



Digital Earth
AFRICA

12 June 2024

2024 Annual Work Plan - FINAL



About This Plan

This report sets out the strategic level Annual Work Plan for the Digital Earth Africa Team (the Plan) for the period April 2024 to March 2025. The 2024 Annual Work Plan has been prepared by the DE Africa Team for the Digital Earth Africa Governing Board, Technical Advisory Committee, funding partners, and other stakeholders. It provides a summary of program outcomes and high-level activities for 2024 highlighting strategic context, key challenges and risks, and a proposed activity schedule. The Plan has been informed and shaped by inputs from the DE Africa team, Implementing Partners and the Technical Advisory Committee.

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20 May 2024	Draft V1.0	DE Africa Program Leads
27 May 2024	Draft V1.1	DE Africa Team
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2024 Digital Earth Africa Annual Plan

Executive Summary

Digital Earth Africa (DE Africa) exists to improve the lives of people across the African continent by translating Earth observations (EO) into insights that support sustainable development. DE Africa's platform and services provide free and open decision-ready datasets and information from satellite images to African users including governments, private industry, learning institutions and non-government organisations.

At a time of increased climate variability and resilience challenges, DE Africa supports African countries to drive progress towards national, regional and international objectives, including the African Union's Agenda 2063 and the United Nations Sustainable Development Goals (SDGs). DE Africa's establishment as a diverse and inclusive program continues to be a priority. The program has a strong focus on achieving diversity and inclusion outcomes and embedding gender equality and disability and social inclusion considerations across its systems, activities and organisational culture.

In 2023, DE Africa concluded Phase II activities, marking the end of the Establishment Phase (Phase II), and the transition of the Program to Africa. An [Independent Evaluation](#) found that by March 2023 DE Africa had largely delivered against all its expected intermediate outcomes and exceeded delivery expectations in many areas, making strong progress towards achieving the three End-of-Program Outcomes (EOPO)¹. The evaluation also provided useful insights to inform the way forward.

The major highlight of the year was securing investment for the delivery of Phase III. DE Africa attracted additional investments from the Leona M. and Harry B. Helmsley Charitable Trust and the Australian Government Department of Foreign Affairs and Trade (DFAT), with continued commitments from Amazon Web Services (AWS) and Esri to provide in-kind support that is crucial to the operational success of the platform, and to reaching a wider user base.

The investment from the Helmsley Charitable Trust will cover the foundations of continued program operations, including strengthening governance, leadership and program delivery and maturing business rigour to support DE Africa to become a self-sustaining public data infrastructure for all of Africa. The DFAT investment will leverage a strong ongoing collaboration with Digital Earth Australia and will target capacity building for coastline monitoring, impact assessment and adaptation, and the continued development of a climate action tool kit through targeted technical offerings.

Phase III of DE Africa will create additional value from the science, technology, and institutional arrangements established in Phase II (2019-2023), by driving uptake of the DE Africa program and delivering impact.

¹ EOPO 1: DE Africa is an operationally, technically, and financially sustainable, and inclusive entity in Africa; EOPO 2: DE Africa is demonstrating environmental and development impact; EOPO 3: DE Africa is a flagship initiative that promotes the benefits of open and free earth observation data



About Digital Earth Africa

Digital Earth Africa (DE Africa) aims to improve the lives across Africa by providing planners and policy makers with crucial Earth observation information to support better decision making, and through enhanced access to satellite data to progress sustainable development outcomes.

DE Africa Vision: To provide a routine, reliable and operational service, using Earth observations to deliver decision-ready products enabling policy makers, scientists, the private sector and civil society to address social, environmental and economic changes on the continent and develop an ecosystem for innovation across sectors.

DE Africa Mission: To process openly accessible and freely available data to produce decision-ready products. Working closely with the AfriGEO community, DE Africa will be responsive to the information needs, challenges, and priorities of the African continent. DE Africa will leverage and build on existing capacity to enable the use of Earth Observations to address key challenges across the continent.

The long-term DE Africa Goal is: DE Africa improves the lives of Africans through access to tailored information for decision-making. This encompasses:

- **Livelihood strengthening** – EO data will support more informed decision making at government, sectoral and other levels, contributing to direct and indirect benefits for individuals and communities
- **Development effectiveness** – DE Africa will support enhanced understanding of development challenges and solutions, and in so doing, strengthen collective impact and ability to assess progress towards national priorities, African Union's Agenda2063 and the UN SDGs
- **Digital transformation** – through industry uptake and innovations, DE Africa will help to fuel the ongoing **evolution** of the digital economy in Africa
- **Economic development and job creation** – through access to data for commercial products and services development, DE Africa will support business development and employment opportunities.

Aligned with the long-term program goal, the Phase III outcomes are:

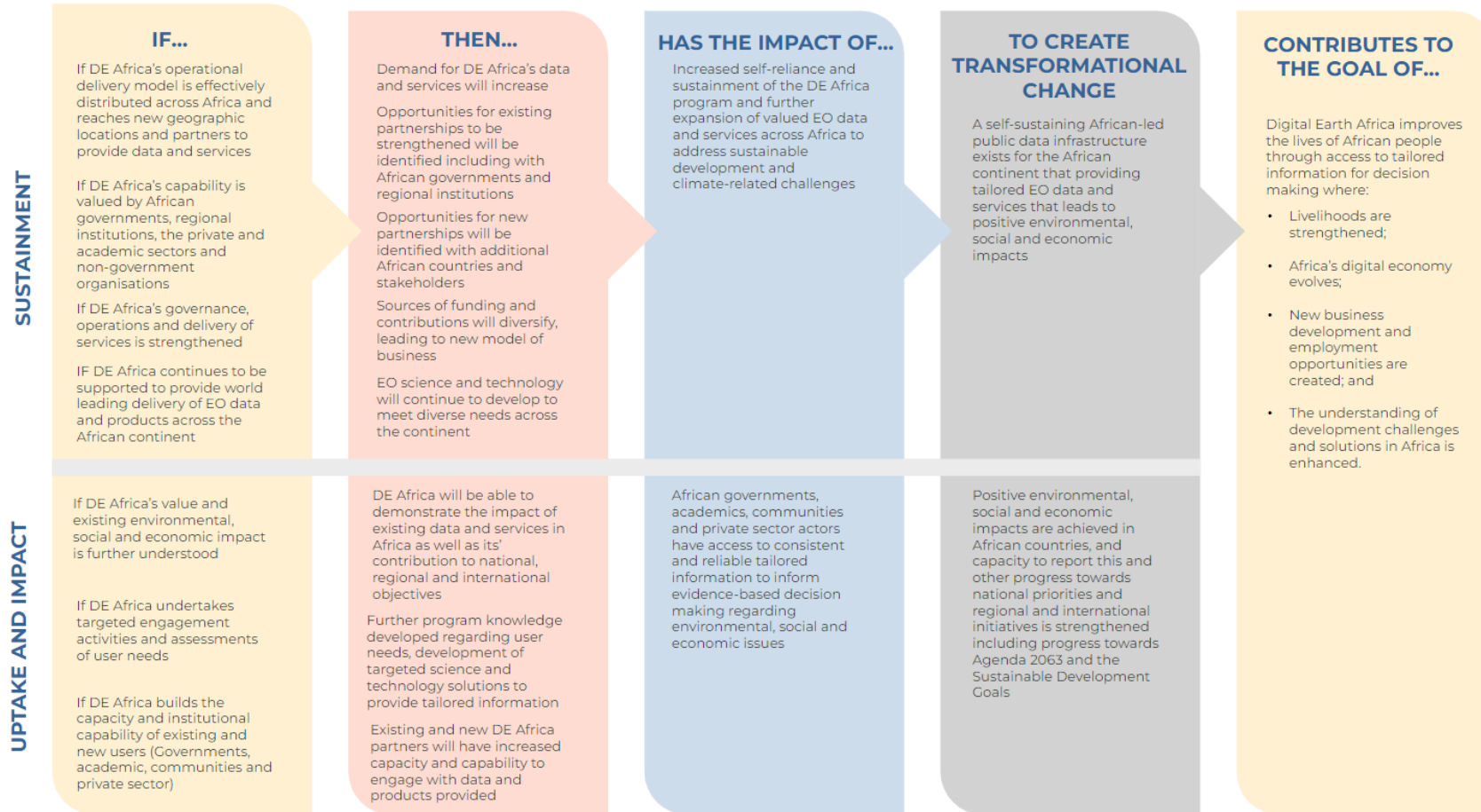
- **Sustainment:** DE Africa is on-track to be sustained in Africa, with key African stakeholders invested to achieve this end-point
- **Uptake and Impact:** DE Africa information is consistently used by key stakeholders - governments, academia, researchers, communities, private sector and individuals, to drive environmental, social and economic impacts.

