



Global Ocean Observing System



# Session 8: Finalising the reform proposal and next steps

Session chair: David Legler

15th GOOS Steering Committee meeting (SC-15) | 25-27 March 2026 | Hyderabad, India



Global Ocean Observing System



# Summary of revised structure following discussions

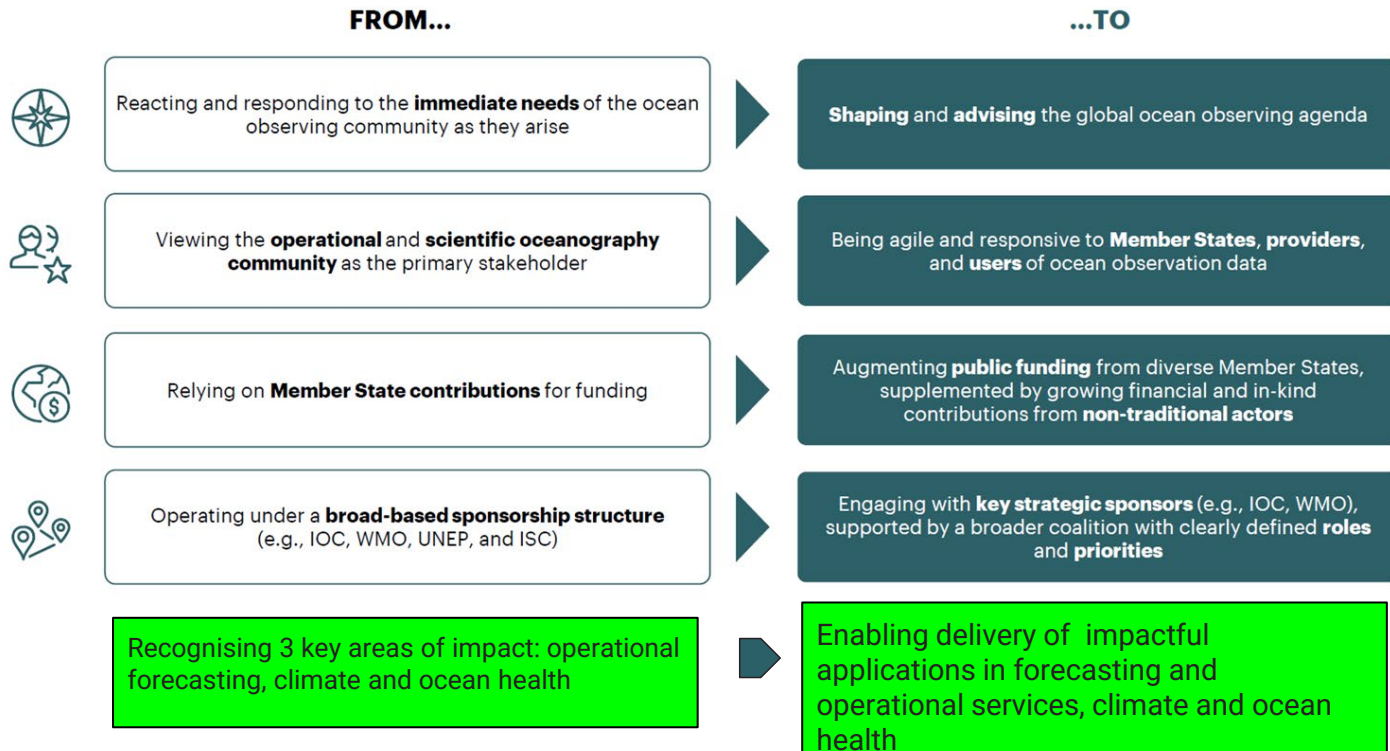
15th GOOS Steering Committee meeting | 25-27 March 2026 | Hyderabad, India

