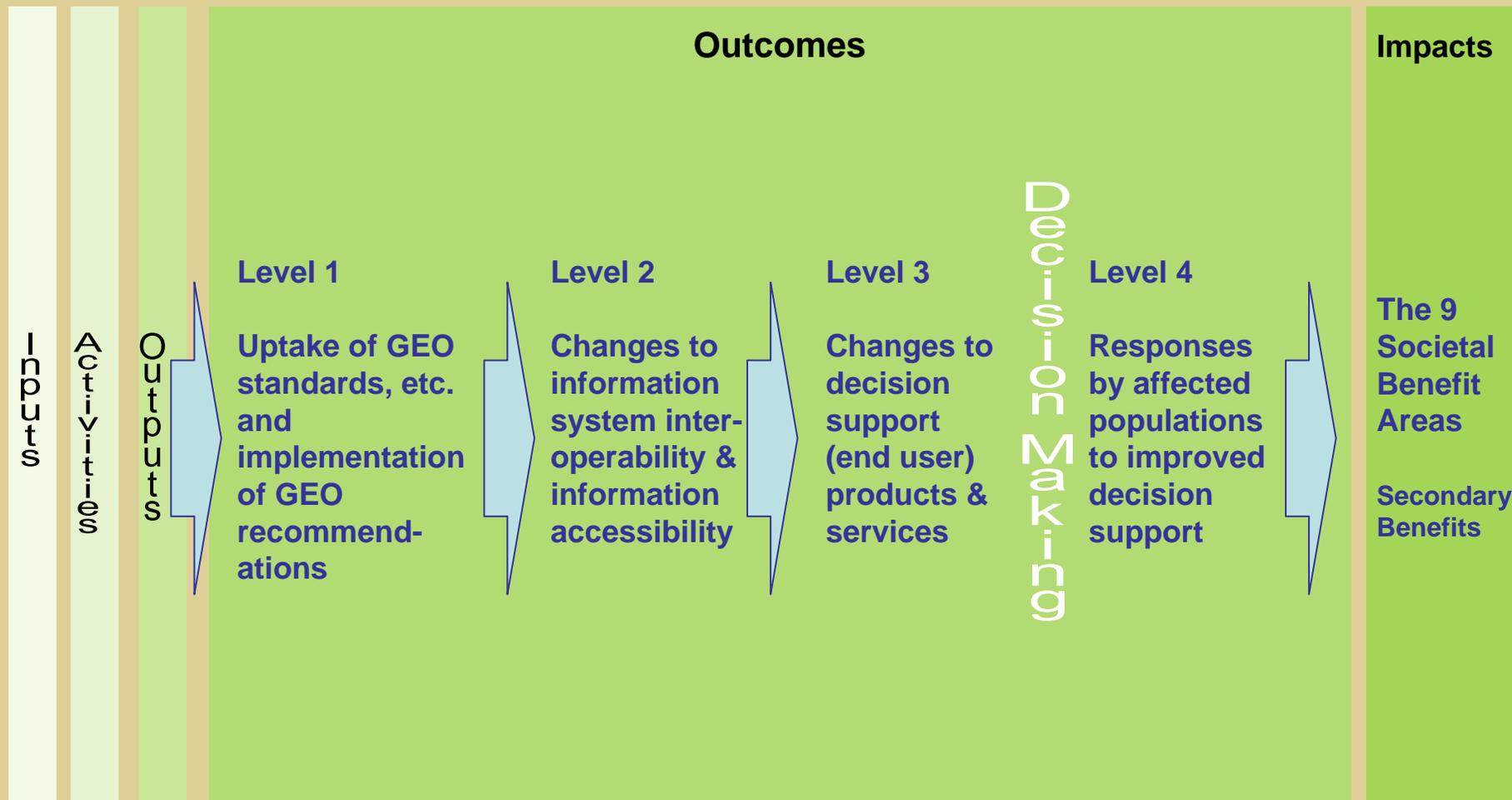
Existing elements of the 10-Year Implementation Plan and the GEO 2007-2009 Work Plan may be aligned with this conceptual framework. Doing so highlights the absence of clearly defined outcomes. Articulating these outcomes in specific and concrete terms is an essential step in the development of outcome indicators.