DE Africa Investment Logic

The Phase III Investment Logic presents the Theory of Change and describes how DE Africa's program outcomes contribute to a chain of results flowing from immediate outcomes expected during the first 2 years of implementation, and the intermediate outcomes which are expected to be achieved by year 3.



DE Africa Theory of Change



Program Delivery Framework

DE Africa will continue to be implemented through a distributed operational model²; the components of the operational model are laid out below.

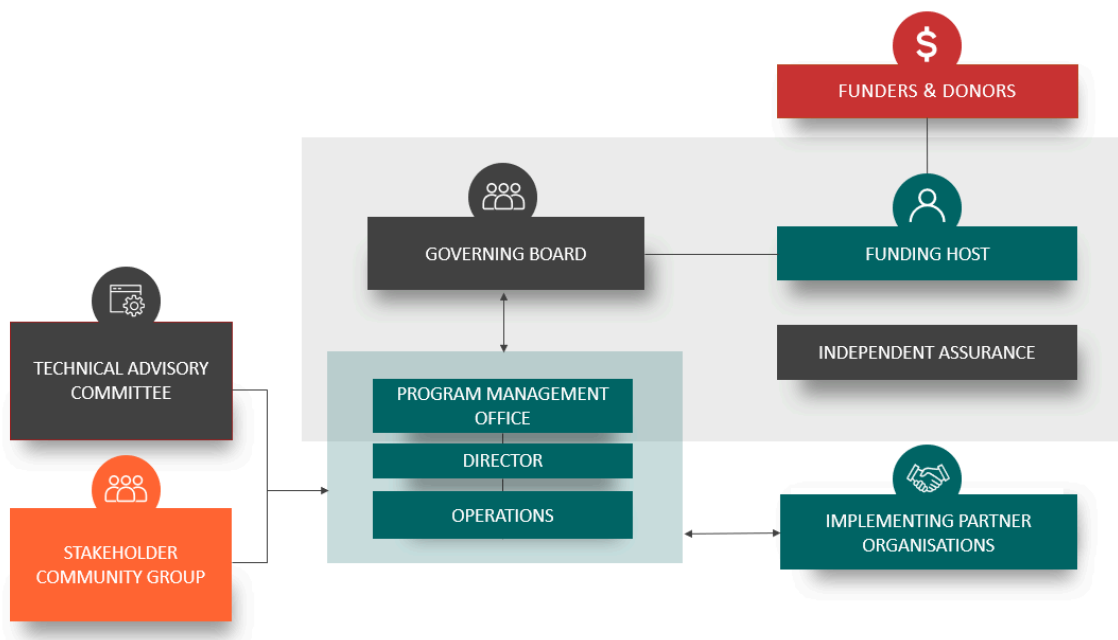


Figure 3 - DE Africa Distributed Operational Model

The distributed operational delivery model places emphasis on working with and through existing organisations and partners with Earth observation capabilities, and facilitating new networks to allow flow of information and end users (e.g. policy and program decision makers) to be connected to the technical platform and the data and decision support tools that it offers. The elements of the model are described in more detail below, along with the areas of focus for 2024.

Funders

Financial support through our current funding partners, The Helmsley Charitable Trust and the Australian Government, is tied to Phase III of the program. Working with the Governing Board, the DE Africa team will continue to develop and implement its long-term sustainment strategy over year 3 of Phase III of the Programme.

DE Africa’s platform which underpins the program is made possible through technical partnerships, including those established with Amazon Web Services and ESRI. These key partners have helped support the platform through in-kind and technical support that is vital to keeping the platform operational. Both Partners have renewed their commitment for Phase III of the programme. In 2024, the DE Africa team looks forward to continuing to collaborate with these partners and identify further opportunities for collaboration.

² An outcome of the fourth Technical Advisory Committee meeting (TAC-4) in Pretoria, South Africa in March 2020



Governing Groups

The [DE Africa Governance Framework](#) sets out terms of reference, roles and responsibilities of DE Africa’s governing groups. The Governing Principles of DE Africa are a fundamental part of the governance framework, informing strategy, planning and delivery.

The **Governing Board** comprises 8 members from across 5 African countries, and provides strategic guidance, oversight and accountability to ensure successful achievement of the mission and vision of DE Africa. This includes policy guidance, alignment and prioritisation, and uptake and use of data products at the national and other levels.

The **Technical Advisory Committee (TAC)** includes 19 Members from across the continent. The TAC has diverse representation from across the continent and provides expert advice and guidance related to: technical and scientific directions; stakeholder engagement at the international, regional, country levels; cross sectoral engagement; capacity building and; the latest trends, issues and research relevant to the program. This Committee advises on the Annual Workplan to ensure delivery on the Governing Board strategy.

Program Management Office

In March 2024, the host contract with the South African National Space Agency (SANSa) expired, and the Programme Management Office transitioned to an interim host: the Research Institute for

