Accenture Development Partnerships

Global Ocean Observing System

Mission and Scoping Review

24 September 2025

accenture

Purpose of this Document

This document serves as a guiding compass for the future evolution of the GOOS Secretariat. It articulates a renewed mission statement, outlines key strategic choices that will shape the Secretariat's trajectory, and defines the value proposition that GOOS offers to its primary stakeholders.

Intended Use

This document is intended to support the GOOS Secretariat leadership, governance bodies, and collaborating partners by providing a shared framework to:

- Align future activities and initiatives with the Secretariat's evolving mission and strategic priorities
- Inform decision-making and resource allocation across the GOOS ecosystem
- Communicate the Secretariat's unique value and role within the global ocean observing community
- Foster coherence and collaboration across GOOS components and external partners

This document is not a detailed operational plan or budgetary roadmap. It does not prescribe specific programmatic actions or funding targets but rather provides a strategic foundation upon which such plans can be built.

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The discover phase of the engagement included a review of the viability and value of the central mission of GOOS to identify its unique value proposition

We engaged a broad spectrum of stakeholders, including:

- GOOS Secretariat
- GOOS Steering Committee
- Sponsors: IOC, WMO, UNEP, ISC
- Member States
- GRAs and NFPs
- OceanOPS
- UN Decade

… to surface insights that reflect the diversity of perspectives across the GOOS ecosystem.

These contributions enabled us to identify both areas of strength and opportunities for growth as the Secretariat enters its next phase of evolution.

The deliverable was developed in close collaboration with the GOOS Director and GOOS Co-Chairs, incorporating iterative feedback to ensure alignment and ownership across key contributors. This co-creation process helped foster buy-in and reinforced the shared commitment to the project's strategic outcomes.
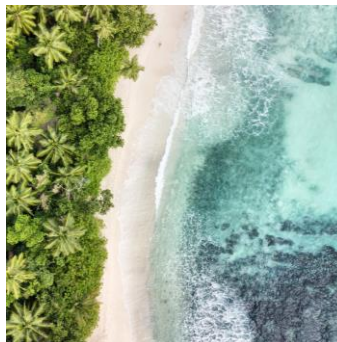
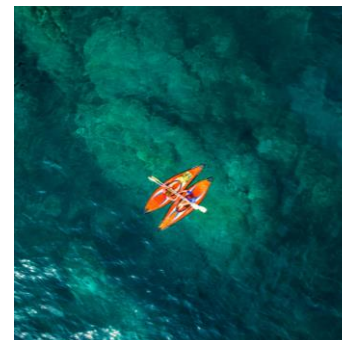**8** Interviews with representatives of key GOOS components
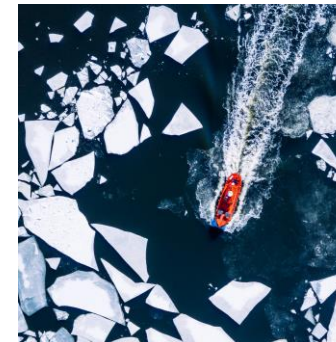
1 Workshop held to co-create mission statement and align on the future GOOS's direction
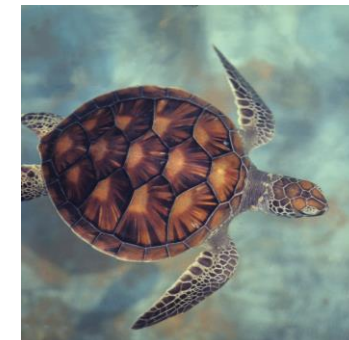
5 Interviews with GOOS's sponsors, capturing the outside-in perspective

6 Sessions held with the Working Group, co-creating project outputs

**5** Interviews with Member States representatives

30+ documents analyzed

The outcome is a **revised mission** supported by key objectives and results, strategic decisions on future role, **and articulation of** value proposition

Mission Statement:

