



**Accenture Development
Partnerships**

Global Ocean Observing System

Reform Consultancy Presentation

GOOS SC Session

03 December 2025

accenture



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OCG Co-Chairs Discussion



The background of the slide is a photograph of ocean waves under a sunset sky. The water is a deep blue with white foam on the wave crests. The sky transitions from a pale orange near the horizon to a light blue at the top. In the top center and bottom center, the number '01' is displayed in a large, white, outlined font.

Reform introduction

This reform provides a framework for the future evolution of the Global Ocean Observing System (GOOS)

Why did we embark on this reform process?

- Member States have **binding commitments** under **international frameworks and conventions** (UNFCCC, CBD, BBNJ, etc.) requiring data and information for decision making dependent on a globally integrated ocean observing system
- Fulfilling these commitments requires more than infrastructure and data sharing – it requires **active involvement** in setting **priorities, governance, and investment** strategies
- Global Ocean Observing System (GOOS) is designed to help Member States meet these obligations through **active coordination of the global system of ocean observations**, but currently **faces challenges** like fragmented governance, unclear roles, weak national integration, and administrative burdens that limit its effectiveness
- Recognizing these challenges, IOC Member States have invited the IOC Executive Secretary in IOC Decision EC-57/4.1 to **evolve GOOS governance and structure**, in consultation with the GOOS Steering Committee, representatives from Member States, and GOOS sponsors

What are the intended outcomes of GOOS reform?

- **Streamlined governance and reporting structure** with clarity on roles and responsibilities and enhanced accountability mechanisms
- **Elevated Member States' influence** in driving ocean observations agenda, ensuring priorities for ocean observations reflect both **suppliers** and **end-users needs**
- **Strengthened national coordination** by empowering National Focal Points (NFPs) and fostering inter-agency collaboration within countries
- **Improved efficiency and interoperability** in network coordination and data management
- **Fit-for-purpose structure** with capabilities that facilitate long-term resource mobilization



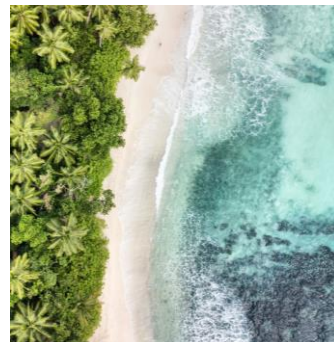
A four-month journey with consultations across the GOOS system brought clarity to the mission and actionable recommendations for GOOS's future

Who did we engage throughout the process?

Throughout the project, we engaged over 45 individuals across the GOOS ecosystem during one-on-one interviews, workshops and status meetings, including the following representatives:

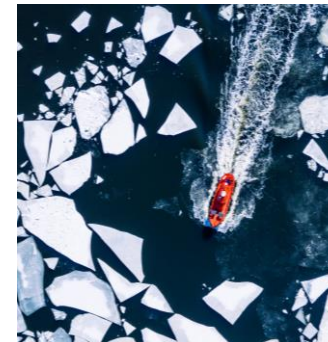
- Member State representatives (including IOC Chair and Vice Chairs)
- GOOS Director and Secretariat staff
- GOOS Steering Committee Co-Chairs and members
- GOOS sponsors
- IOC Executive Secretary
- GRA and NFP representatives
- OceanOPS
- Other external collaborators

In addition to interacting with key stakeholders, the project team reviewed over 40 documents, including TORs, GOOS reports, and others, to better understand the system's history and current state.



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Project steering committee meetings held to align on key recommendations

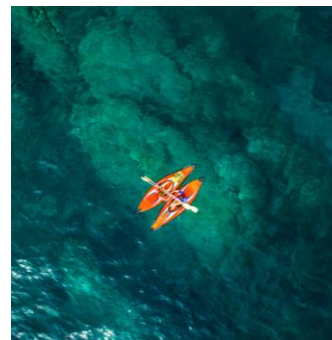


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Workshops held to co-create the mission statement and discuss key structural changes needed

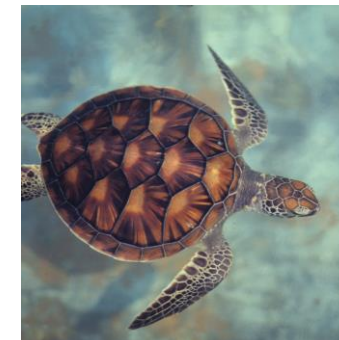
45+

Stakeholders engaged through interviews, workshops, and written feedback



40+

Documents analyzed including 8 Terms of Reference



4

Success metrics for GOOS



6

GOOS components remaining after streaming and optimization



02

Mission and value proposition

02

An updated and forward-focused mission statement outlines the essential role in delivering coordinated action and strategic outcomes for GOOS