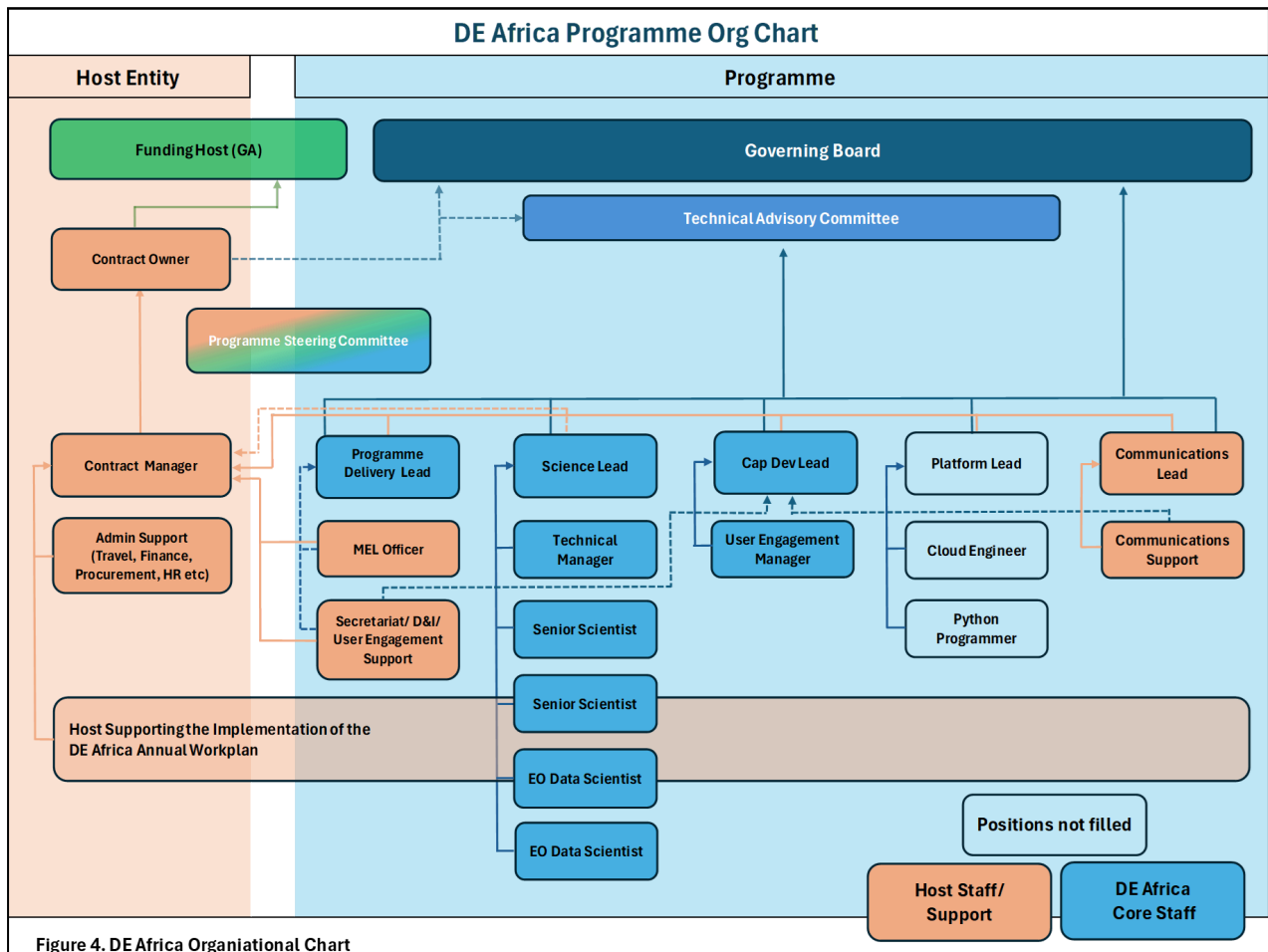


Figure 4. DE Africa Organizational Chart



Innovation & Sustainability (RIIS). This host arrangement is in place for a period of twelve (12) months until a long term host arrangement is finalised. The Program is staffed by a core team with additional personnel and capacities provided by the interim host to support the implementation of the DE Africa Annual Work Plan (Figure 4).

Implementing Partners

DE Africa is currently engaging directly with five national and regional 'Implementing Partners' (IPs), who together represent the interests of 43 African countries:

- African Regional Institute for Geospatial Information Science and Technology (AFRIGIST, Nigeria),
- AGRHYMET (Niger),
- Centre de Suivi Ecologique (CSE, Sénégal),
- Regional Centre for Mapping of Resources for Development (RCMRD, Kenya),
- Sahara Sahel Observatory (OSS, Tunisia).

Each of the IPs has been selected based on their existing role in supporting the uptake of Earth observation (EO) in decision making and based on their existing strengths in providing technical support to affiliated countries. IPs themselves will be key users of DE Africa. Further Implementing Partners will be added as the program evolves.

2024 Strategic Priorities

Phase III of DE Africa will drive major benefits from the infrastructure and surrounding governance and institutions established during Phase II, with a focus on increased user uptake, expanding in-country impacts, and ensuring long-term sustainability. In order to address these, and aligned with the Program outcomes, priorities in 2024 include:

- **Enhancing country engagement:** this next phase of Digital Earth Africa is fundamentally different in that it will involve working directly with countries to apply the continental infrastructure *to support national priorities*. This will be achieved by undertaking country-specific activities, including capacity development, co-design and development of workflows, services and data products that responsively address priorities specific to diverse country and cross-sector user needs. In order to have impact at a government level, we will engage directly with national governments through our Implementing Partners and members of our governance structures, as well as other program partners and aligned programs, to understand each country's government context, the key problems to be addressed, the information gaps that DE Africa can fill, the capacity building requirements, and the modalities to work in a particular country.
- **Ensuring our sustainability:** the programme will continue to maintain its good governance by strengthening the roles of the Governing Board and the Technical Advisory Committee. Both Governance Structures' 3-year tenure concludes in July 2024, leading to the recruitment and rotation process being initiated. In 2024 the programme strategies will be reviewed and merged into one document as part of the first steps to developing a 5-10 year strategy which will be undertaken in year 3 of Phase III. All relevant operational frameworks will also be updated and aligned to ISO standards for 'Good Corporate Governance'. In doing so, DE Africa will continue to strengthen its firm foundation for effective decision-making and



long-term success, ensuring that governance, inclusion and transparency continue to be central to the program.

- **Enabling climate action:** Africa is on the frontline of the climate crisis with populations across the continent severely affected by drought, flood and rising sea levels. Given the unique role DE Africa has to play in supporting country-led action on climate change mitigation, and climate adaptation, we will continue with our overarching focus on climate action throughout 2024. This will be achieved by developing new tools and services to support planning and decision making, while engaging with in-country users to promote uptake and usage of DE Africa continental services and associated analysis tools, with a focus on supporting climate change related impact assessments and National Adaptation Planning initiatives.
- **Engaging the community:** working to drive impact through wider uptake of DE Africa's platform and services by aligning DE Africa services with country-level use cases, expanding outreach and engagement, and positioning DE Africa capabilities to address specific requirements and national priorities. Country-level capacity building and institutional strengthening activities will also promote further uptake and usage of both existing and new DE Africa products and services to derive greater impact. DE Africa will work to understand its users, and their needs and provide superior support that increases use of the platform. In 2024 we will continue to capture the impact our users have, putting in place mechanisms to capture this information in a more regular and robust manner. The Monitoring, Evaluation and Learning (MEL) Framework will be supported by the development of a MEL Plan that will outline the MEL System (data collection, analysis and reporting processes) to track, assess and improve impact over the program life-cycle. We will also continue to ensure that we serve an audience that meets our diversity and inclusion strategy.

Challenges and Risks for 2024

The interim hosting agreement is in place for a 12-month period until end March 2025, with options to extend for two six-months periods thereafter, if such extensions are necessary. Funding for Phase 3 has been secured to ensure PMO Operations continue optimally until June 2026, however, the long-term hosting arrangement remains uncertain at this stage. Foundational planning and preparation around the long-term hosting agreement was initiated in May through one of the Governing Board Co-chairs. It is expected that the Governing Board will have a more expansive discussion during the June 2024 meeting to provide strategic guidance regarding the approach and process for securing a long-term host.

As an impact-driven and continental program, DE Africa needs to achieve appropriate uptake from diverse, continent-wide user groups, which is one of the key tenets of DE Africa's mission. Failure to achieve uptake may render the platform ineffective. Through country-to-country level engagements, also extended from TAC members, Board members' reach in diverse countries - there is continued awareness of the program.

There is an explicit and implicit risk that support for the DE Africa program from African organisations and governments could be lost. The realisation of such a risk could also extend to funding partners and negatively impact program sustainability. For this reason, working with the Governing Board, TAC, and other partners is paramount to ensure that DE Africa's strategic alignment with key African priorities is maintained and potential reputational risks avoided.



Additionally, the DE Africa PMO shall confine DE Africa program activities and associated communications to the strategic agenda set by Governance groups (SDGs focused). Lastly, it will maintain continent-wide and country-agnostic program outcomes and brand, and grow continent-wide operations.