- Clearly **articulates why** the GOOS Secretariat exists
- Aligned with GOOS' strategic goals and long-term vision, while remaining broad enough to **adapt to future** developments
- Anchored by **objectives and key results** to measure success in delivering on the mission
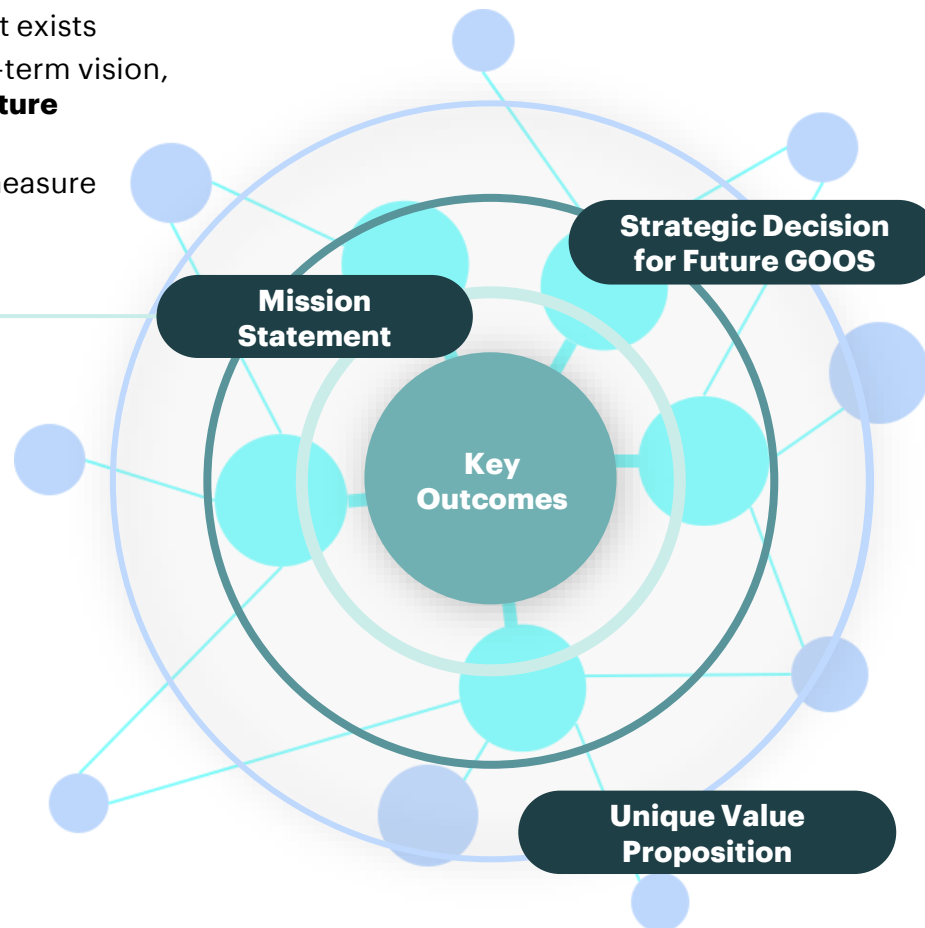
Strategic Decision for Future GOOS:

- Defines the direction of travel from current to future state and the key **strategic choices** to be made
- Lists down the current in-scope, new, and out of scope activities for **4 role archetypes**

Unique Value Proposition:

- Clearly articulates the composition of three stakeholder groups and their **need for GOOS data/service**
  - (a) Member States
  - (b) Suppliers of Ocean Observation Data
  - (c) Users of Ocean Observation Data
- Lists down the **pains and gains** for each stakeholder group (as understood from structured interviews)
- Defines the **unique value** that the GOOS Secretariat brings to these stakeholders through its 4 strategic roles

Key Outcomes — Mission Statement — Strategic Decision for Future GOOS — Unique Value Proposition

01

Ocean Observing
Ecosystem

01

Less than 10% of the ocean is being regularly observed[1]

(1) GOOS 2030 Strategy

The ocean observing system is advancing in response to shifting global priorities, technological innovation, and new ecosystem demands

Growing user base

Ocean observation data is no longer only for scientists and member states. A **diverse set of users** – from the private sector to communities and citizens – are increasingly leveraging ocean information for decision-making, innovation, and resilience.

Insights beyond data

Stakeholders are asking for more than raw data. They need **actionable insights** – interoperable products, tailored services, and user-friendly tools that transform ocean observing data into real-world value to guide daily operations and long-term planning.

Recognition for partnerships and technology

The complexity of the ocean observation ecosystem demands **strong partnerships**. Engaging non-traditional stakeholders, fostering cross-sector collaboration, and integrating emerging technologies are essential to unlocking impact and innovation.

Holistic understanding of our ocean

The ultimate goal is a connected, **systems-level understanding** of the ocean that integrates physical, chemical, biological, and socioeconomic dimensions. This enables smarter decisions and strengthens resilience in the face of global change.

❝

Industries such as oil and gas exploration, offshore energy, marine logistics, and fisheries all need detailed ocean observing data.

GOOS should strengthen the 'value chain' – ensuring that data collected leads to actual value, such as usable products and services.

Current pressures make it even more urgent and important to work collectively and build stronger partnerships; otherwise, within a decade or two, everything could fall apart.

[The scientific community] needs to analyze and translate ocean data into formats that are understandable and actionable for policymakers and local communities.

Source: Stakeholder interviews
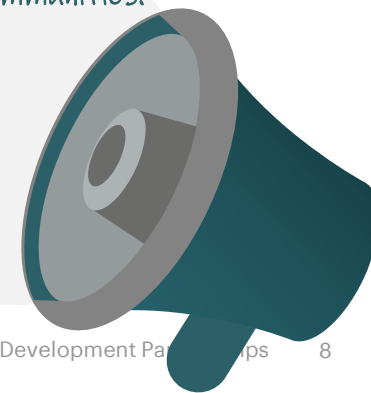
While the demand and strategic relevance of the ocean observing system is growing, **significant challenges persist** across the ecosystem

Sustainable funding across the ecosystem

Ensuring long-term, reliable, and diverse funding to support coordination, infrastructure, operations, and service delivery