# Agreed Updates to Proposal

## Mission

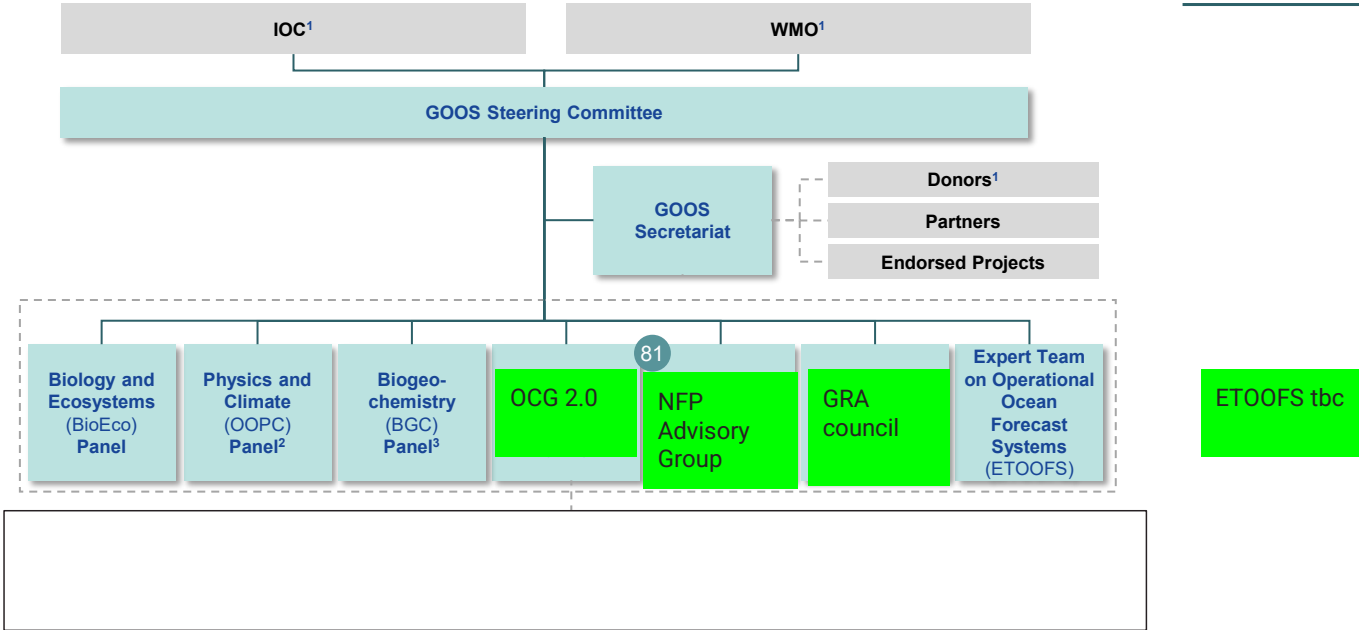
**To lead and evolve a globally integrated, responsive, and resilient ocean observing system for thriving communities and a healthy ocean**

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



# Streamlining reporting lines will promote greater integration and accountability across GOOS components (1/3)

## Proposed GOOS reporting structure



1) Member States are represented in the GOOS structure via IOC and WMO Governing Bodies, NFPs, and Donors

2) Additionally reports to the GCOS Steering Committee

3) Additionally reports to the ISC SCOR

4) GRAs role and position is still under revision and therefore is not detailed out in this proposal, options are included in the appendix

Note: GOOS components are organized in the diagram by following the value chain view



# Number of NFPs

GOOS component

External contributor

— Oversight  
 - - - Coordination

# Refreshing and strengthening responsibilities across GOOS components will enhance efficiency across the ocean observing community (2/3)

## Responsibilities of GOOS components

### GOOS Steering Committee

- ✓ Develop and oversee **GOOS strategy** and **biennial workplans** for submission to IOC and WMO Governing Bodies and **respond to governing body requests**
- ✓ Oversee, monitor, guide, and evaluate **GOOS system performance** to ensure alignment with strategic objectives and workplans
- ✓ **Advise Member States** and other **donors** on the importance of and benefits from GOOS
- ✓ **Approve** updates to component **Terms of Reference** (excluding the GOOS Steering Committee's own TOR), Chair/Co-Chairs (per component TOR), workplan, and GOOS endorsed projects
- ✓ **Advocate** for ocean observing and provide **senior level representation** of GOOS and ocean observing in appropriate fora
- ✓ Support Secretariat with **resource mobilization** and **donor engagement**
- ✗ Drive tactical/day-to-day interaction between GOOS components (e.g., ex officio removed from the SC)

### GOOS Secretariat

Details on next slide



Ocean observing system coordinator



Strategic advisor and advocacy champion



Standards steward



Innovation catalyst

### BGC Panel

- ✓ Identify, set specifications, evaluate, and evolve **Essential Ocean Variables (EOVs)**
- ✓ Co-design and develop optimal **system design requirements** and implementation strategies for EOVs
- ✓ **Collaborate across disciplines** and GOOS components, including with other GOOS Expert Panels
- ✓ Support development of **user-oriented data** and information **products**
- ✓ **Monitor** observing system design
- ✗ Coordinate observing networks / communities, including management of the BioEco Portal (moved to ICG)
- ✗ Develop data-flow standards and data quality control protocols (moved to ICG)

### OOPC Panel

### BioEco Panel

### Infrastructure Coordination Group (ICG)

- ✓ Coordinate, provide **guidelines** and **specifications** for **ocean observing data providers**
- ✓ **Grow the network** of ocean observing data providers (GOOS networks and other observing communities including private sector)
- ✓ Monitor **performance** and **coordinate reporting** of the operational system on behalf of ocean observing data providers
- ✓ Promote **innovation** in observing **technologies** and methodologies
- ✓ Set **metadata standards** for ocean data networks and **data services**
- ✗ Report directly to IOC and WMO (incl. communication, engagement, etc.)
- ✗ Promote the importance of ocean observation through capacity building

ICG scope to be updated

### NFPs

- ✓ Coordinate **national ocean observing activities** and **engage** key stakeholders (e.g., via National Coordination Committees)
- ✓ Provide **national inputs** for GOOS reporting, EOVS tracking, and system assessments
- ✓ Support and strengthen national **participation** in global and regional GOOS initiatives
- ✓ Promote **adoption of GOOS best practices** and open data-sharing standards at the national level
- ✓ Identify **national needs** for ocean observation
- ✓ Advocate for **national investment** in sustained ocean observing systems