Partnerships are critical. If DE Africa does not establish relevant contacts within African countries, embedding the program in Africa will be significantly hampered - a failure to achieve in-country support will lead to program mandate failure. Thus, the PMO will continue to work with DFAT leveraging their public diplomacy efforts to grow high-level in-country African engagement and leverage the DE Africa climate and food security narratives that position DE Africa as a solution to Climate Action in Africa. Another mitigating step entails working with Governing Groups and partners to grow in-country support.

The evolving geo-political landscape on the continent continues to influence national priority objectives and could create challenges in working across the continent. DE Africa PMO continues to build explicit and implicit in-country support from a diverse range of African organisations and governments and increase awareness to wide stakeholder groups of the impact of the program through dynamic communications activities. Secondly, establishing strong project buy-in and ownership within countries is critical to ensure the program’s long-term success.

Should the Program governance be rendered ineffective and required high-level strategic guidance and support lost, the program may be at risk. Governance board members have been selected through a process encouraging engagement from the most interested and active members. Discussions are being held at the level of the GB to ensure sustained participation of members to provide strategic inputs to the DE Africa Program.

2024 Framework Updates

A range of DE Africa key program documents (specific program strategies and frameworks) guide the delivery of program activities to achieve the intended outcomes detailed in the Investment Logic. Deliverables within these documents are integrated into the DE Africa Annual Planning and Reporting Cycle, including being reflected where relevant in DE Africa’s Annual Plan, monitored through quarterly and annual review processes, and evaluated through DE Africa’s independent evaluation.

Historically, each strategy of the programme was drafted separately over a period of time as DE Africa progressed in its phases of growth. It is now appropriate to review, and where appropriate consolidate, these artefacts. We intend to undertake this process in 2024.

The following Frameworks and Strategies will be reviewed and updated in 2024;

Strategic Document	
The DE Africa Governance Framework	The DE Africa current Board Membership tenure comes to an end July 2024. As part of the Board Rotation and Recruitment process, the Board Terms of Reference and the Governance Framework will be reviewed and updated in consultation with the new Governing Board.



DE Africa Monitoring, Evaluation and Learning (MEL) Framework	<p>Updating and submission of the MEL Framework to the Governing Board for endorsement.</p> <p>Monitoring, Evaluation and Learning Framework – the MEL framework will continue to be updated on an annual basis, or as appropriate.</p>
Technical Roadmap	<p>The Technical Roadmap outlines the necessary and potential developments for the technical Earth observation components of the DE Africa platform.</p> <p>This Roadmap is in the process of being updated to align with Phase III outcomes, with inputs from, and review by, the Technical Advisory Committee.</p>
Capacity Development Strategy	<p>The Capacity Development Strategy will be updated to outline its strategic approach to meet Phase III outcomes and targets, including monitoring, evaluation and learning requirements.</p> <p>Learning outcomes from capacity development activities will continue to be measured in Phase III, as well as the application of the knowledge developed after the training.</p>
Diversity and Inclusion Strategy	<p>In 2024, a review of all strategies will be undertaken with the aim to merge the strategies into one Programme Strategy.</p> <p>The D&I Strategy will later be uplifted and aligned with the Phase III outcomes and will ensure effective integration of lessons learned from Phase II.</p>
Communications Strategy	<p>In 2024, a review of all strategies will be undertaken with the aim to merge the strategies into one Programme Strategy.</p> <p>The Communications Strategy outlines the mixed method approach to collect and demonstrate the quantitative and qualitative information about the programs activities supporting the achievement of outcomes. It will later be reviewed and updated to align with the Phase III strategy.</p>
Risk Management Framework	<p>The Risk Management Framework outlines the data collection and reporting requirements to ensure risks are managed across the program.</p> <p>The risk management framework will be updated in line with the interim host arrangement.</p>
Partnership and Alignment Strategy	<p>The Partnerships Strategy was developed in 2021 to capture the principles that inform the choice and nature of partnerships that DE Africa would enter into, and the underlying reasons for (benefits of) partnerships.</p>



2024 Outcomes and Targets

This Annual Work Plan outlines DE Africa's Phase III Investment Logic, the theory of change, including its long-term goals and the end of Phase III investment outcomes;

This next section outlines the annual targets for 2024 which will support the delivery against the Programme long-term goals outlined above; there are four (4) sub-outcomes listed under each of the two main long-term outcomes.

OUTCOME 1: Sustainment

- Outcome 1.1 Strengthening Governance & Program delivery
- Outcome 1.2 Enabling Partnerships
- Outcome 1.3 Sustainment and Business Model Development
- Outcome 1.4 Science and Technology

OUTCOME 2: Uptake and Impact

- Outcome 2.1 Engagement and User Needs
- Outcome 2.2 Capacity Building and Institutional Strengthening
- Outcome 2.3 User Uptake and Engagement
- Outcome 2.4 Demonstrating Impact



Program Outcome One - Sustainment

Program Outcome (One) 1 is for DE Africa to be on-track to be sustained in Africa (technically, operationally and financially), with key African stakeholders invested to achieve this end-point.

Strengthening Governance and Program Delivery

The Governance Framework underpins the ‘African owned and led’ objective of Phase III and will ensure that decision makers and leaders from within the community are guiding and directing DE Africa’s future program, and also advocating for, and playing a key role in its sustainment. During 2024 DE Africa will strengthen its governance and program delivery, fostering stakeholder confidence and enhancing its reputation as a trusted, pan-African capability. Membership of the Governing Board will continue to evolve, ensuring that the Board has the skills and representation to guide and support DE Africa. The Technical Advisory Committee will continue to provide critical advice through the year, and will evolve to become the Advisory Committee. Embedding PMO operations for effective program delivery, implementing work planning and reporting frameworks, and promoting inclusivity across all aspects of its operations are an integral part of DE Africa’s 3-year strategy.

In 2024, the focus will be on consolidating these efforts by reviewing and updating the Programme Governance framework, rotation of the Governing Board Members, updating all relevant governance structure Terms of References (ToR’s). Merging independent strategies, where applicable, into one overall Programme Strategy. Updating all Frameworks to align to ISO standards. The plan also sets out activities to build a strong foundation related to DE Africa’s plans, processes, and systems for Demonstrating Impact; ‘Outcome 2.4 Demonstrating impact’. Key activities in 2024 is to endorse the Monitoring, Evaluation and Learning (MEL) Framework drafted in 2023, and to develop the Monitoring, Evaluation and Learning (MEL) Plan aligned to the Phase III MEL Framework.

1.1 Governance and program delivery

Continued stakeholder confidence in DE Africa’s governance (Board and Advisory groups), operations and transparency, building the reputation of DE Africa as a trusted and reliable, pan-African capability with a widely recognised mandate to operate