Varying priorities among member states

Building political will, support, and active participation from member states to sustain and scale global ocean observation

Coordination among systems and nations

Overcoming the siloed observation systems and governance by improving alignment across global, regional, and national levels

Unequal global coverage and capacity

Addressing disparities in observation capacity, talent, and resourcing to ensure equitable participation in ocean observation

Emerging technology adoption and usage

Understanding, adopting, and integrating new technologies to improve efficiency, expand coverage, and unlock innovation

User engagement and co-creation

Ensuring that infrastructure, data, and services are designed with users in mind, transforming observations into actionable insights

Visibility and broad-based support

Raising the profile of ocean observation as an essential global public good across stakeholders to secure sustained investment

Source: Stakeholder interviews

Effective governance and coordinated partnerships are thus essential to align diverse stakeholders and drive the integrated system forward

Intergovernmental Organizations

Coordinate global cooperation, set standards, and provide platforms for sharing ocean data and knowledge

International Treaties and Frameworks

Establish rules or commitments that for global ocean observations

International and Regional Bodies

Facilitate collaboration, harmonize data collection, and address shared challenges

Government Agencies

Fund, regulate, oversee, and operate national ocean observation programs

Regional/National Ocean Observation Systems

Integrate infrastructure, and research institutions into sustained observing networks

Global Ocean Observing Networks

Provide long-term, global, high-quality, in-situ ocean observations

Networks and Initiatives

Connect institutions, countries, and experts to advance specific themes in ocean observations

Research Institutions and Universities

Conduct fundamental and applied ocean research, operate observing platforms, and train scientists

Non-Governmental Organizations

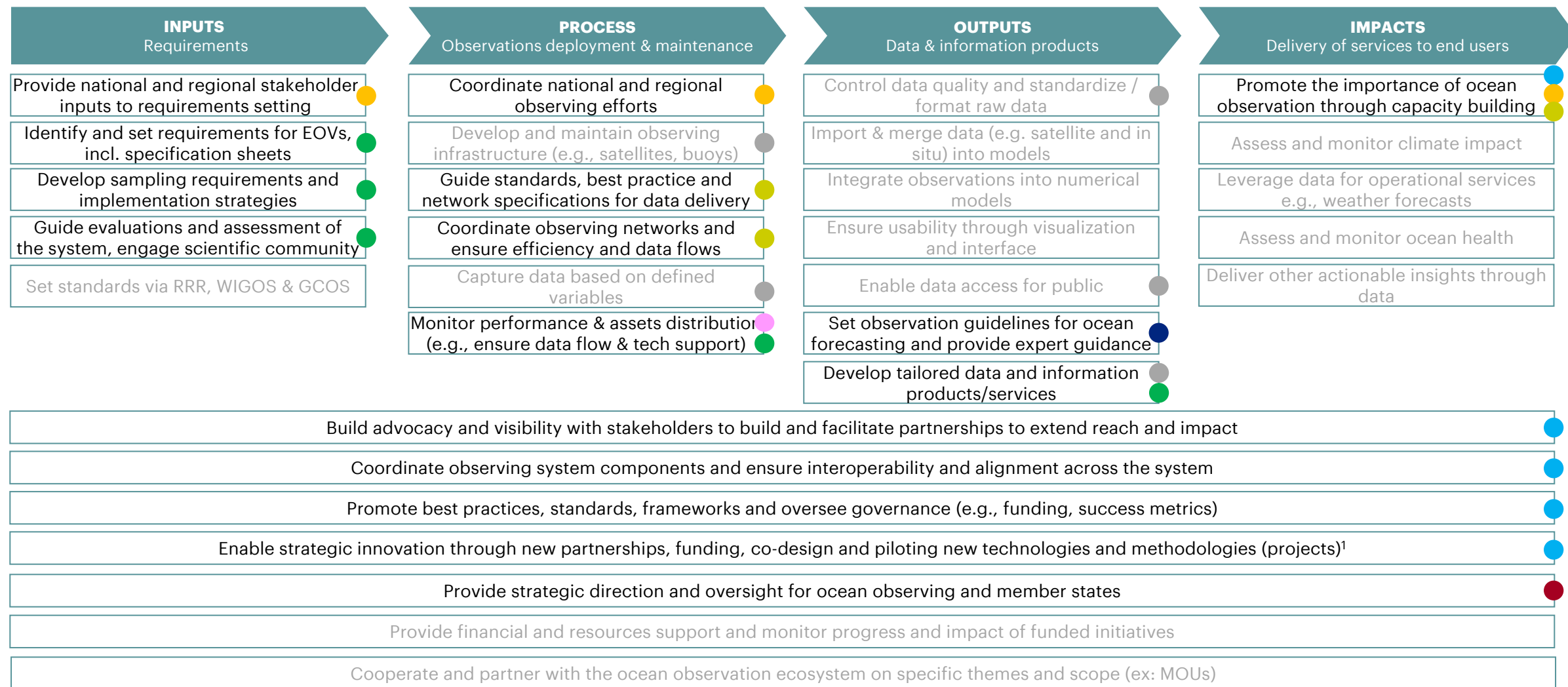Advocate for ocean health, conservation, and data transparency