### GRAs

To be confirmed – under revision

To be included and info added from outcome s from GRA council


### ETOOS

- ✓ Set global **standards** and **guidance** to ensure continuous improvement of operational ocean **forecasting systems**
- ✓ Improve **integration** of observations and models and **coordinate** forecasting efforts
- ✗ Assess forecasting system performance and strengthen capacity across Member States




# Empowering and prioritizing GOOS Secretariat roles will help advance its mandate and better support the ocean observing community (3/3)


## Responsibilities of GOOS Secretariat



**Ocean observing system coordinator**



**Strategic advisor and advocacy champion**



**Standards steward**



**Innovation catalyst**

**Current in-scope activities**

- ✓ Facilitate **planning, coordination, and communication** across GOOS components to ensure **system-level integration** and alignment with the 2030+ strategy
- ✓ Support the development of standards that enable worldwide engagement and data sharing for a **unified, comprehensive** ocean monitoring value chain
- ✓ Facilitate alignment with **sponsors**
- ✓ Support and **monitor GOOS components** as defined by TOR

- ✓ Develop, formalize, and maintain **strategic partnerships** with policy makers, scientific community, ocean observing data providers, implementors, funders, and other relevant 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)
- ✓ Coordinate activities **across GOOS components** to leading to new and better standards

- ✓ **Promote** emerging **technologies** in ocean observing

Would require additional skills/resources on top of those already needed

**New activities**

- ✓ Advise on ocean observing strategies and solutions in response to **policy-based queries** and **respond** to Member States requests
- ✓ Facilitate alignment with **Member States and other donors**

- ✓ Lead **engagement**, provide **insights** and coordinate **feedback mechanisms** for donors and partners

- ✓ Promote **GOOS endorsement**, such as through new projects, to facilitate evolution of the system

- ✓ **Activate government and private sector** engagement for project design based on current and new technologies
- ✓ **Catalyze pilots of technologies and tools**
- ✓ Promote the use of ocean observing data for **products and services** for the ocean economy and disaster risk reduction

- Out of scope activities**
- ✗ Matchmaking between different entities or stakeholders
  - ✗ Detailed project management activities for smaller research projects

- ✗ Organize individual seminars or workshops

- ✗ N/A



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

Maintain	Preserve and strengthen existing core functions and responsibilities
Expand	Broaden scope or scale to increase impact and reach
Explore	Innovate and test new approaches or partnerships for future opportunities

# Elevating the GOOS SC by enhancing oversight, expert skills, and member terms will lead to better governance and more effective decision making

## Proposed membership structure of the GOOS Steering Committee (SC)

	#	Role / representation	Rotation (illustrative)	Illustrative role description
Regional experts	1	Group I	Year 1	<ul style="list-style-type: none"> <li>Ensure regional priorities are reflected in GOOS decisions</li> <li>Provide input on capacity development needs and regional resource mobilization</li> </ul>
	2	Group II	Year 1	
	3	Group III	Year 1	
	4	Group IV	Year 3	
	5	Group V	Year 3	
Scientific and technical experts	6	Private sector	Year 1	<ul style="list-style-type: none"> <li>Oversee operational coordination and system performance</li> <li>Drive adoption of emerging technologies and partnerships</li> <li>Strengthen private sector</li> </ul>
	7	Data management	Year 1	
	8	OceanOPS liaison	Year 1	
	9	Innovation	Year 1	
	10	Science policy advisor	Year 1	
	11	...		
	12	...		
	13	...		
	14	...		
	15	...		
Ex-officio	16-25	Cor...		



## Recommended changes

- Steering Committee (SC) will serve as a decision-making and governing body, overseeing GOOS components and responsible to IOC and WMO Governing Bodies
  - SC members will have ocean observation expertise, more targeted skillsets and corresponding roles aligned with 2030+ strategy
  - Ex-officio for GOOS components will no longer be considered as part of the SC, but will continue to collaborate via the GOOS Executive Committee and joint meetings
- Two Co-Chairs – one from regional expert groups (suggested rotation by region) and one from scientific and technical experts – will be elected by the SC every 2 years with opportunity to renew for 2 more years
- Term length for all SC members will be extended from 2 to 4 years including renewal opportunity to serve up to two consecutive terms (8 years total)
- A phased (staggered) transition will be implemented with 7 to 8 members renewed every 2 years

Leadership of GOOS components will remain as Ex-officios in GOOS SC

Members of components cannot be SC members – conflict of interest

WMO repo: At least member INFCOM MG - will need to expose the proposal to WMO decision makers, and let MS decide.