Indicators	Phase III Outcomes	2024 Annual Target
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<p>Governance Board and Technical Advisory Committee Meetings are occurring according to Terms of References</p>	<p>Governance Board and Technical Advisory Committee Meetings are held regularly and follow best practices and guidelines for ethical and sustainable governance, whereby the board can promote the programmes values and goals, creating a roadmap for effective decision-making and long-term success and increased donor-funding through our good governance and reputation</p>	<ul style="list-style-type: none"> ● Refresh the Governing Board Terms of Reference and Rotation of Membership <ul style="list-style-type: none"> ○ Updating of the Board Competency Matrix and Nomination Framework ○ Development of the Board Recruitment strategy ● x4 Quarterly GB Meetings held as per the ToR ● Rotation of TAC Membership according to TAC Terms of Reference <ul style="list-style-type: none"> ○ Update the TAC Competency Matrix and Nomination Framework ○ Develop the TAC Rotation strategy ● x4 Quarterly Meetings held as per the ToR ● Establishing the Governance Secretariat Prep Meetings
<p>PMO operations fully embedded and leading the effective delivery of the DE Africa program</p>	<p>A five-ten year DE Africa strategy to be developed endorsed, implemented and reviewed annually to include Partnerships, Communications, Diversity and Inclusion, Monitoring, Learning and Evaluation</p>	<ul style="list-style-type: none"> ● Review and Merge/ Integration of all Programme Independent Strategies, where applicable, as part of the first step in the development of the 5-10 year Programme Strategy
	<p>Programme Operations are being maintained against International/ Global standards and frameworks and that the Programme follows best practices and guidelines for ethical and sustainable governance.</p>	<ul style="list-style-type: none"> ● Align all Operational Frameworks to the ISO 37000 'Good Corporate Governance' standards for Donor-funded programmes. ● Develop a new operational governance structure with interim host (working methods, processes, reporting timeframes, DoA) between Host, PMO and Funders), this includes aspects of procurement, legal, financial and risk. ● Development of a MEL Plan that will outline the MEL System. The MEL Plan will outline data collection, analysis, reporting processes,



		<p>methods and data collection sources across all functions of the programme. The MEL plan will assist in tracking, assessing and improving Phase III program performance.</p> <ul style="list-style-type: none"> ● Engagement and finalization of the CRM system structure as a data source for MEL Plan and reporting ● Review of the Risk Management Plan aligned to the Risk Management Framework ● Establishment of the Risk Review Committee and assigned roles. ● Risk Committee Meetings held as per Risk Framework ● Reviewing and updating of Programme SOPs in line with Program Changes and ISO standards
<p>Work planning and reporting frameworks effectively implemented</p>	<p>Quarterly and annual planning and reporting delivered on time to a high standard, and accepted/ approved by governing groups and funding partners</p>	<ul style="list-style-type: none"> ● 2025 Annual Work Plan Developed and approved by Governing Board ● 2025 Strategic Travel & Budget Aligned to annual Work Plan deliverables ● IP Annual Work Plans developed linking to Programme Annual Work Plan ● Reporting templates reviewed to align with MEL Framework and Funding Agreements ● Publishing of Programme Reports ● Dissemination of annual report
<p>DE Africa is internationally recognised as a trusted and reliable brand.</p>	<p>DE Africa is internationally recognised as a trusted and reliable brand.</p>	<ul style="list-style-type: none"> ● Programme Promotion linked to activities in Outcome 2.4 Demonstrating Impact



<p>All aspects of DE Africa are inclusive with a diverse user base</p>	<p>Number of targeted D&I initiatives delivered</p>	<ul style="list-style-type: none"> ● D&I Strategy merged into an overall programme strategy ● Collaborative Working Group (CWG) to be re-established and scheduled per quarter ● 2024 and 2025 D&I Annual Work Plan Updated ● D&I Initiatives Identified across all functional areas of the programme
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Enabling partnerships

Partnerships are vital to deliver, amplify, and sustain DE Africa's work, and a robust ecosystem of partnerships is essential to achieving Phase III outcomes. Over the next three years, DE Africa seeks to achieve this by further developing an efficient and effective partner ecosystem, strengthening partnerships with key pan-African organisations, forming partnerships with African governments and learning institutions, and fostering active and deep collaborations across ten countries. As a GEO Initiative, we look to integrate DE Africa activities with the GEO Work Plan; GEO provides greater access to the AfriGEO community (including National GEO's in South Africa, Ghana, and Kenya) and other GEO initiatives such as GEO Land Degradation Neutrality (LDN), Geo BluePlanet and GeoGLAM. Other Regional Partnerships we look forward to strengthening include the United Nations Economic Commission for Africa (UNECA) and the African Union Commission (AUC) through the Global Monitoring for Environment and Security and Africa (GMES and Africa) program. It is key to ensure DE Africa is delivering on the continental mandates as set by these regional partners.

To achieve these targets, in 2024 DE Africa will work to establish/cement active collaborations with partners across sectors in (3) opportunity countries identified through the defined country engagement approach, and will work with three (3) learning institutions to enhance their academic curriculum and research capabilities through the integration of DE Africa. Regular quarterly meetings will be held to maintain relationships with the AUC and ECA, ensuring ongoing support and engagement.



1.2 Enabling partnerships

African governments and regional institutions are actively supportive of DE Africa pursuing financial sustainment and moving beyond aid funding, based on their appreciation of the value and mode of operations of DE Africa

Indicators	Phase III Outcomes	2024 Annual Target
Efficient and effective ecosystem of partner established	10 MOUs or active collaborations established with partners across 10 countries	<ul style="list-style-type: none"> 3 active collaborations established with partners in government agencies, universities, and other sectors, within the 3 opportunity countries identified through the DE Africa country engagement approach
Partnerships with key pan African organisations are strengthened	Strong and lasting collaborative relationships with AUC, ECA, AfriGEO	<ul style="list-style-type: none"> Relationships actively maintained with AUC, ECA through regular quarterly meetings 3 collaborative activities successfully completed with AUC, ECA , AfriGEO
Number of partnerships with African governments formed for use of DE Africa data and services	6 African governments using DE Africa data and services	<ul style="list-style-type: none"> Demonstrated use of DE Africa services in 3 opportunity countries- use case, blog
Number of partnerships with learning institutions formed for use of DE Africa data and services	30 learning institutions engaged	<ul style="list-style-type: none"> 3 learning institutions enabled to, and leveraging DE Africa to support their academic curriculums



Sustainment and business model development

In order for DE Africa to become self-sustaining, it is necessary to have a business model that is clear and easy for stakeholders to understand, and accommodates contributions from government, other programs, the private sector, academia, etc. During Phase III, DE Africa aims to develop and implement a cross-sector business model that supports diversifying revenue sources, sustained operations, and contributions with funding secured beyond the end of this Phase. Over years 2 and 3 of Phase III, DE Africa will focus its efforts in developing and by implementing a sustainable business model, forming partnerships to fund further activities, and receiving supplementary funding and in-kind support for Phase III (ongoing) and future program delivery (2027-2029). Additionally, reviewing and adapting the GEO resource mobilisation toolkit for DE Africa will enhance its fundraising capabilities. Lastly, submitting funding applications for additional funding will further diversify funding streams and support long-term sustainment.

In 2024, whilst in an interim host arrangement, DE Africa will focus on enabling activities in Outcomes (1.1, 1.2, 1.4, 2.1, 2.2, 2.3 and 2.4) and therefore will not deliver on activities related to *Outcome 1.3 ‘Sustainment and business model development’*. In alignment with our commitment to good governance, this year’s activities are strategically focused on stabilizing our operations and laying the essential groundwork to secure sustainment funding for DE Africa in 2025 and beyond. This involves implementing robust governance frameworks, enhancing transparency, and strengthening accountability measures. By prioritizing these foundational activities, we aim to build a resilient organisational structure that not only supports our current initiatives but also positions us to actively and effectively pursue sustainment funding in the coming years. Our approach ensures that we are well-prepared to capitalize on funding opportunities, thereby promoting the long-term sustainability and impact of DE Africa.