Support stakeholders with implementation of effective observation systems

Support continuous improvement of ocean observing system to meet changing scientific, economic, ecological, environmental, and technological needs

Facilitate worldwide coordination and data sharing for a unified, comprehensive ocean monitoring, forecasting, and service value chain

Be receptive to the GOOS components, sponsors, Member States, users, and the broader ocean observing enterprise

Build a robust and adaptable system that can withstand disruptions and deliver long-term, reliable data

To **enable** and **evolve** a **globally integrated, responsive**, and **resilient** ocean observing system for **thriving communities** and a **healthy ocean**

Ensure essential ocean data are ultimately transformed into actionable insights to support resilient societies and protect ecosystems – turning science into real-world impact while advancing ocean economy



By acting on its strategic choices, the GOOS will be empowered to adapt its operational focus for greater impact and sustained relevance

FROM...

...TO



Reacting and responding to the **immediate needs** of the ocean observing community as they arise



Shaping and **advising** the global ocean observing agenda



Viewing the **operational** and **scientific oceanography community** as the primary stakeholder



Being agile and responsive to **Member States**, the **scientific community**, and **users of ocean observation data**



Relying on **Member State contributions** for funding



Augmenting public funding from diverse Member States, supplemented by growing financial and in-kind contributions from **non-traditional actors**



Operating under a **broad-based sponsorship structure** (e.g., IOC, WMO, UNEP, and ISC)



Engaging with **key strategic sponsors** (e.g., IOC, WMO), supported by a broader coalition with clearly defined **roles** and **priorities**

GOOS is committed to deliver distinctive value to Member States, suppliers and users of ocean observation data towards 2030+

	Member States (as decision makers, not suppliers or user) e.g., countries that have formally joined the IOC and WMO with rights and obligations, national focal points	Suppliers of Ocean Observation Data e.g., Member States, oceanographers, marine scientists, research institutions, scientific networks, private sector	Users of Ocean Observation Data e.g., Member States, scientific community (as data users), private sector (fisheries, shipping, energy etc.), NGOs, educators, civil society, philanthropists, innovators
Who struggle with...	Uneven expertise and infrastructure, complex platforms, fragmented coordination, and unclear roles between GOOS and Member States	Fragmented data and governance, administrative burden, and insufficient recognition and visibility	Inaccessible and non-user friendly data, engagement complexity, and lack of co-design involvement

We provide... A **globally integrated, responsive**, and **resilient** ocean observing system

That...	Strengthens ecosystems, ocean economy, national resilience, and maritime security through data-driven decisions and policy-relevant observations	Advances groundbreaking and relevant operational ocean science while ensuring data meets end user needs	Fuels innovation, supports disaster risk reduction, and supports thriving ocean economies via smarter, data-driven decisions
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03

Key structural changes

03

Recommendations for optimizing GOOS

Today's focus

Clarify mandates across GOOS components and streamline the reporting structure

Reposition GRAs as independent entities preserving regional coordination

Strengthen NFP's role and interaction model to further enable Member States participation, national coordination, and integration with global standards

Consolidate sponsorship under the IOC and WMO based on existing contributions and distinguish sponsor, donor, and partner roles

Enhance resource mobilization through the Donor Coordination Group to convene funders, foster alignment, and drive investment for GOOS

Introduce the Observations and Data Coordination Group (ODCG) as an OCG with broadened mandate to centralize the coordination of networks and other observing communities