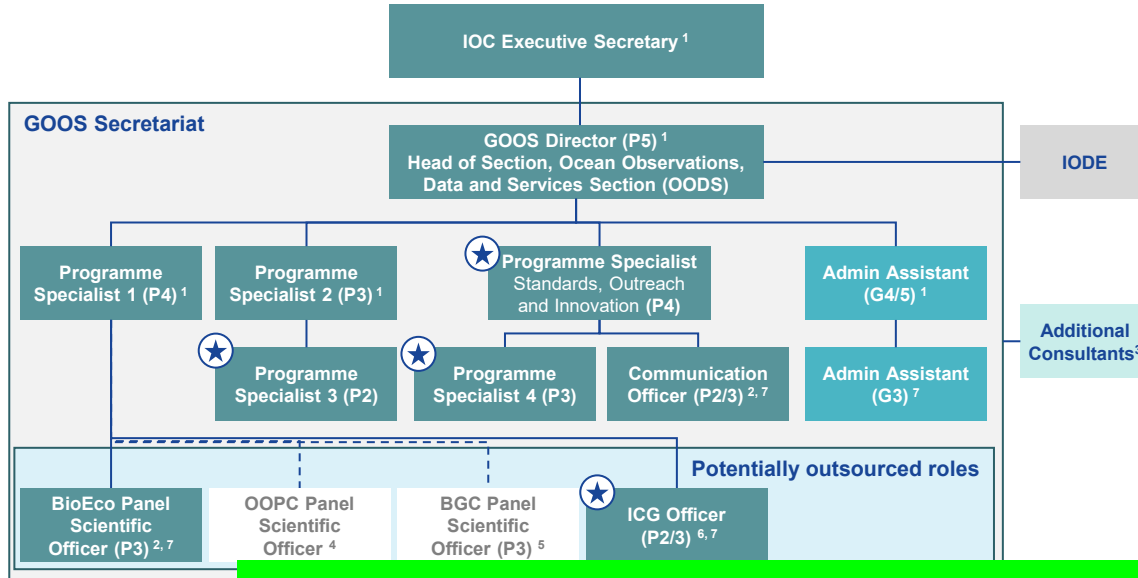
...e selected by IOC  
IOC Assembly

...nominated by an open  
selected by the IOC  
...val, while considering  
...nd ocean basins  
...s specific issues



# Formalizing the identity of GOOS Secretariat with additional staff will boost coordination across GOOS and reinforce its operational capacity

## Proposed organizational chart for the GOOS Secretariat



## Recommended changes

- The GOOS Secretariat, including existing IOC and WMO staff and additional proposed resources, will be formalized as an official component of GOOS and will take on an expanded scope with four prioritized roles supported by existing and new key activities to advance its mission
- Updated team structure will align with the expanded responsibilities and improve operational efficiency
  - The OOPC Scientific Officer will continue to report to their respective WMO department
  - Staffing resources for Panel Scientific Officers, ICG Officers, and other technical roles can be adopted by other organizations (ex: National observing networks, etc.)
- Clear accountabilities will be established across GOOS Secretariat team members to ensure role clarity and balanced workload distribution (see slide #58)
- Contributions from other GOOS components will be formalized to provide complementary capabilities e.g., resource mobilization, strategic planning (see slide #59)
- GOOS Secretariat will create an onboarding document

Needs further discussion

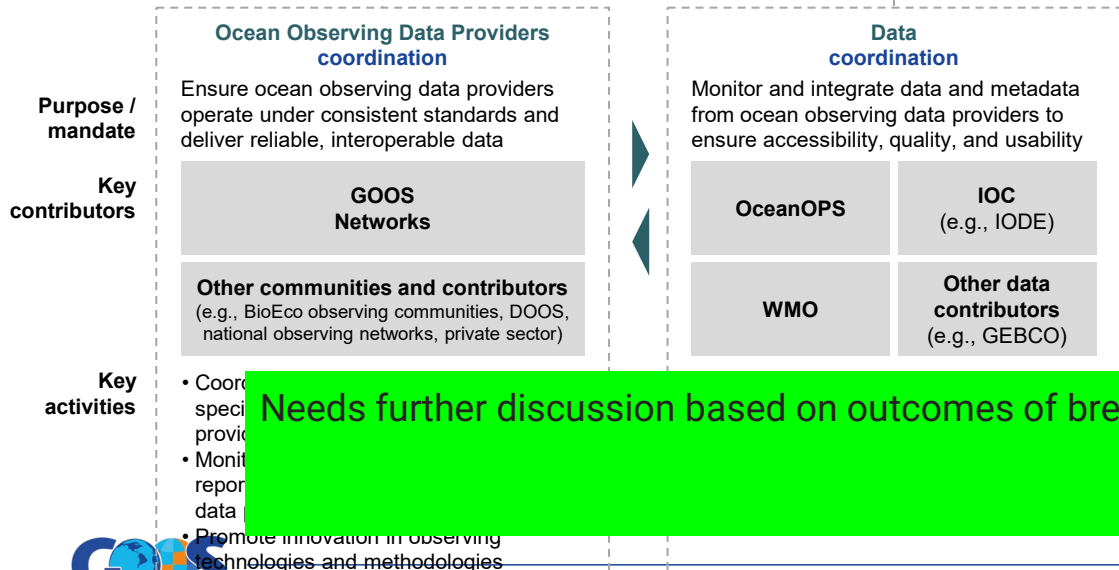
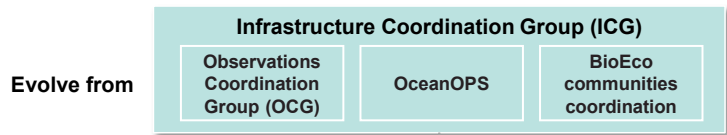
1) Currently an established post  
 2) Currently an affiliate consultant  
 3) Currently an affiliate post dete  
 4) Continue to be funded and sta  
 5) Continue to be served by the  
 6) Previously filled through seco  
 7) New position identified as part of the GOOS 50 Workplan (1999/4.3.2.)