Private Sector

Develop technologies, deliver observation and data services, and apply ocean data to support industries

Non-exhaustive list of stakeholders. Source – Accenture Research

Ocean Observing Ecosystem

At the heart of the ocean observing ecosystem, GOOS and its components drive critical functions across the entire value chain

INPUTS — Requirements	PROCESS — Observations deployment & maintenance	OUTPUTS — Data & information products	IMPACTS — Delivery of services to end users
Provide national and regional stakeholder inputs to requirements setting	Coordinate national and regional observing efforts	Control data quality and standardize / format raw data	Promote the importance of ocean observation through capacity building
Identify and set requirements for EOVs, incl. specification sheets	Develop and maintain observing infrastructure (e.g., satellites, buoys)	Import & merge data (e.g. satellite and in situ) into models	Assess and monitor climate impact
Develop sampling requirements and implementation strategies	Guide standards, best practice and network specifications for data delivery	Integrate observations into numerical models	Leverage data for operational services e.g., weather forecasts
Guide evaluations and assessment of the system, engage scientific community	Coordinate observing networks and ensure efficiency and data flows	Ensure usability through visualization and interface	Assess and monitor ocean health
Set standards via RRR, WIGOS & GCOS	Capture data based on defined variables	Enable data access for public	Deliver other actionable insights through data
	Monitor performance & assets distribution (e.g., ensure data flow & tech support)	Set observation guidelines for ocean forecasting and provide expert guidance	
		Develop tailored data and information products/services	

- Build advocacy and visibility with stakeholders to build and facilitate partnerships to extend reach and impact
- Coordinate observing system components and ensure interoperability and alignment across the system
- Promote best practices, standards, frameworks and oversee governance (e.g., funding, success metrics)
- Enable strategic innovation through new partnerships, funding, co-design and piloting new technologies and methodologies (projects)[1]
- Provide strategic direction and oversight for ocean observing and member states
- Provide financial and resources support and monitor progress and impact of funded initiatives
- Cooperate and partner with the ocean observation ecosystem on specific themes and scope (ex: MOUs)

In-scope for GOOS | Out of scope for GOOS but influenced by GOOS

Legend: GOOS Secretariat, Steering Committee, GRAs / NFPs, Expert Panels, OCG, OceanOps, ETOOFS, Observing Networks

1) In coordination with Ocean Decade

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Future of GOOS

The Secretariat's forward-focused mission statement outlines its 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, environmental, and technological needs

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

Be receptive to the GOOS components, sponsors, member states, users, and the broader ocean observation ecosystem

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

Based on Workshop #1

The OKRs operationalize the GOOS Secretariat's mission, breaking it down into strategic priorities and measurable outcomes

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

Objective	Enable ocean observing system	Evolve globally integrated ocean observing system	Be responsive to member states, scientific community, and users	Ensure resilience of the global ocean observing system
Key Result	% observing systems with interoperable EOV dataflows	# of member states contributing to and sharing data from ocean observing networks	# of co-developed initiatives or products with stakeholders	% increase in GOOS funding and committments

Next steps for OKRs implementation

Define baselines for each Key Result	Apply a % yearly increase to each Key Result through 2030	Embed OKRs into existing performance dashboards/ reporting tools	Review Key Results annually and adjust priorities as needed

OKR – Objectives and Key Results
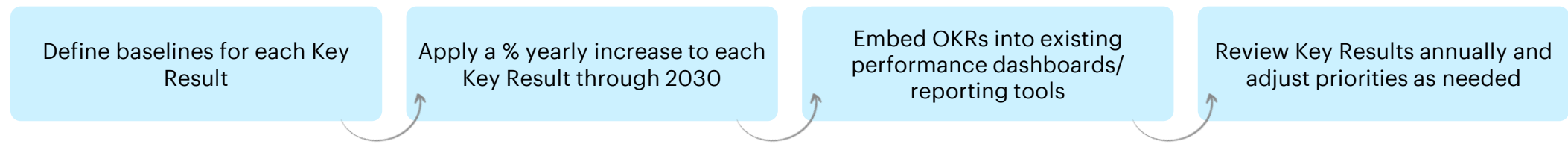
By acting on its strategic choices, the Secretariat will be empowered to adapt its operational focus for greater impact and sustained relevance

FROM... **...TO**

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 **scientific community** as the primary stakeholder	Being agile and responsive to **member states**, the **scientific community**, and **users of ocean observation**
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**

Prioritized roles aligned with strategic choices will enable the Secretariat to advance its mission and better support the ocean observing community

In-scope roles — Descoped roles

Ocean observing system coordinator	Strategic advisor and advocacy champion	Standards steward	Innovation catalyst	Capacity development champion	Market facilitator
Coordinate observing system components and ensure interoperability and alignment across the system	Build advocacy and visibility with stakeholders to build and facilitate partnerships to extend reach and impact	Promote best practices, standards, frameworks and oversee governance	Enable strategic innovation through new partnerships, funding, co-design and piloting new technologies and methodologies (projects)[1]	Facilitate system-wide capacity development through partnerships	Act as a venture-minded connector, building new pathways for ocean data exchange and investment
Maintain	Expand	Expand	Explore	Transferred role (in partnerships)	To be explored in future