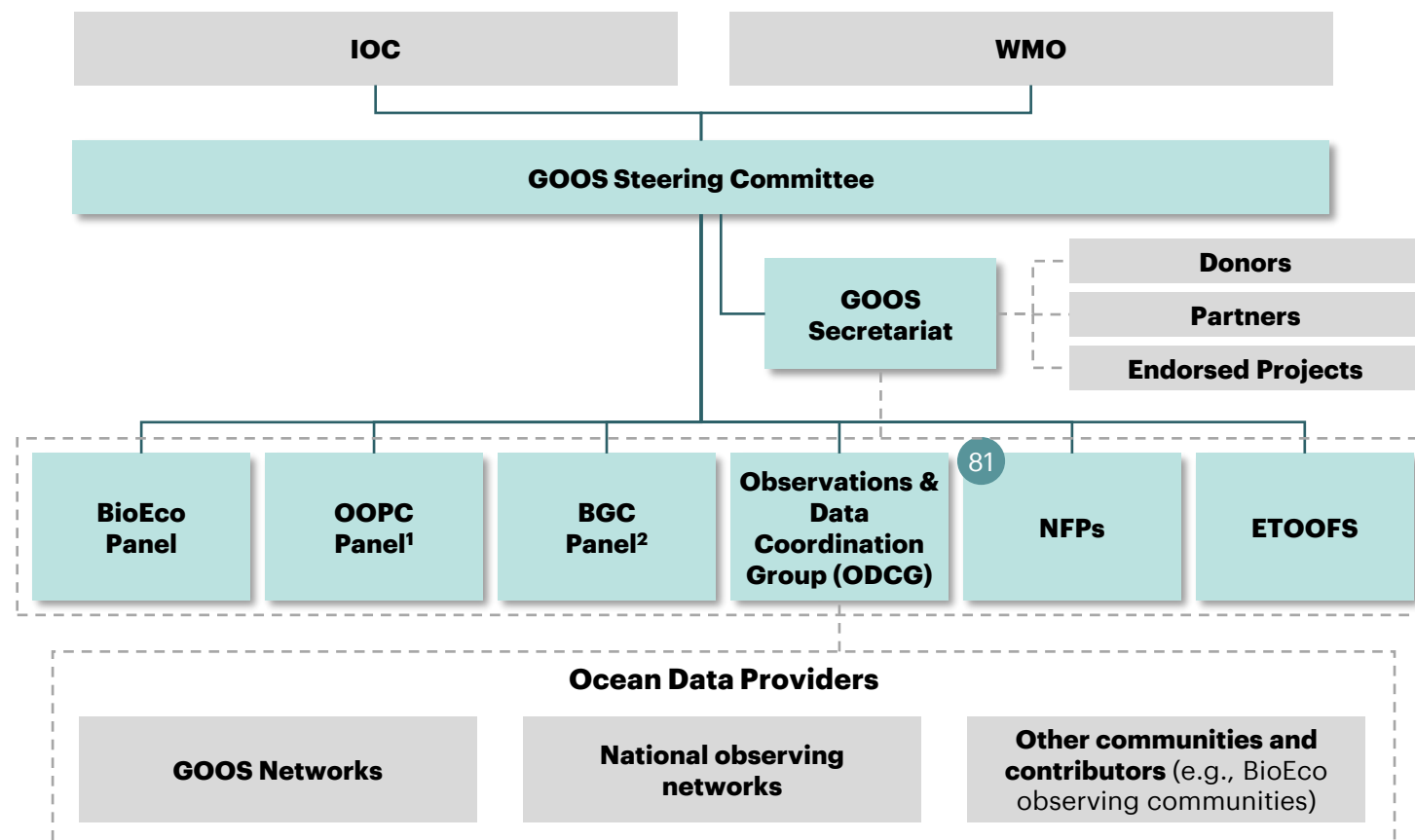
Elevate the GOOS Steering Committee's function through stronger strategic oversight targeted skillsets, and longer terms

Empower the GOOS Secretariat to have clear identity to support the system



Streamlining reporting lines and organizational structure will promote greater integration and accountability across GOOS components

Proposed GOOS reporting structure



1) Additionally reports to the GCOS Steering Committee and the WCRP Joint Scientific Committee