★ New position  
 External

# Introducing the Infrastructure Coordination Group will centralize ocean data provider coordination, data management, and strengthen integration

## Proposal for Infrastructure Coordination Group (ICG)



Needs further discussion based on outcomes of breakouts

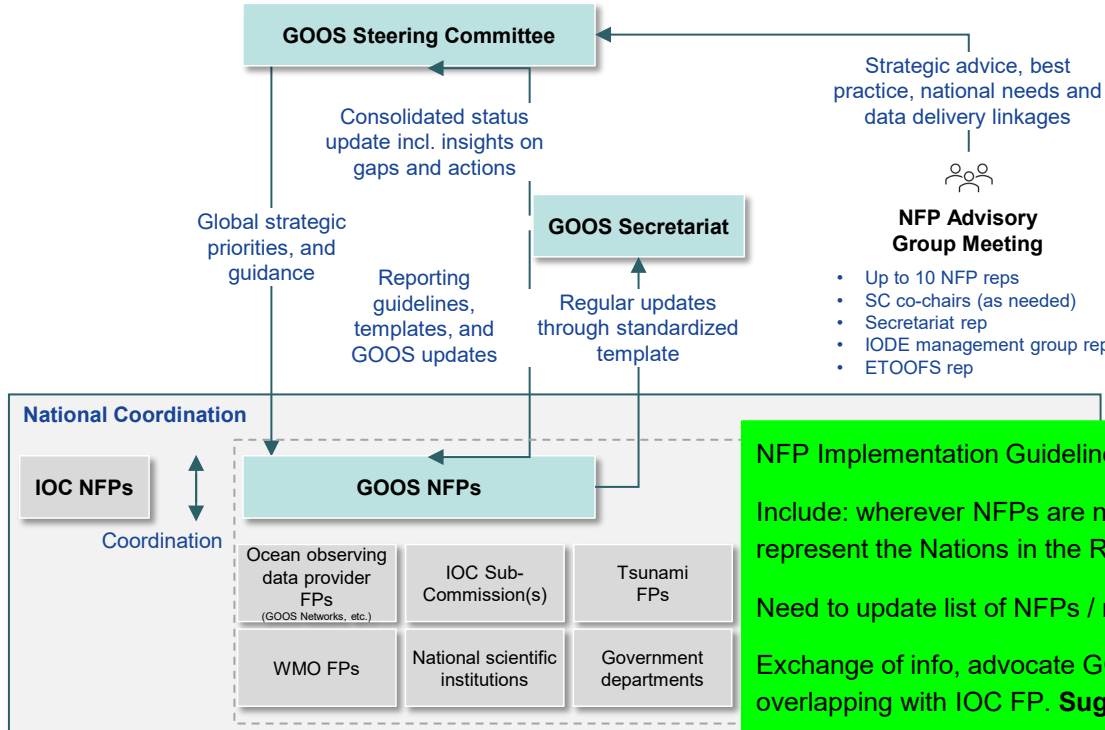
## Recommended changes

- Network and data coordination provided currently by OCG, OceanOPS, BioEco Panel and IODE will be merged into a single component – Infrastructure Coordination Group (ICG)
  - ICG will have an expanded mandate to coordinate all ocean observing data providers (e.g., GOOS Networks, biology community, regional and coastal observations)
  - OceanOPS will facilitate implementation of ICG workplan
- A Co-Chair system will be established with one focused on network and one on data, while also introducing Vice Chairs to represent external contributors, ensure biological expertise, and the user community
- ICG will report to GOOS Steering Committee on behalf of all ocean observing data providers contributing to ocean observation and system wide data coordination efforts
  - NFPs will continue to communicate and collaborate with their respective national observing networks and communities to develop and sustain its national ocean observing coordination
- Ocean observing data providers will follow data management standards and protocols set forth by IOC and WMO
- Ocean observing data providers will be encouraged to (Data Access and Interoperability Portal) with



# Strengthening NFP’s role and interaction model will increase Member State involvement, enhance coordination, and align with global standards

## Key NFP interactions in the future model



## Recommended changes

- NFPs will have a strengthened role to link national observing efforts with broader GOOS and advocate GOOS at the national level
- GOOS Steering Committee (SC) will provide strategic direction and oversight to NFPs
  - NFP Advisory Group (comprising representatives from IOC Electoral Groups) will be established to ensure Member States perspectives are effectively communicated to the GOOS SC (see slide #32)
  - GOOS Secretariat will coordinate activities among NFPs, serving as the primary point of contact, sharing updates, templates, best practices, consolidating reports and actively supporting engagement between GOOS NFP and IODE focal points (NODCs and ADUs)
- NFPs will be encouraged to coordinate with IOC NFP and other national focal points and representatives (see GOOS NFPs)