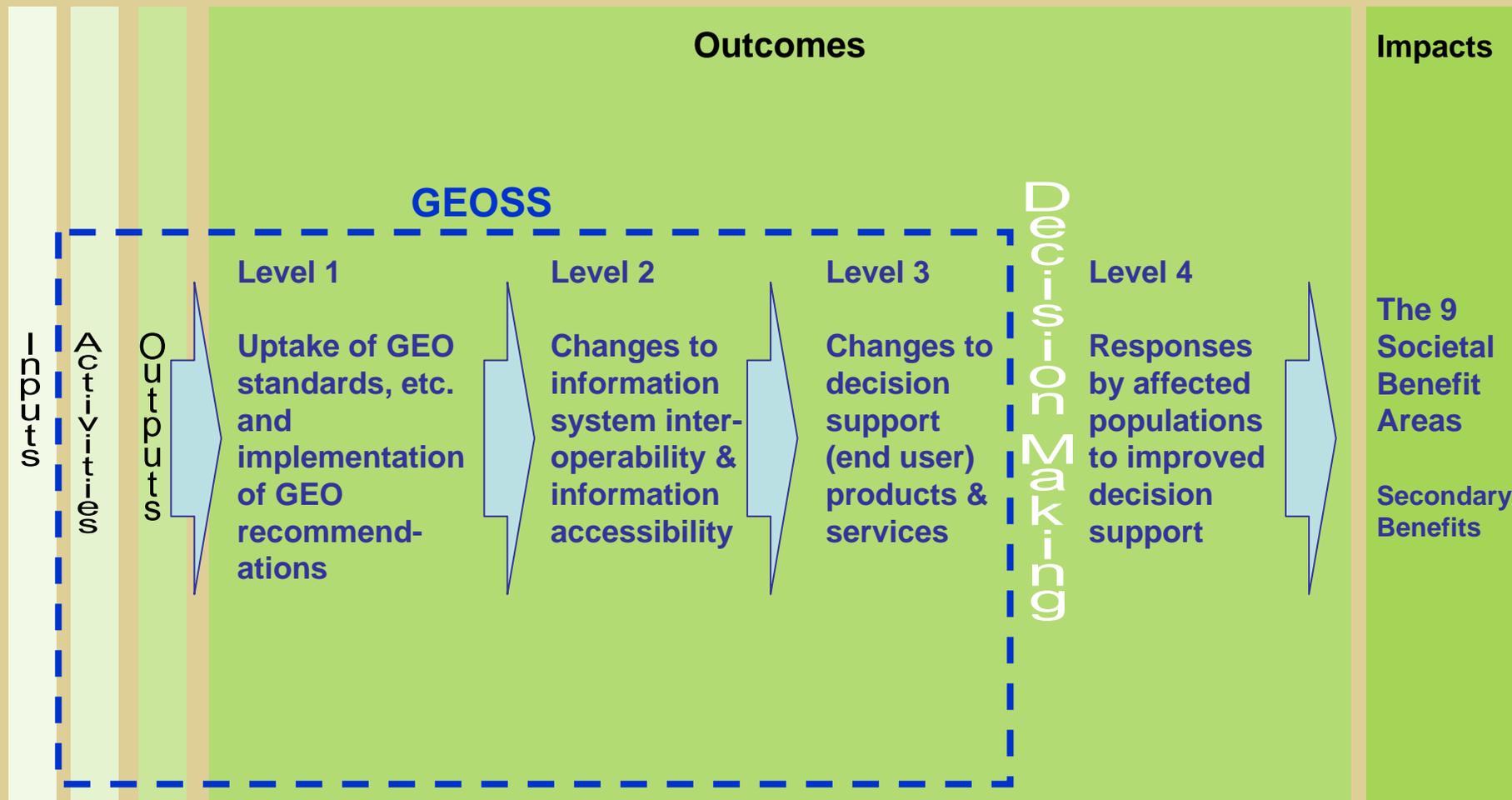
Further direction on the outcome steps can be found in the GEOSS system diagram below, adapted from the GEO 10-Year Implementation Plan Reference Document.