2) Additionally reports to the ISC SCOR

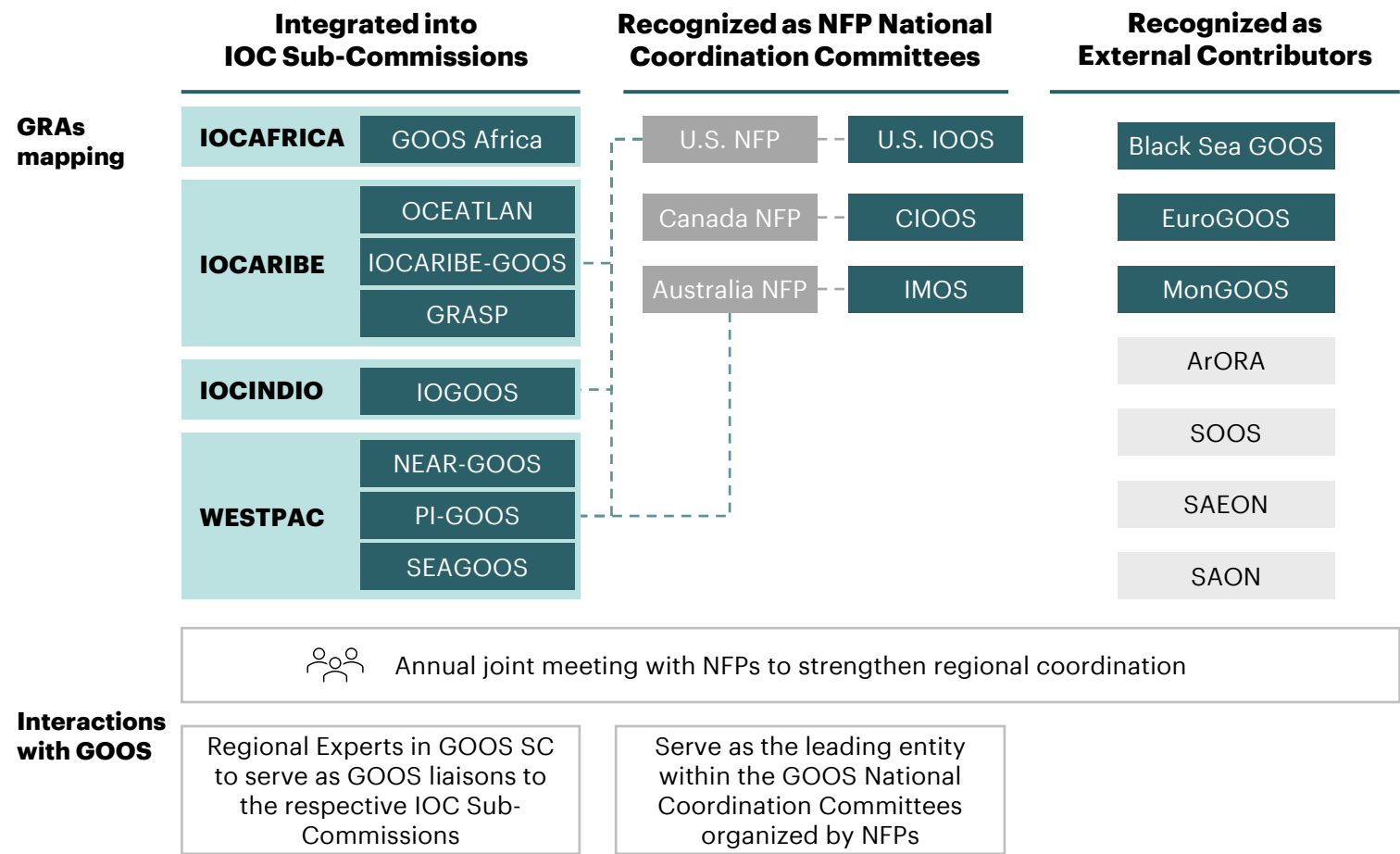


Key recommended changes

- **Dual sponsorship** structure
- **Six GOOS components** moving forward
 - Formalized **GOOS Secretariat** (evolved from GOOS Management Team)
 - **ODCG** combining OCG, OceanOPS, and the coordination capabilities of BioEco Panel
 - **GRAs** repositioned as independent entities
- Clarified **reporting** and **accountability mechanism** (OKRs)
- Deelineated roles of **donors** (Donor Coordination Group) and **partners**
- **Ex-officio** no longer part of GOOS Steering Committee

Repositioning GRAs as independent entities will enhance flexibility while preserving their critical role in regional coordination