**NFP Implementation Guidelines are being prepared by the TT**

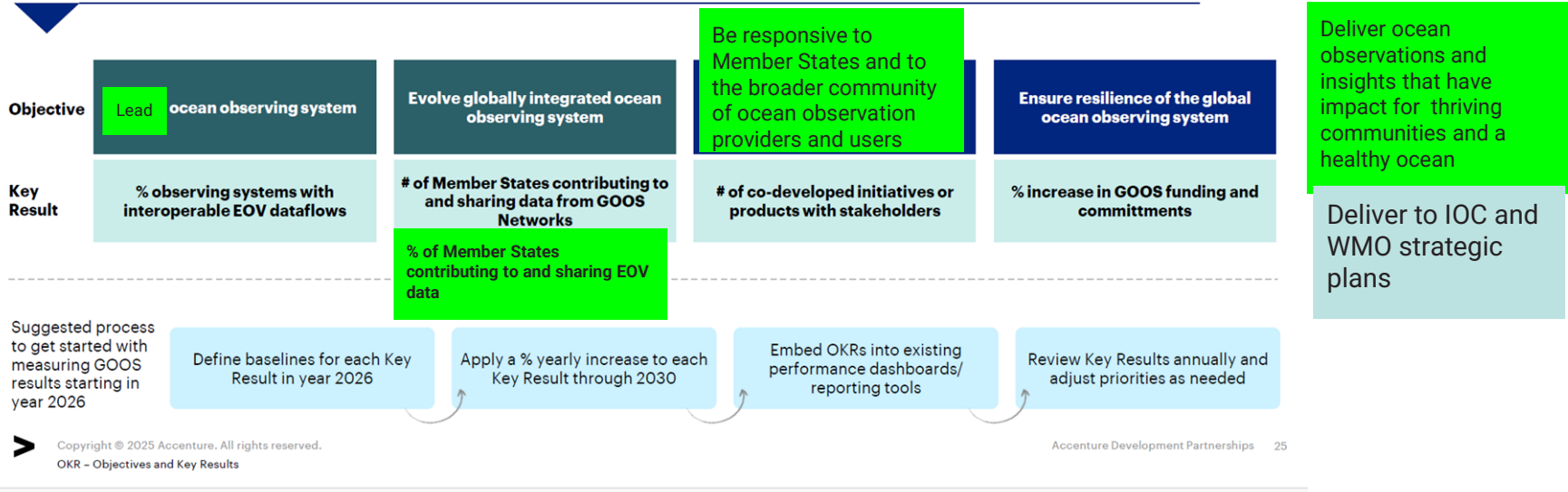
**Include: wherever NFPs are not identified, invite GRAs to attend the NFP forum and represent the Nations in the Region (e.g. Pacific)**

**Need to update list of NFPs / maintain list of NFPs (use of OE)**

**Exchange of info, advocate GOOS in the country, advise GOOS what MS wants - overlapping with IOC FP. Suggest to add 30-min in agenda on Friday to discuss**



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



## To drive system-wide performance and ensure accountability, it is proposed that components report on four results of the revised mission

Objective	Enable ocean observing system	Evolve globally integrated ocean observing system	Be responsive to Member States, suppliers of ocean observation data, and users			Ensure resilience of the global ocean observing system
	Key result	% observing systems with interoperable EOVS dataflows	# of Member States contributing to and sharing data from ocean observing networks	# of co-developed initiatives or products with stakeholders		
Member States				Ocean Observing Data Providers	Ocean Observing Data Users	
GOOS Secretariat			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Expert Panels				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
ICG	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		Joint reporting
Ocean observing data providers	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
NFPs <sup>1</sup>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
ETOFS				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
GRAs	y	y	(y)	(y)	(y)	y

➤ Copyright © 2025 Accenture. All rights reserved.  Expected reporting on the key result  
 1) Ocean observing data providers includes GOOS Networks and other observing communities

### Recommended changes

- All GOOS components will be assigned a defined set of targets that directly align with the GOOS revised mission
- These targets will serve as measurable indicators of each component's contribution to system-wide goals and will be shared with the GOOS Steering Committee on annual basis via the annual reporting process
  - NFPs will be expected to submit regular reports to the GOOS Secretariat which will consolidate and synthesize to inform strategic decision-making (see slide #21)
  - ICG will submit joint report based on input from ocean observing data providers
  - GOOS Secretariat targets will be aligned with IOC medium-term strategy

Link to homework document - [here](#)