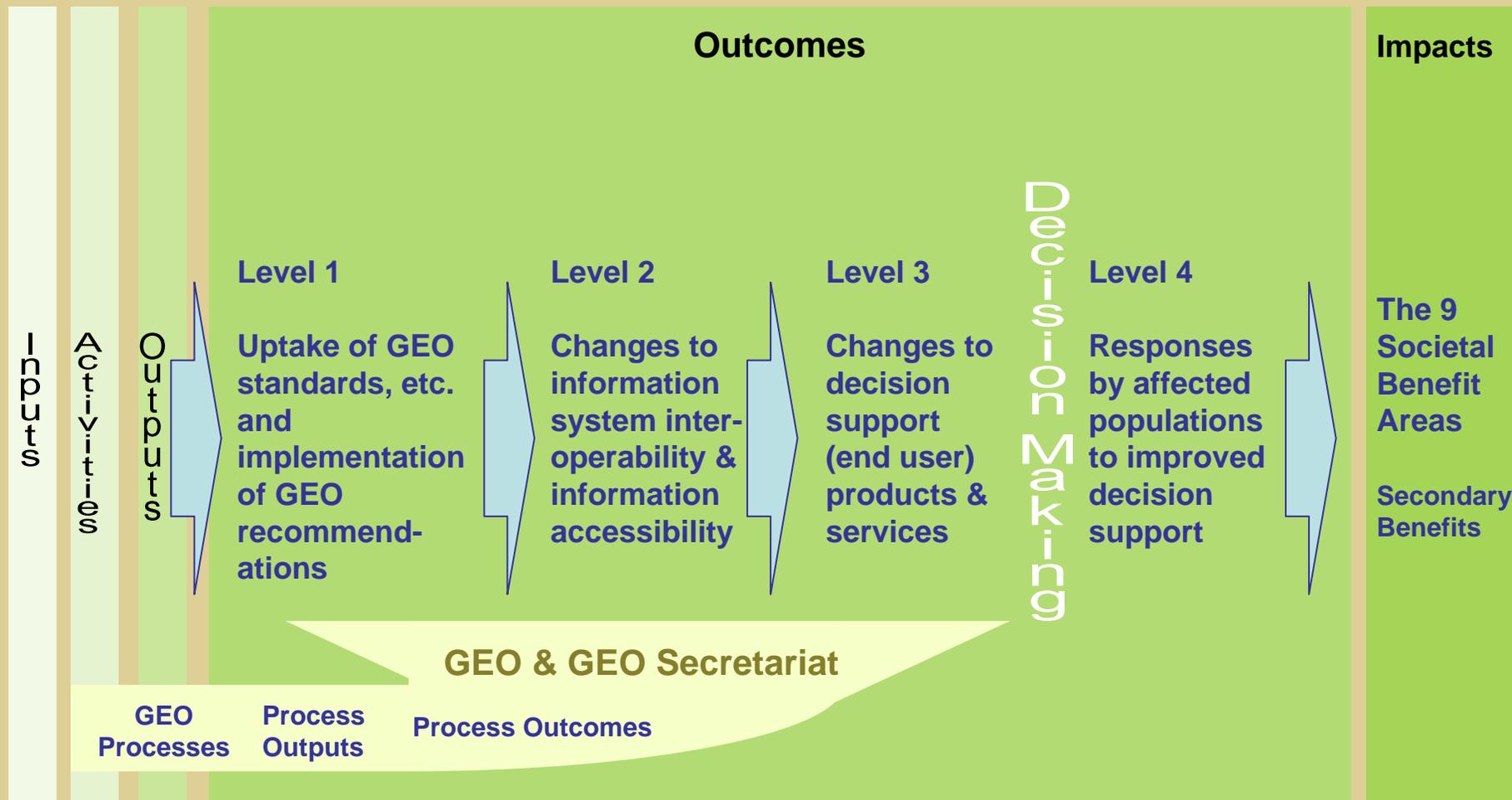
Four distinct levels of outcomes may be identified between the GEO outputs and the Societal Benefit Areas. These levels can help guide the identification of specific outcomes and indicators and will enable performance information from diverse sources to be assembled and aggregated.