Suggested mapping of GRAs in the future model



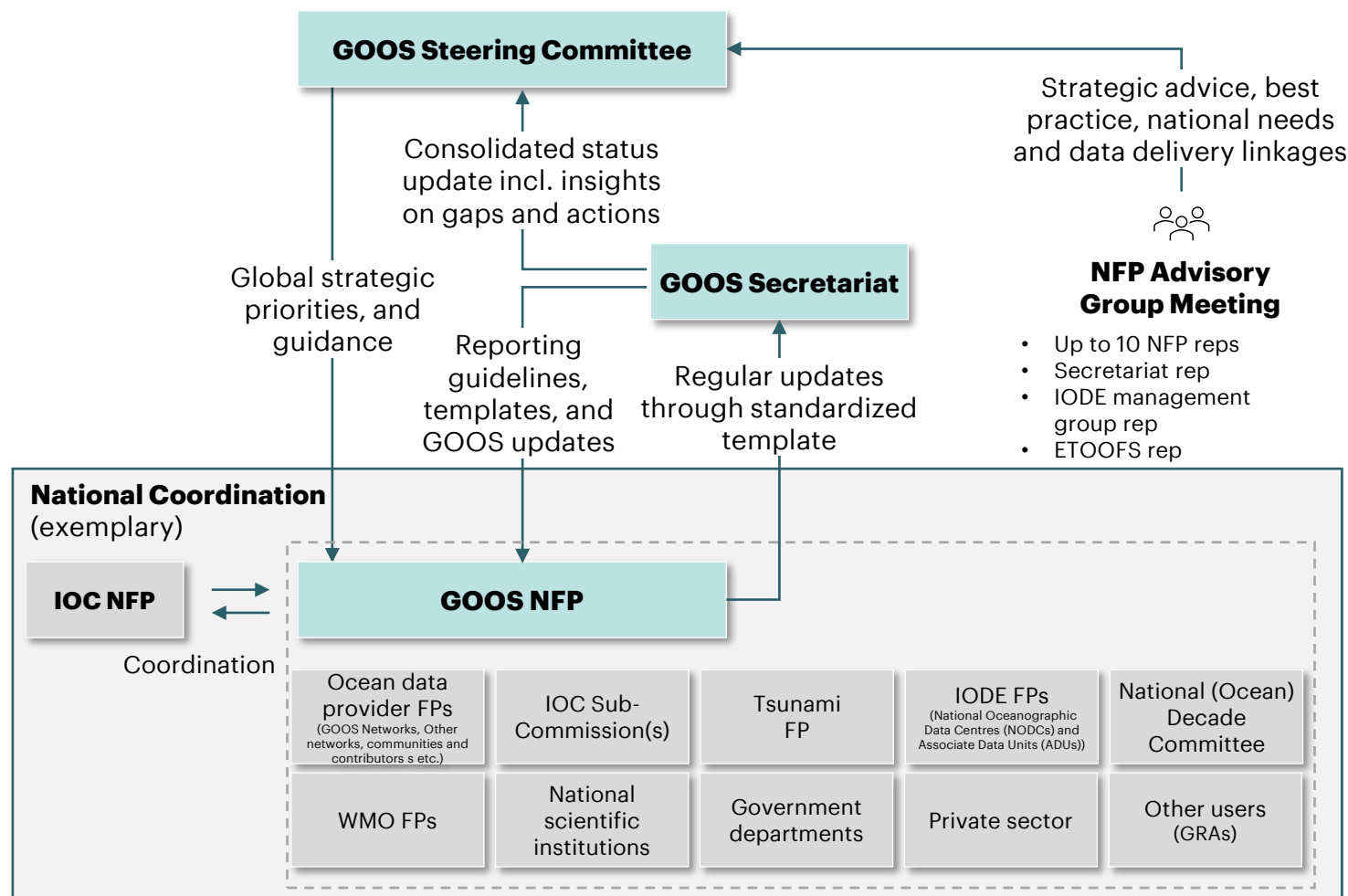
Key recommended changes

- GRAs repositioned as independent entities with **unchanged function**
- Three options for GRA in the future model:
 - **Integrated into IOC Sub-comissions** with expanded role of regional experts in the GOOS Steering Committee
 - **As NFP National Coordination Committees**
 - **External Contributors**
- **Joint annual meeting with NFPs** for regional coordination



Strengthening NFP's role and interaction model will further enable national coordination and better integrate with GOOS and global standards

Key NFP interactions in the future model



Key recommended changes

- **Strengthened role** of National Focal Points (NFPs) in driving country-level coordination of ocean observations
- **Two-ways interaction model**
 - **Steering Committee** to provide strategic direction and oversight
 - **NFPs** to report through Secretariat and to communicate perspectives to Steering Committee through the annual NFP Advisory Group
- **NFPs qualifications needed:**
 - Institutional position and authority
 - Technical and scientific expertise
 - Policy and governance knowledge
 - Skills: networking, communication, advocacy, coordination



04

Feedback and discussion

04