Objective	Lead ocean observing system	Evolve globally integrated ocean observing system	Be responsive to Member States, suppliers of ocean observation data, and users			Ensure resilience of the global ocean observing system	5th
Key result	% observing systems with interoperable EOVS 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 commitments	
			Member States	Ocean Observing Data Providers	Ocean Observing Data Users		
GOOS Secretariat			X			x	
Expert Panels				x	x		
BioEco Panel	Tracking programmes monitoring BioEco EOVS included in the BioEco Metadata portal and collaborate with OCG/ICG towards metadata passport and guidelines to help biological observation	Identifying and engaging programs to develop the workflows for standardised data to be shared via OBIS or other data end points that are interoperable with OBIS and follow same data standards (monitoring program level not)	Biodiversity Strategy to position GOOS to respond to MS reporting requirements against multilateral environmental agreements	Potential development of biodiversity indicators or other indicators. GOOS endorsement of SOP and Best Practice, promote their adoption	Potential development of services using NRT biological data as examples	Project based funding to support some Panel activities for co-design and stakeholder engagement	
ICG Panel							
OOPC	Develop/review requirements	Regular reviewing observing systems to identify the gaps and promote the new developments in response to the requirements and technology innovations		Initiate regional/global programmes to address requirements	Forecasting and data center, regional and international agencies	Assessment of data contribution to forecasting products and hence impacts on society	
CG	(not clear what is meant by observing system?) Contribution - Number of networks and BioEco EOVS observing communities - noting that to be a GOOS network they have to observe EOVS - & number of networks and BioEco EOVS observing communities delivering data to endpoints with minimum metadata	Number of networks and BioEco EOVS communities each member state supports/delivers data from - caveat that very small MS may be aggregated under a GRA (SPC). Number of MS contributing to OceanOPS for network technical coordination	guidance on GOOS data delivery framework, No. of guidance provided on instrumentation	guidance on GOOS data delivery framework. No. best practices provided	% complete minimum metadata delivered, including basic metadata that users need	no. of networks with > 20 MS supporting them (no idea for BioEco)	tracking of data arrival to key user communities. Report on EOVS coverage for application areas
Ocean observing data providers	Provide observational data aligned with EOVS frameworks and support interoperable	Contribute to system integration by sharing data and contributing to global observing networks		Align data provision with operational and user needs and support	x	Strengthen system resilience through diversification of observing platforms and partnerships with	Enable delivery of societal and operational services, including forecasting, early warning, and
IFPs1			x			x	
ETOFS			ETOFS in closely connected with operational ocean forecasting centers	x	x		
IRAs (added)	x	x	(x)	(x)	(x)	x	x



# Governance - meetings

GRA Forum will be added to the list of meeting and placed in the appropriate parts of the proposal



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# Introduction and presentation of draft implementation plan

Co-Chairs

15th GOOS Steering Committee meeting (SC-15) | 25-27 March 2026 | Hyderabad, India