1.3 Sustainment and business model development

Development and implementation of a cross-sector business model that supports diversifying revenue sources, sustained operations, and contributions with funding secured beyond the end of Phase III

Indicators	Phase III Outcomes	2024 Annual Target
Cross sector business model implemented	Evidence of sustainable business model in place by 2026	<ul style="list-style-type: none"> ● No Activities



	Sustained Operations (2023- 2026)	
Partnerships formed to fund further DE Africa activities	Number of funding partnerships formed	<ul style="list-style-type: none"> • No Activities
Supplementary Phase III funding and in-kind support received (2023-2026)	\$ amount of in-kind contribution supplementing Phase III delivery (2023-2026) \$ amount of additional funding secured supplementing Phase III delivery (2023-2026)	<ul style="list-style-type: none"> • No Activities
Funding received for future program delivery (2027-2029)	\$ amount of in-kind contribution secured for future program delivery (2027-2029) \$ amount of funding secured for future program delivery (2027-2029)	<ul style="list-style-type: none"> • No Activities

Strengthening Technologies and Science

DE Africa aims to maintain a responsive and world-leading science and technical platform that meets Africa's sustainable development needs. During Phase III, DE Africa seeks to achieve this by ensuring its science effectively meets African countries' sustainable development needs and its technical platform performs efficiently and effectively meets program and user requirements.

DE Africa's existing continental services are unique and are a vital starting point for technically sustainable information services that directly support user needs in specific thematic areas (such as improved food and water security and coastal zone management). In order to maximise relevance to key



stakeholders who are vital to the sustainability of DE Africa, and to support embedding the program in countries, future services will continue to be continental but with a focus on national-level use-cases and workflows.

As enhancing national decision making through the use of DE Africa services and tools is key to driving wider impact and uptake, in 2024, while continuing to deliver demand driven and co-designed continental services, we will place increased emphasis on producing and providing information and workflows that target and are accessible to national decision makers. This will include the development of new interfaces interpreting continental services for national/in-country scale decision-making, adding new external datasets as advised by African partners, developing new/updated notebooks supporting the application and analysis of these new data offerings. Furthermore, we will ensure that the online technical documentation and user guides are updated to include new datasets and services in both English and French.

Advancing these objectives in 2024 will be guided by the newly updated Products and Services Roadmap (previously referred to as the Technical Roadmap), which provides a clear guide for science and technical program delivery.

1.4 Technologies and science

The DE Africa science and technical platform continues as a living, robust, operational and world leading capability that is responsive to Africa’s requirements.

Indicators	Phase III Outcomes	2024 Annual Target
DE Africa's science effectively and efficiently meeting African countries' sustainable development needs	Technical Roadmap and associated documents have guided science and technical program delivery	<ul style="list-style-type: none"> 2024 Products and Services Roadmap (the “technical roadmap” update complete and endorsed)
	11 DE Africa continental scale services	<ul style="list-style-type: none"> Operational continental service (Waterbodies), co-designed and prototyped with African partners developed and launched Prototyping of new continental service (water quality/TBC)



	Analysis tools tailored to DE Africa operational services addressing country needs;	<ul style="list-style-type: none"> • National wetland workflow developed, implemented in 4 countries, and validated through in-country partnerships • Development of new interfaces and/or notebooks interpreting DE Africa continental services for national/in country scale decision making addressing user demand
	5 additional geospatial / EO datasets available	<ul style="list-style-type: none"> • 3 new datasets added to DE Africa platform, supporting climate action, as requested and advised by African partners
	20 new notebooks addressing sustainable development challenges; 150 notebooks/ analysis tools developed with end users are available and up-to-date, and streamlined to have greater user impact / accessibility	<ul style="list-style-type: none"> • 7 new/ updated/ scaled notebooks developed supporting new data offerings, continental services and real world use cases; existing notebooks regularly updated as required
	Documentation for continental services and datasets maintained in English and French	<ul style="list-style-type: none"> • DE Africa on-line technical documentation and user guides updated to include new datasets and services (English and French)
	6 operational data pipelines	<ul style="list-style-type: none"> • 1 new data pipeline tested and operational (TBC; Harmonized Landsat Sentinel (HLS))
	PDTT meeting regularly and effective	<ul style="list-style-type: none"> • 8 meetings held
DE Africa’s technical platform is performing efficiently and meeting program and user needs	AWS data hosting continued, growth to >4Pb of data	<ul style="list-style-type: none"> • Platform operations efficient and effective, with no major service outages;
	By end of 2026 99% Platform operations efficient and effective, with no major service outages	<ul style="list-style-type: none"> • 99% Platform up-time



	Annual Continental Services are operational and up-to-date	<ul style="list-style-type: none"> ● Levels of service for DE Africa Services (operational readiness, frequency and latency of update, etc.) are <ul style="list-style-type: none"> ○ defined, ○ documented, and ○ monitored
	Monthly Continental Services are operational and up-to-date	
	AWS compute is used optimally and efficiently for computation of continental services and provision of user compute	
	Data pipelines are operational	<ul style="list-style-type: none"> ● Levels of service (frequency of update, latency, etc) for DE Africa Datasets are; defined, documented, and monitored

Program Outcome 2 - Uptake and impact

The Second outcome of Phase III is for DE Africa information to be consistently used by key stakeholders, including governments, private sector and individuals, to drive environmental, social and economic impacts.

Enhanced country engagement and understanding of user needs

To address the Program outcomes, during Phase III it is essential to align DE Africa continental services with country-level use cases and products, and to position DE Africa capabilities to address specific requirements and national priorities (this will also build support from countries for the sustainment of DE Africa). This will require heightened engagement with individual countries by undertaking country-specific activities, including capacity development, identifying and responsively addressing priorities specific to diverse country and cross-sector user needs, tailoring continental services to address specific in-country needs, and connecting products and services to end-users through various stakeholders. Over the next three years, DE Africa seeks to achieve this by implementing the Stakeholder Engagement Strategy, drafting and using the country engagement approach to frame annual work plans submitted to governance structures, and establishing structured needs assessments in countries.



In 2024, to advance these objectives we will develop and implement an in-country engagement approach, map stakeholder ecosystems in three (3) opportunity countries, and work with existing stakeholders and members of our governance structures to identify key entry points for engagement. Engaging three (3) African governments from advanced opportunity countries will demonstrate DE Africa's impact and value, paving the way for wider uptake and embedding of the program at the national scale.

To achieve these targets, DE Africa will continuously update the Stakeholder Community Group list, leverage country-level GEOs and Implementing Partner networks to identify user needs in opportunity countries. Organisations will be identified which are interested in leveraging DE Africa products and services and the ecosystem of African academic institutions leveraging EO will be mapped out.

2.1 User needs/in-country engagement

Tailoring of DE Africa continental services to address specific in-country needs, and connecting these to end-users both directly and through partners, governments, the private sector, and communities

Indicators	Phase III Outcomes	2024 Annual Target
Stakeholder Engagement Strategy effectively implemented	Diverse network of potential future users identified and engaged, by sector, thematic areas and geographic region	<ul style="list-style-type: none"> ● Stakeholder Community Group list actively updated Linked to 2.4 <ul style="list-style-type: none"> ○ Quarterly newsletter to DE Africa stakeholders promoting activities. ○ Regular Program Updates: x 9 Newsletters shared ○ 200 new stakeholder contacts added to the list
	40+ organisations across 25 countries identified with interests in DE Africa products and services. - including government, academia and industry	<ul style="list-style-type: none"> ● 20 organisations identified which are interested in leveraging DE Africa climate action products and services, and their needs understood, across 15 countries, including government, researchers and private sector, with information consistently captured in the CRM.