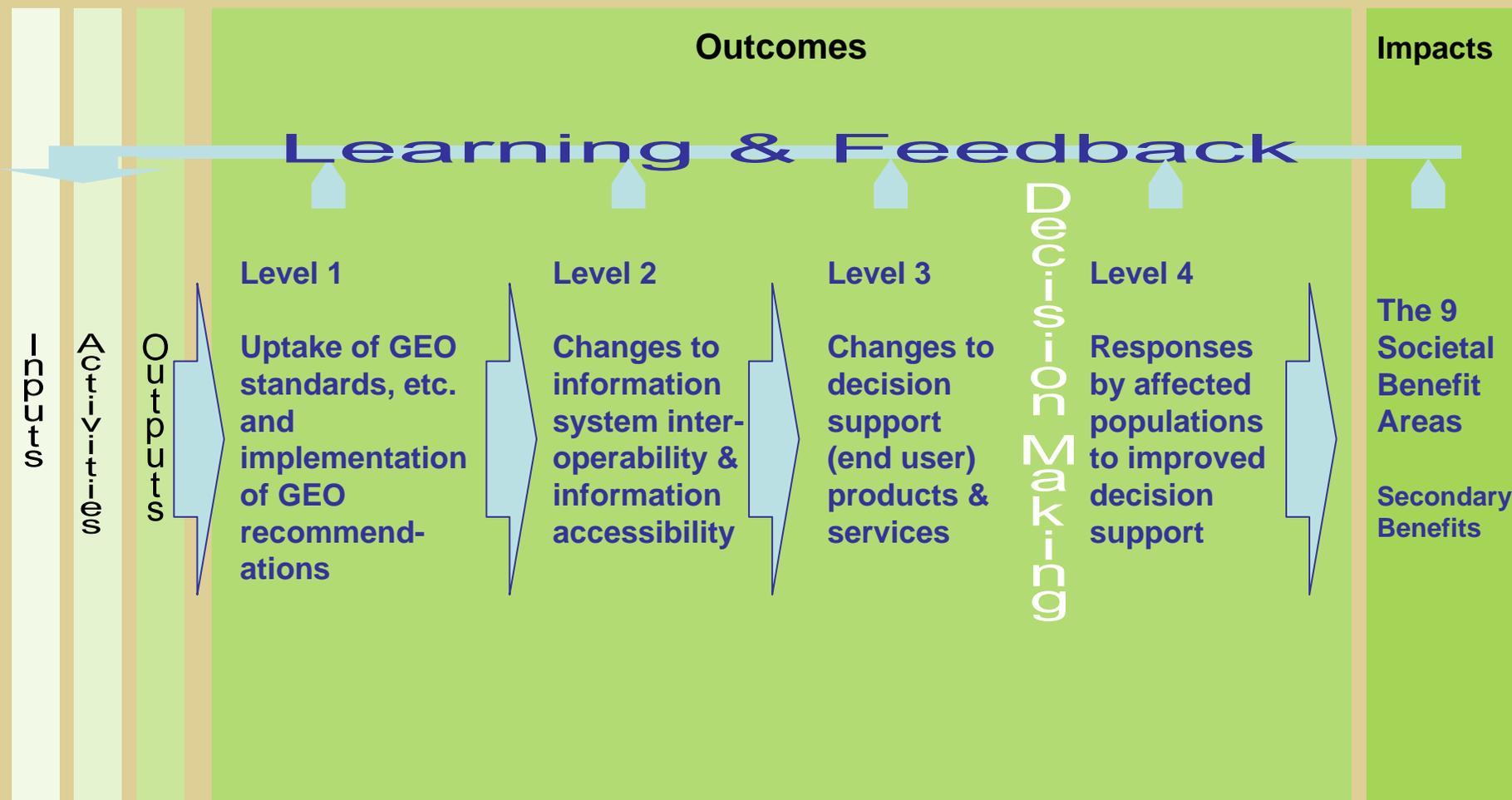
Performance measurement and evaluation of GEOSS will be focused primarily on the levels of outcomes up to level 3. Level 4 outcomes and impacts, while important to GEOSS, depend for their realization on policy, management and personal decisions.