1) In coordination with Ocean Decade

Outlining key activities for the Secretariat's four prioritized roles will ensure clarity of purpose and establish the targeted areas of impact

	Ocean observing system coordinator	Strategic advisor and advocacy champion	Standards steward	Innovation catalyst
Current in-scope activities	• Coordinate with sponsors, focusing on **IOC** and **WMO** • Facilitate **planning**, **coordination** and **communication** across global observing networks to ensure **system-level integration** and alignment with 2030+ strategy • Ensure worldwide coordination and data sharing for a **unified**, **comprehensive** ocean monitoring value chain • **Oversee and monitor** GOOS components as defined by TOR	• Develop and maintain strategic **partnerships** with policy makers, scientific community, ocean observing network implementors, funders, and other end users • Strengthen GOOS visibility through **communication tools** and **guidance**	• Promote and maintain **best practices** and **standards** for ocean observing (setting EOVs, network, and metadata specifications) • Oversee **governance** including coordination with expert panels	• **Promote** emerging **technologies** in ocean observing in coordination with Ocean Decade
New activities	• Advise on ocean observing strategies and solutions in response to **policy-based queries** and **respond** to member states requests	• Lead **stakeholder engagement** and provide **insights** and **tools** for governments, philanthropies, and private sector actors	• Promote **data credibility** through the accreditation system	• Lead on engaging **private sector** to support project design based on new technologies • **Catalyze pilots** of **technologies** and **tools**
Out of scope activities	• Matchmaking between different entities or stakeholders • Detailed project management activities	• Organize individual seminars or workshops	• N/A	• N/A

Note: This view does not include internal facing activities like strategy design, progress tracking and monitoring

03

GOOS Value Proposition

03

Understanding who the stakeholders are and what data and services they require is critical for defining a targeted value proposition

	Member States	Suppliers of Ocean Observation Data	Users of Ocean Observation Data
Key role	Decision-makers and policysetters	System architects and ocean observation suppliers	Consumers of ocean observations
Includes	• National governments and relevant agencies • Inter-governmental bodies (e.g., UNFCCC, IOC, WMO, BBNJ, CBD) • Regional alliances and national focal points	• Oceanographers, marine scientists, research institutions and universities • Technical experts in observing platforms • Members of GOOS expert panels • Scientific networks and initiatives • Private sector	• Scientific community (as data users) • Private sector (e.g., fisheries, shipping, energy, insurance) • NGOs, educators, and civil society • Policymakers • Philanthropies, blue collar, innovators, tech.
Needs for GOOS data/ services	• Tracking impacts of changes in ocean • Supporting ocean resources management policy and implementation • Shaping climate policy, disaster response, adaptation strategies planning • Strengthening national security • Fulfilling UN relevant reporting	• Co-design and governance participation • Infrastructure and funding for sustained observations • Recognition and influence in shaping global priorities	• Operational services and modelling (e.g., weather forecasting, early warning systems, shipping, insurance, public sector, agriculture, marine and coastal industries, etc.) • Enhancement of scientific research and innovation through ocean observation data

Non-exhaustive list of stakeholders under each group

Understanding stakeholder roles and pain points allows GOOS to provide relevant solutions that advance the global ocean observing agenda

	Member States	Suppliers of Ocean Observation Data	Users of Ocean Observation Data
Pains What obstacles or risks do they face?	• High cost of infrastructure for sustained ocean observation • Limited technical capacity and know-how • Fragmented data access and lack of coordination across national and global systems • Resource constraints • Uneven global participation and engagement • Lack of role clarity across national, regional, and global levels	• Fragmented and non-seamless data access • Limited visibility and discoverability of datasets • Fragmented governance, lack of proper coordination and role clarity • Limited influence in strategic agenda-setting • Resource and capacity gaps • Administrative burden and high rotation with engagement dependent on individual effort • Insufficient recognition and visibility	• Inability to easily access data and insights • Complexity to engage with GOOS and form formal partnerships • Feeling that they are not brought into the co-design process
Gains What benefits do they seek?	• Harmonization of global and national priorities • Access to shared standards, knowledge, and best practices • Shared technology and data to reduce costs and enable data-driven decision-making	• Global platform for collaboration and data sharing • Increased visibility and recognition in international forums and influence in global policy • Accelerated research through coordinated efforts and open data access • Support for early-career researchers	• Data that allows to deliver insights to help shape decision making • Ability to integrate GOOS data streams into existing tools, platforms, and models • Invest in or co-finance observational infrastructure through innovation challenges, R&D collaboration, or impact-aligned funding • Engage with GOOS' work through storytelling, educational content, and citizen science opportunities

GOOS's value proposition is tailored for the distinct roles and requirements of its diverse stakeholders, ensuring relevance and strategic alignment