	30 academic institutions engaged	<ul style="list-style-type: none"> ● Potential end user organisations identified, and user needs understood ● Ecosystem of African academic institutions leveraging EO mapped out with engagement with x8 institutions
Decision making regarding environmental, social and economic issues by key stakeholders is informed by DE Africa's data and services	6 African governments using DE Africa data and services	<ul style="list-style-type: none"> ● A pipeline of opportunity countries developed in a living document and used for targeting annual planning of activities. ● Country level user needs scoped and 4 opportunity countries and 2 additional countries, leveraging country level GEO/Implementing Partners/other networks. ● Additional in-country engagement capturing user needs in 2 medium opportunity countries. ● Supporting 3 African governments to actively leverage DE Africa focusing on 2024 opportunity countries (Kenya + South Africa, TBC)



	<p>Portfolio of 20+ diverse potential locally led climate related use cases identified which specifically relate to DFAT climate action products and services.</p> <p>Integration of Coastline Monitoring Service into National Adaptation Planning processes</p>	<ul style="list-style-type: none"> • 10+ possible locally led use cases identified supporting African led decision making on climate action, leveraging DE Africa products and services, with leads consistently captured in the CRM. • Engagement with Blue Planet/GEO/NAP Expo, IPs and networks (WACA West Africa, CSE), IPs and their networks (WIOMSA East Africa, RCMRD)
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Capacity Development Enhancement

During Phase III DE Africa aims to diversify and upgrade our portfolio of training courses and materials informed by users' needs, challenges, and priorities, as a critical step to wider uptake and use of DE Africa. This will require the development of training and capacity-building materials and methods to support a diverse range of users, from decision-makers to in-country specialists, in using a variety of products from DE Africa. Over the next three years, DE Africa seeks to achieve this by delivering a Capacity Development Strategy for Phase III, increasing the number of users completing DE Africa training courses, and ensuring evidence of trainees continuing to engage with and use DE Africa data and services post-training.

In 2024, the focus will be on advancing these objectives. The Capacity Development Strategy will be drafted and endorsed in line with Phase III of the Programme; and activities will be undertaken to build user capacity to take climate action addressing coastline monitoring and impact assessment, water resources and food security. This includes developing new, and upgrading existing training materials, and conducting capacity building for a diverse trainee base.



2.2 Capacity development

Further development of training and capacity building materials and methods to support, and which are being used by, a diverse range of users, from decision-makers through to in-country specialists, supporting specific products from DE Africa

Indicators	Phase III Outcomes	2024 Annual Target
Capacity development strategy delivered	Capacity development strategy, designed specifically to support Phase III outcomes and engagement with National priorities, is drafted, endorsed by GB, and implemented	<ul style="list-style-type: none"> Phase III cap dev strategy completed and endorsed
Development of new online training courses on using DE Africa to support climate action (English and French)	Development and upgrade of training materials empowering climate action for Coastline Monitoring Service and climate adaptation	<ul style="list-style-type: none"> 3 new training courses developed for DE Africa Coastlines, Waterbodies, and Wetlands (online and F2F in French and English) All existing course statistics analysed into report 1 new F2F training course developed that supports the EO Capacity program and Climate Action Toolkit for targeted user groups
	Uplift of 6 existing online training materials and videos. existing training with a greater focus on application for climate change adaptation and mitigation	<ul style="list-style-type: none"> Uplift of 3 existing training materials with a greater focus on application for climate change adaptation and mitigation



Training course delivery: Evidence of trainees continuing to engage and use DE Africa data and services post-training	<p>Climate action trainings delivered to diverse sectoral audiences including government agencies in 4 priority countries: Delivery of in-country face-to-face training in 4 countries (1-2 courses delivered in French - west/north Africa; 2-3 courses in English - east/southern Africa); targeting 3-4 government institutions per country</p>	<ul style="list-style-type: none"> ● Face-to-face training: <ul style="list-style-type: none"> ○ Delivery of in-country face-to-face training in 2 opportunity country's ○ Virtual training ○ 4x reports on training events
Capacity building for diverse trainee base conducted	<p>Number and diversity of training courses run (virtual and F2F):</p> <p>8+ high level DE Africa intro virtual training sessions on new courses held (over 2 yrs), across 6+ countries: 100+ people engaged from 24+ organisations</p> <p>8+ in depth F2F training workshops delivered (over 2 yrs), across 6+ countries: 100+ people trained from 24+ organisations</p> <p>D&I focused events - for example 1 x Women's training event; 1 x Youth event (University focused)</p>	<ul style="list-style-type: none"> ● 4+ high level DE Africa intro virtual training sessions on new courses ● 4+ F2F in-country follow up workshops delivered on climate action ● 500 new participants in online or F2F training ● 400 new participants in training are from diverse audiences ● 40% of participants are French speaking ● 50% of participants are from Opportunity countries ● 30% of participants are women



	<p>3,000 participants in training courses</p> <p>40% of diversity of trainees who receive virtual or face to face training</p>	
	<p>Users Completing training courses - D&I specific event</p>	<ul style="list-style-type: none"> • 10 users completing training courses from marginalised groups including synergy with continental programs: GMES and Africa, YouthMappers, Africa Women in GIS, RIIS Africa EO Challenge, and Implementing partners (IPs) • Alignment in Academic institutions
	<p>Promotion of high impact outcomes of user engagement activities for those impacted by climate change</p>	<ul style="list-style-type: none"> • 10 use cases published for those impacted by climate change focus on D&I groups- Linked to Outcome 2.4

Increased user engagement and uptake

DE Africa aims to increase user engagement and product uptake, facilitating rapid growth in the adoption of DE Africa services, including the Map and the Sandbox, and direct use of DE Africa services. Over the next three years, DE Africa seeks to achieve this by providing training on all continent-wide services, training on new interfaces supporting diverse user needs, and increasing the range of diverse users across all DE Africa products and services.

In 2024, the focus will be on advancing these objectives. DE Africa will update all user engagement activities in the DE Africa CRM to track and manage user interactions effectively. It also plans to review and update its Helpdesk Support Process to ensure the timely resolution of user queries, with a target of resolving 90% of queries within 72 hours.

To achieve these targets, DE Africa will aim to have 5000 unique map users from at least 5 countries, with 50% of users from African countries. It also aims to have 2 opportunity countries in the top 10 map user countries, indicating significant uptake in these regions. Additionally, DE Africa aims to onboard 1,000 new Sandbox users, with 100 from opportunity countries, and identify 5 private sector partners with the potential to leverage DE Africa data from these



countries. Furthermore, DE Africa will provide technical engagement to understand the needs of 2 private sector companies to leverage the platform, to have 2 start-ups actively using the platform by the end of the year.

2.3 User engagement/ uptake

Rapid growth in uptake of DE Africa services including the Map and the Sandbox, and direct use of DE Africa continental services

Indicators	Phase III Outcomes	2024 Annual Target
Improving training interfaces to support diverse user needs (language)	Improve diverse user needs - 1 new language	<ul style="list-style-type: none"> ● Add 1 diverse user needs (language - Portuguese) ● 500 new users through partner interfaces ● 100 new users through one diverse language interfaces ● Technical support provided for users
Increased range of diverse users across all DE Africa products and services	25,000 map users 25,000 diverse active users from 25+ countries	<ul style="list-style-type: none"> ● 8,500 unique maps users from 10 countries <ul style="list-style-type: none"> ○ 50% of users from African countries ○ 2 opportunity countries are in the top 10 maps user countries
	6000 sandbox users	<ul style="list-style-type: none"> ● 2,000 new sandbox users <ul style="list-style-type: none"> ○ Use of accounts v account registrations ○ 60 new sandbox users from Opportunity Countries