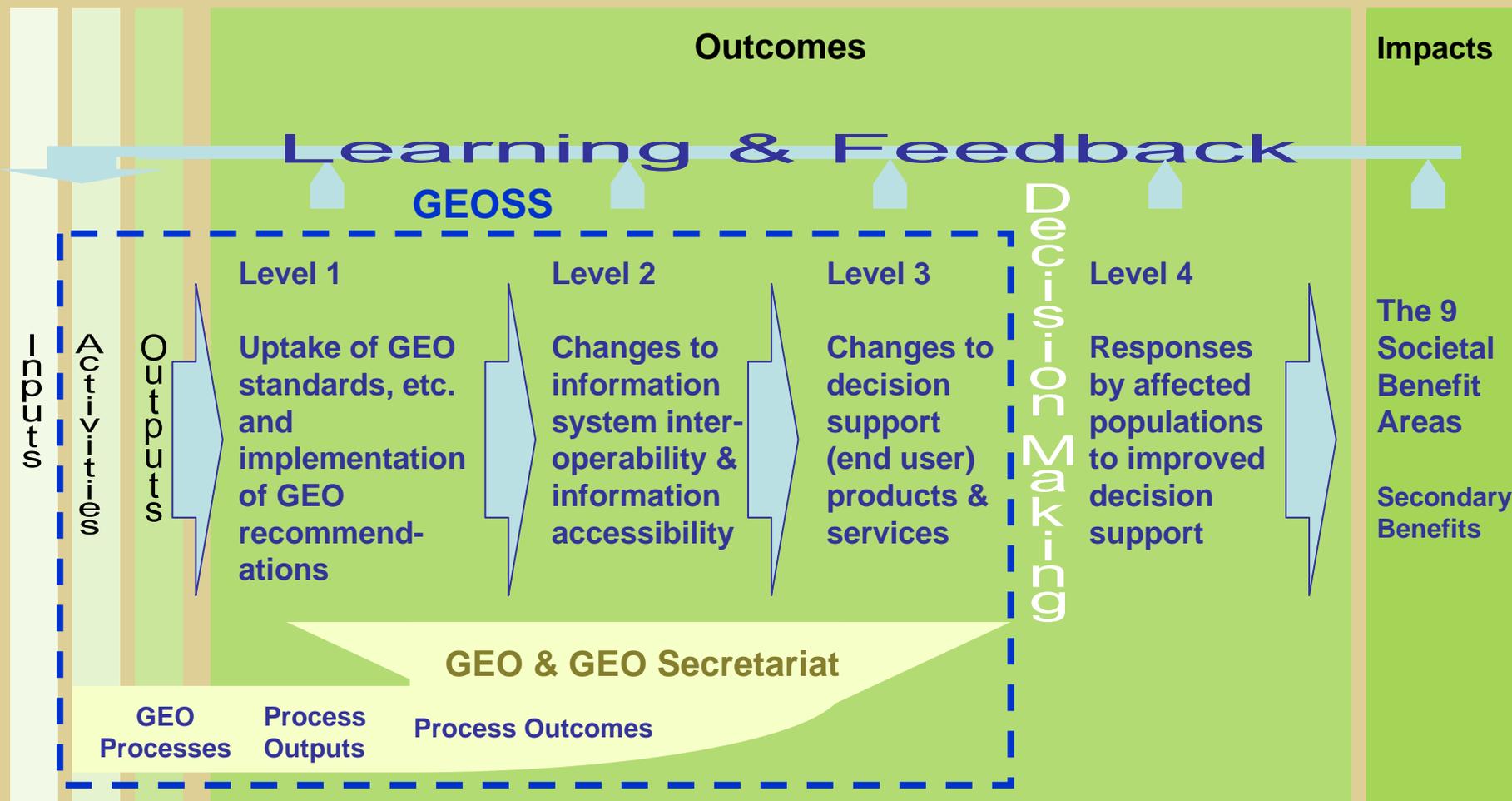
Performance of the GEO Secretariat and the coordination role of GEO will be measured, tracked and reported separately, as described in the Reference Document.