	Member States	Suppliers of Ocean Observation Data	Users of Ocean Observation Data
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 national resilience and security through data-driven strategic decisions and policy-relevant observations	Advances groundbreaking and relevant global ocean science	Fuels innovation and supports thriving ocean economies via smarter, data-driven decisions

At the core of the value proposition are the key roles the Secretariat assumes to ensure alignment, execution, and innovation across the ocean system

|	Ocean observing system coordinator	Strategic advisor and advocacy champion	Standards steward	Innovation catalyst
Member States	• Facilitates coordination across systems to **reduce duplication and optimize resources** • Responds to member states' **updates and concerns** via interaction with governing bodies, NFPs and GRAs	• Provides **evidence-based advice** to support policy, investment, and international commitments • Offers a **global platform** to display member states' advancement and commitment in ocean observation	• Promotes **EOVs** and **best practices** for **data**, enabling comparability and interoperability • Offers "GOOS label" for credible data	• Connects member states with **partnerships** and **resources**, modernize observing capacity • Supports member states to **showcase latest technology and systems** on the global stage (feedback loop)
Suppliers of Ocean Observation Data	• Provides a **framework** that links national research and observation with global priorities and standards • Provides a **platform for dialogue and data integration** across the EOVs and the GOOS network	• Provides **visibility for scientific contributions** by serving as a link between science and society • Elevates the **importance of ocean science** in multilateral forums and policy dialogues	• Maintains **shared, integrated, and interoperable** protocols, data formats, and frameworks that underpin robust, credible science • Setting **specifications** for EOVs, networks, and metadata	• Provides **global awareness** to innovative tools, methods, and observing platforms developed by the scientific community • Seeks **advise and recommendation** from community on innovation
Users of Ocean Observation Data	• Facilitates **access to a coordinated ocean observation data system** that can then be turned into timely, actionable insights • Serves as **bridge** between user community and member states	• Provides **strategic insights** to society, industry, philanthropies, and private sector actors • Advocates for **user needs and concerns** to IOC, WMO, member states, scientific community and others	• Advocates for **reliability, comparability, and transparency** of ocean data • Provides **standard specifications** for users	• Supports **co-design with users** to design an observing system that can deliver it effectively • Catalyzes **emerging technologies, products, and tools** with high potential

04

Appendix –
Interview Outcomes

04

List of stakeholders interviewed during the 'Discover' phase

Stakeholder group		Stakeholder names
GOOS Secretariat		Joanna Post
GOOS Steering Committee		David Legler, Balakrishnan Nair, Pooja Mahapatra, Prof. Dwikorita Kanarwarti
GOOS Sponsors	IOC	Yutaka Michida, Vidar Helgesen
	WMO	Michel Jean, Albert Fischer
	UNEP	Andrea Hinwood, Hartwig Kremer, Joana Akrofi
	ISC	Dr. Salvatore Aricò
Member States representatives	Group 1 – US & EU	Patrick Gorringe, Andrew Stewart
	Group 2 – Eastern Europe	NA
	Group 3 – LAC	Capt. Carlos Zuniga, Lt. Cmdr. Matías I. Sifón, Cmdr. Edwin Pinto
	Group 4 – Asia / Pacific	Hansan Park, Dr Michiyo Kawai
	Group 5 – Africa	Prof. Affian Kouadio, Prof. Amr Hamouda, Prof. Suzan Elgharabawy
GOOS Regional Alliance		Gabrielle Canonico, Alvaro Sscardilli
OceanOPS		Mathieu Belbeoch, Martin Kramp
UN Ocean Decade		Michelle Heupel

List of questions included in the interview questionnaire
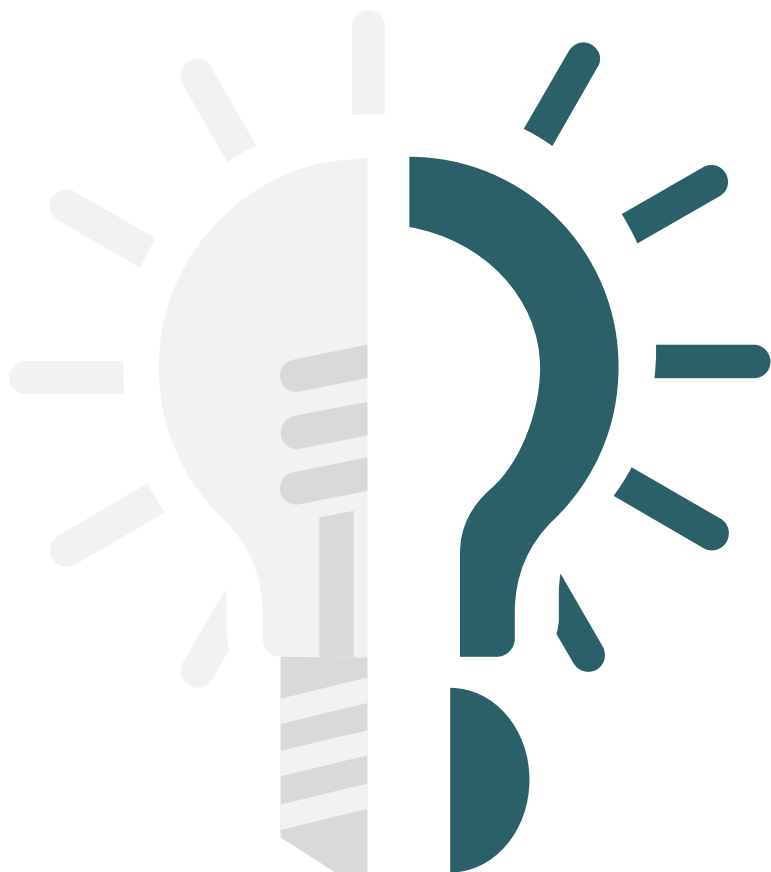
1. Mission and Value Proposition
- What do you see as GOOS' current unique strengths and role in the ocean observation ecosystem?
- What should be the future focus of GOOS' mission and scope?
- What should be the critical end uses of observations and the role of GOOS in communicating/advocating these?
- How relevant is GOOS at present for multi-stakeholder community?