	<p>20 industry partners leveraging DE Africa data</p>	<ul style="list-style-type: none"> ● Identify 5 established private sector partners with potential to leverage DE Africa data from Opportunity Countries ● Provide technical engagement to understand the needs of 5 private sector companies to leverage the platform ● 2 Start-ups actively using the platform: Africa EO Challenge
	<p>User support of DE Africa Maps, source datasets, DE Africa datasets and Sandbox</p> <p>Evidence that 25+ users are activity using DE Africa to support their decision making around climate action; including 3 government organisations</p>	<ul style="list-style-type: none"> ● Monitoring and reporting of DE Africa service levels to meet baseline levels of operational readiness and enhance the fitness for use of DE Africa services ● Review of Helpdesk Support Process: <ul style="list-style-type: none"> ○ Understand most common help desk requests and how to troubleshoot ○ Develop FAQ webpage based on most common helpdesk support requests ○ Understand whether helpdesk process is holistic in ○ Add Quality control/feedback mechanism ● Regular Helpdesk Support <ul style="list-style-type: none"> ○ 90% of Helpdesk queries are resolved within 72 hours
	<p>24+ live sessions (over 2 yrs) held promoting climate action products and services, reaching 100+ diverse, cross-sector users from 25+ countries</p>	<ul style="list-style-type: none"> ● A minimum of 2 weekly live sessions per month, per quarter (1 English, 1 French) promote DE Coasts and associated climate action work. ● Live sessions focused on 4 Opportunity Countries ● 3 Live sessions focused D&I participant and presenters ● Live sessions supporting new notebooks ● Live session on Quarterly Programme Progress



Demonstrating Impact

DE Africa aims to demonstrate impact through showcasing a growing number of diverse use cases where DE Africa services empower community decision-making and improves lives. Over the next three years, DE Africa seeks to achieve this by promoting evidence of benefits to users arising from the information provided and evidence of cross-sector use case development.

In 2024, the focus will be on advancing these objectives. To achieve these targets, DE Africa will aim to publish 12 new use cases and 12 new user profiles, showcasing the diverse applications of its services. Additionally, DE Africa plans to develop and promote four (4) extensively promoted high-level impact stories, across opportunity countries featuring government, industry, academia or power users, as well as a video production of impact stories. Additionally, a monthly newsletter will be published, the DE Africa website will be upgraded, and formal media monitoring will be investigated and implemented. Listed under Outcome 1.1, the work plan sets out activities to build a strong foundation related to DE Africa’s plans, processes, and systems for Demonstrating Impact. Key activities in 2024 is to develop the Monitoring, Evaluation and Learning (MEL) Plan aligned to the Phase III MEL Framework. The MEL Plan will outline the MEL System (data collection, analysis and reporting processes) to track, assess and improve impact over the program life-cycle.

By placing a strong emphasis on integrating communications, outreach, awareness-raising, and additionally, by rigorously tracking and evaluating the impact of our activities, we will continuously refine our strategies, enhancing effectiveness and clearly demonstrating the value and progress of DE Africa’s initiatives. This integrated approach ensures that these critical elements remain a central focus throughout all program activities.

2.4 Demonstrating impact

A growing number of diverse use-cases where DE Africa services are providing information that is empowering community decision making and improving lives. Successful engagement with decision-makers and African governments, and institutional strengthening to the point where African governments are utilising DE Africa services and systems to inform policy, plans and actions.

Indicators	Phase III Outcomes	2024 Annual Target
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Evidence of benefit to users arising from the information provided	Communications Strategy Updated for Phase III	<ul style="list-style-type: none"> ● Communications Strategy Updated and approved for Phase III ● Incorporating D&I principles into the Communications Strategy ● Development of an Annual Communications Plan and Calendar outlining all key Comms deliverables for 2024
	25 African countries using DE Africa data and services report benefits	<ul style="list-style-type: none"> ● Demonstrate x3 active users from any of the 25 African countries
	10 industry partners leveraging DE Africa data and services - report on the benefit	<ul style="list-style-type: none"> ● Showcasing 1-3 industry partners leveraging DE Africa data and services - report on the benefit
	100 published use cases across 20 countries	<ul style="list-style-type: none"> ● 12 new use cases published from at least 5 countries: <ul style="list-style-type: none"> ○ include use cases in French/ Francophone countries on the register ○ include new use cases for private sector added to register ○ include use cases from women added register ○ include use cases from youth added to the register ○ include use cases from opportunity countries
Evidence of diverse, cross-sector use case development	8+ high profile use cases/ impact stories fully documented and promoted, including 2 government organisations	<ul style="list-style-type: none"> ● 4 extensively promoted high level impact stories, across opportunity countries featuring government, industry, academia or power users <ul style="list-style-type: none"> ○ Video production of impact stories



	<p>Evidence of regular media engagements/mentions</p> <p>Approx 50+ social media posts over 2 yrs promoting the applications, benefits and impacts of DE Africa products and services, with strong social media stats inc repromotion by partner organisations. > 3000 registrants for the newsletter.</p>	<ul style="list-style-type: none"> ● 12 new user profiles published: <ul style="list-style-type: none"> ○ women user profiles published ○ youth user profiles published ○ user profiles published from French / Francophone ○ user profiles from Opportunity countries ○ Delivery option up to agreed with user ● 10 media coverage in traditional media from 3 countries on the continent ● Communication to DE Africa community (Live sessions, social media, users groups, whatsapp comms channel) ● Product Launch PR and Marketing Campaign ● x2 Platform-related editorial, Funding Partner editorial, Enabling Partner editorial x5 Implementing Partner editorials ● Governing Board & TAC Member Profiling (Linked to Rotation/Succession of New Board) ● 4 broadcast motivations, topics to be discussed but product, statistics (on DE Africa, EO, Africa's downstream space ecosystem, innovative technology - world's widest reach ● Quarterly newsletter to DE Africa stakeholder promoting activities. ● Regular Program Updates: <ul style="list-style-type: none"> ○ 10 Newsletters shared ● Media Monitoring to assess growth on platforms: social media and traditional media <ul style="list-style-type: none"> ○ LinkedIn - 10% growth in followers, 5 to 6% engagement on posts
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		<ul style="list-style-type: none"> o YouTube - 50% growth in hours watched (engagement), growing YouTube channel to 2.5 subscribers, 100% growth in subscribers with a focus on average views per video, of 100 minimum. o Instagram Page to be established, Instagram proposed strategy: 100+ posts per quarter, o X - 10% growth in followers ● Website Upgrade/Refresh and continuous maintenance <ul style="list-style-type: none"> o Website - 15% growth in website visits, 5% engagement o Website Content Upload ● Mailing Lists to be developed: <ul style="list-style-type: none"> o Stakeholder/ User Community for Newsletter circulation o Media Mailing List 24+ higher impact social media posts (twitter & LinkedIn) promoting the benefits of DFAT funded climate related products and services - 2 per month (min target). ● 24+ social media posts (twitter & LinkedIn) promoting climate action training and user engagement - 2 per month (min target).
	<p>Event Participation: Engagement and promotion of DFAT funding climate action work at 10+ international events over 2 yrs</p>	<ul style="list-style-type: none"> ● Participation at International Events related to DFAT funded climate action work at +5 international events ● Promotion of Engagements related to DFAT funded climate action work at +5 international events



	<p>DFAT Engagements: 4+ DFAT briefing sessions held; regular (min quarterly) engagement with DFAT post in Africa; regular DFAT engagement over social media.</p>	<ul style="list-style-type: none"> ● AU-AF Engagement plan developed <ul style="list-style-type: none"> ○ x4 Quarterly Comms Pack ○ x2 Briefing sessions ○ x4 Comms pieces promoting AU-AF collaboration
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Annexes

1. Detailed 2024 Annual Workplan

[GB-10 Item3.a FINAL 2024 DE Africa Annual Plan V3 12 June 2024](#)

2. DE Africa 2024 Operating Budget

[GB-10 Item 3b: Provisional DE Africa Financial Report June 2024](#)



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