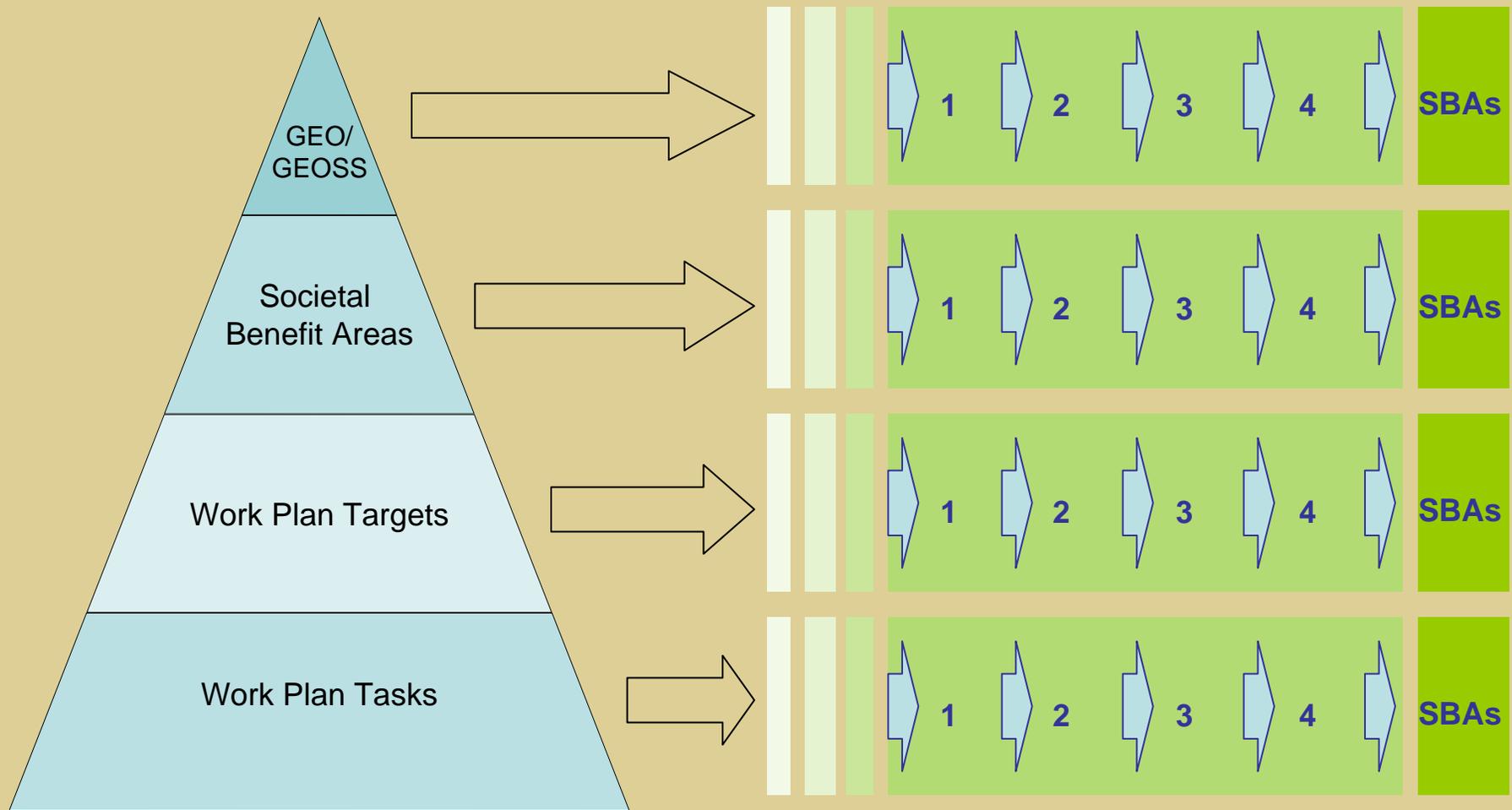
Performance indicators based on the four outcome levels and impacts may be thought of as the monitoring of key maturation points for GEOSS. This provides learning and feedback to refine and focus GEO planning as well as providing assurance to political sponsors and the public of the effectiveness of GEO and GEOSS.



The various elements are combined below to form the complete framework.



Specific outcomes and indicators may be identified at any level of activity, depending on particular needs and requirements.



The GEO Performance Report will draw on three principal sources: a report on GEO processes and Secretariat activities, reports from member countries and organizations, and a report on the measured levels of the identified GEOSS outcome indicators.