2. Challenges and Opportunities
- What do you see as the greatest external challenges for GOOS to achieving its mission?
- What are the opportunities to harness?
- What do you see as the greatest internal/external barriers to GOOS delivering on this mission?

3. Structure, Governance and Accountability
- How might GOOS' structure need to evolve to deliver its mission (component parts needed, not needed, additional components)?
- How might GOOS' governance need to evolve to deliver its mission (accountability mechanisms, engagement with key stakeholders/partners/member states/co-sponsors)?

4. Capabilities and Resources
- What capabilities does GOOS need to strengthen looking towards the future?
- What activities should GOOS stop in a world where we need to prioritize?

5. Future Focus and Prioritization
- How do we make GOOS relevant and attractive to Member states?
- If you had a magic wand what is the one thing you would immediately change about how GOOS operates?

Key strengths of GOOS

Serves as the recognized **global brand** and **undisputed leader** within the ocean observation community, with strong trust from the scientific community and beyond

Holds the unique role of establishing **standards** and **best practices** for interoperability and system design – e.g., clearly defined and widely adopted Essential Ocean Variables

Leads the coordination of the complex global ocean observation system through a **passionate** and **dedicated secretariat**, together with a broader organizational structure

Functions as a hub for **global expertise** and **scientific leadership** with multidisciplinary integration, enabling high-quality data, innovation, coordination, and the development of best practices

Plays a **critical role** in addressing **emerging societal needs** such as disaster resilience, climate adaptation, ocean health, and supporting a sustainable blue economy

Convenes nations, states, users, and stakeholders via the multilateral **UN platform** to advocate for **neutral** and effective ocean observation collaboration

Key challenges GOOS faces

STRATEGIC FOCUS	STAKEHOLDER ECOSYSTEM MANAGEMENT	STRUCTURE, PROCESS AND GOVERNANCE	CAPABILITY DEVELOPMENT AND EQUITY	TECHNOLOGY, DATA AND INNOVATION

STRATEGIC FOCUS

- Unclear **articulation of GOOS' core mission** - whether it is primarily a coordinator, a provider of data, or an advocate for specific end uses
- Lack of **prioritization and strategic focus** leading to dispersed effort, over-extension, and ambiguity about GOOS' core mandate
- GOOS's **brand's visibility** is deep within scientific circles, but shallow among decision-makers, the general public, or non-scientific community
- Uncertainty and difficulty in long-term planning and maintenance due to **lack of sustained funding**
- Difficulty in **demonstrating ROI** due to lack of widely recognized examples

STAKEHOLDER ECOSYSTEM MANAGEMENT

- **Fragmented mechanisms** for cohesive engagement, requirement-gathering, and ongoing dialogue
- Missed synergies, and limited integration of regional priorities into global strategy due to **silos** between national, regional, and global activities
- Funders **lack dedicated forums** with GOOS to discuss priorities or see clear value propositions
- Dependence on **volunteer efforts** for engagement roles, limiting stakeholder coordination in underrepresented regions
- Insufficient communication and **outreach outside** the traditional scientific community

STRUCTURE, PROCESS AND GOVERNANCE

- Unclear reporting lines and **insufficient connection** between decision-making bodies in complex structure
- Insufficient **professional staffing and frequent rotation** of steering committee members
- Overlapping or unclear responsibilities, with some structures acting more like **information pass-throughs** without added value
- Processes for assessing user needs, setting priorities, and linking observation networks to societal impact remain **fragmented and uneven**
- Administrative **burden and (lack of) high-level sponsorship** of UNESCO under a biennial budgeting process

CAPABILITY DEVELOPMENT AND EQUITY

- **Limited support** for early-career scientists, emerging technical skills like AI and data assimilation, and thematic areas such as biogeochemistry
- High costs of ocean observing instruments and insufficient infrastructure **restricts ability** of many countries to contribute data and benefit equitably
- Initiatives are typically tie**d to short-term projects** rather than embedded in national infrastructure
- Paywalling or monetizing ocean data could create significant **disparities in access**

TECHNOLOGY, DATA AND INNOVATION

- Varying views on the need to **reform EOVs** – prioritize vs. expand (social, economic)
- No **framework** for technology assessment and integration constraining adoption by end users
- GOOS's enabling role in facilitating open data is under-recognized and challenged by **fragmented practices** and lack of incentives
- Challenges in **data accessibility and usability**; moving beyond providing raw data to delivering actionable insights tailored for users
- Limited support for developing **cheaper, standardized technologies** for broader deployment

04

Appendix –
Illustrative KPIs

04

Illustrative indicators to measure key results

"

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

"

Objective	Enable ocean observing system	Evolve globally integrated ocean observing system	Be responsive to member states, scientific community, and users	Ensure resilience of the global ocean observing system
Key Result	**% observing systems with interoperable EOV dataflows**	**# of member states contributing to and sharing data from ocean observing networks**	**# of co-developed initiatives or products with stakeholders**	**% increase in GOOS funding and committments**
Illustrative list of indicators to measure	% coverage of observing infrastructure by region	# of member states routinely collecting and managing biogeochemical data	# of standardized data streams integrated into global products	% increase in member state contribution towards GOOS Secretariat
	# of national ocean observing coordination committees established formally based on GOOS guidance and TOR	# of member states routinely collecting and managing biodiversity/ecosystem data	# of new partnerships and collaborative projects initiated	Ratio of core sponsors to overall sponsors
	% countries represented in GOOS Secretariat activities	# of operational services or tools built using GOOS data	# of member states supported with capacity development	# of new funders onboarded and diversity of funding sources

OKR – Objectives and Key Results

04

Appendix –
Workshop output

04

Workshop output: Key strategic choices for GOOS Secretariat

#	Key question		Choices	
1	**Ambition**	What should be our approach to set the tone for global ocean observations?	**Reactive** e.g., we respond to user needs and requests as they arise	**Transformative** e.g., we set the global agenda
2	**Primary orientation**	What will be our primary focus?	**Product-led** e.g., we are focused on EOVs	**User-led** e.g., we are dynamic in our focus, in line with user needs
3	**Coordination**	How will we coordinate the broader ocean observation system and drive engagement?	**Decentralized** e.g., partners and ocean observation players fully self-manage co-ordination	**Centralized** e.g., GOOS Secretariat leads global conventions and proactively connects partners
4	**Engagement focus**	Who are the primary end-users we will serve?	**Scientific** e.g., we provide standards for seamless platforms to advance scientific research	**Political** e.g., we provide frameworks and evidence to advance global policy
5	**Business model**	What will be the guiding principles for sustainable funding opportunities?	**Member-state** e.g., we are funded solely by member state contributions	**Diversified** e.g., we have a dynamic and diverse income portfolio across philanthropy, private giving and earned revenue
6	**Offerings**	How will we engage with and deliver our services across the ecosystem?	**Partnerships-driven** e.g., based on mutual trust between GOOS system components	**Commercialization** e.g., we provide standards and accreditation on a commercial basis
7	**Sponsorship**	How will we structure our sponsorship?	**Broad coalition** e.g., large number of sponsors	**Targeted sponsorship** e.g., few, active sponsor providing resources
8	**Leadership**	How will we manage the leadership tenure?	**Rotational** e.g., short tenure of co-chairs	**Continuity** e.g., dedicated mandate over longer period

Legend:
- 🔵 Joanna Post
- 🔴 Vidar Helgesen
- 🟠 David Legler
- ⚪ Balakrishnan Nair
- 🟡 Emma Heslop
- 🩷 Jing Li
- 🔷 Where we are today (Accenture view)
- 🟢 Where we want to be (workshop activity)

Accenture Development Partnerships

Workshop output: Role archetypes for consideration

We have suggested six archetypal roles to frame a discussion on the GOOS Secretariat's future focus

Results	Role archetypes	Primary activities being performed as part of the role
28%	**Ocean observing system coordinator**	• Coordinate observing system components and ensure interoperability and alignment across the network
27%	**Strategic advisor and advocacy champion**	• Build advocacy and visibility with stakeholders to build and facilitate partnerships to extend reach and impact • **Provide strategic insights to governments, philanthropies, and private sector actors**
22%	**Standards steward**	• Promote best practices, standards, frameworks and oversee governance (e.g., funding, success metrics) • **Act as a validator for data quality and credibility – e.g., "GOOS stamp" or accreditation system**
9%	**Innovation catalyst**	• Enable strategic innovation through co-design and piloting new technologies and methodologies (projects) • **Evaluate and qualify emerging technologies (e.g., AI, low-cost sensors, satellite)** • **Foster innovation through public-private partnerships and co-production models**
8%	**Capacity development champion**	• **Launch training courses in collaboration with academic and UN partners to standardize knowledge on data collection, processing, and use** • **Provide technical assistance to individual countries**
5%	**Market facilitator**	• **Create a global ocean data marketplace that connects public and private actors** • **Enable co-investment and mutual value exchange frameworks**

• **Potential activity for the future**

Thank you