05

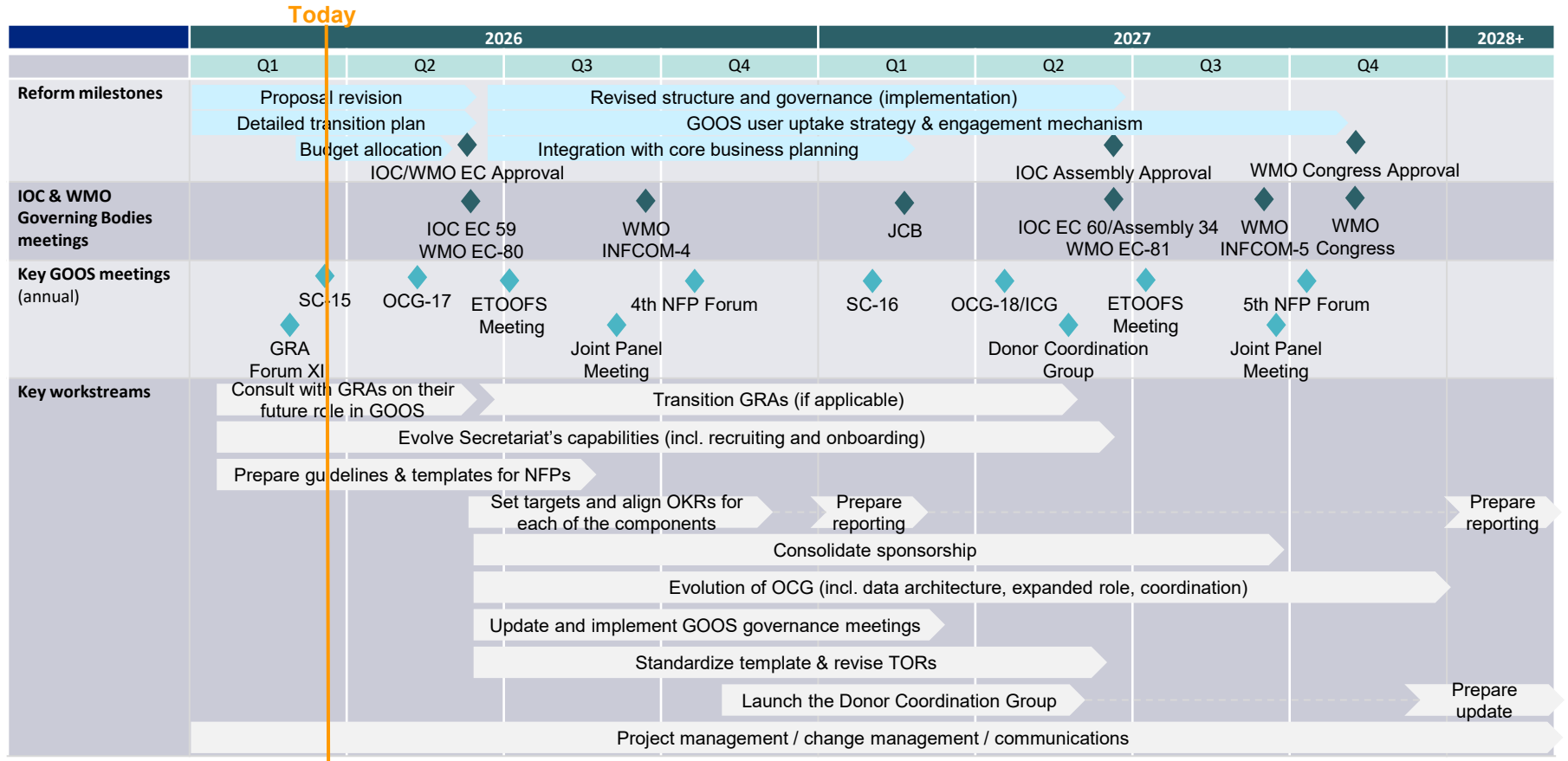
Draft  
implementation plan

05

# Key considerations for the draft implementation plan

- 1 The draft implementation plan is intended as an initial, high-level guide to support planning for the GOOS reform process
- 2 All milestones, timelines, and activities are indicative and subject to further refinement
- 3 Successful implementation will require additional detailed planning, ongoing consultation with stakeholders, and flexibility to adapt to evolving needs and feedback
- 4 The roadmap should not be interpreted as a finalized schedule, but rather as a working draft to inform next steps and facilitate discussion

# High-level draft implementation plan for GOOS reform



# Summary of comments

- The timelines of WMO governing body meetings are not properly represented.
- WMO EC-80 in 2026 will consider the outcomes of this GOOS SC meeting, and set up 20th World Meteorological Congress in May 2027 (Cg-20) to receive the finalized reform proposal and adopt it
- the reform is not adopted until June 2027 on both sides (IOC and WMO), so it seems premature to make changes before that date; or they have to be couched and communicated carefully.



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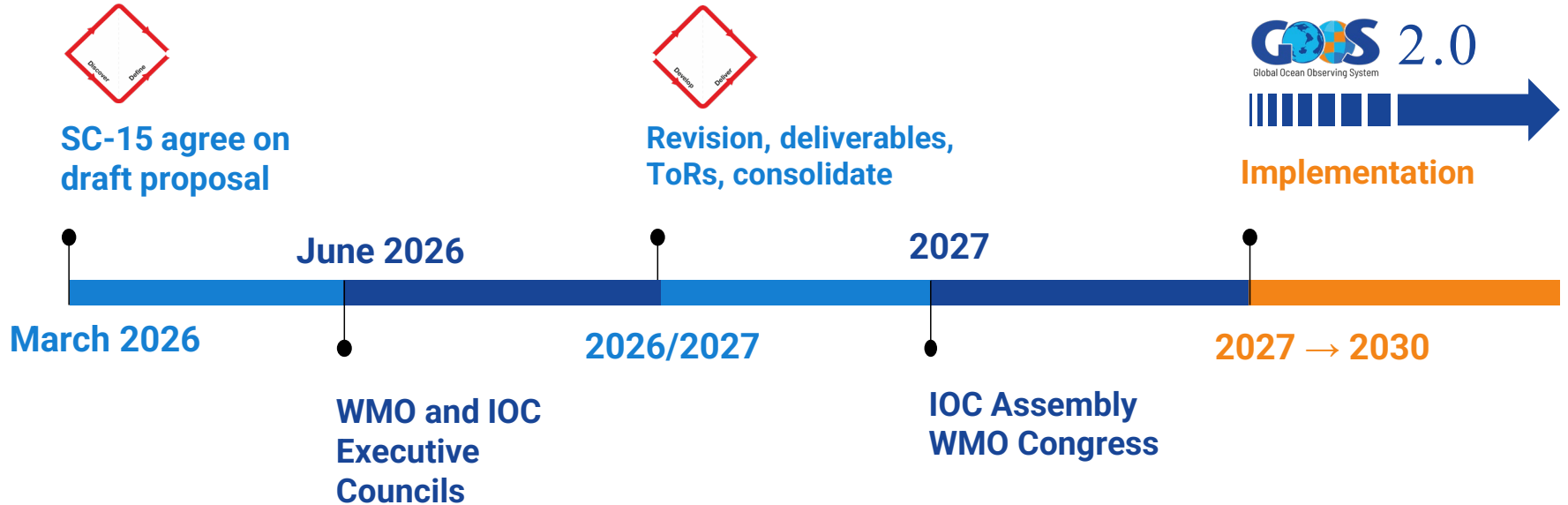


# Timelines to finalise the proposal

Joanna Post

15th GOOS Steering Committee meeting (SC-15) | 25-27 March 2026 | Hyderabad, India

# Timeline for GOOS reform



# Milestones - Suggested specific deliverables

## IOC & WMO EC June 2026

Prepare documents by **mid April**

- Revised proposal - first draft for governing body meetings (selected pages from accenture document that have been revised with updates from GOOS SC)
  - Mission
  - Objectives and KPI
  - Governance including importance for WMO/IOC
  - Reporting lines
  - NOT structure yet

## GOOS SC-16 to finalize and agree on documents for Assembly and Congress 2027

- Revised proposal - elements of structure
- Relationship with modelling community and operational ocean forecasting centres (ETOOFs clarified) (TT)
- Relationship with WMO and IOC clarified
- OCG 2.0 clarified (TT)
- Timeline to revise ToRs for all components

# GOOS SC Members

- DO you wish to continue for a second term as Members of GOOS (Start 1 Jan 2027)
- Two members to be replaced
  - KARNAWATI, Dwikorita (retired)
  - O'CALLAGHAN, Joanne (inactive)
- Request to have an ECOP as member of SC (and include this in future reform as 'must have')

# Next steps - to be completed

- Prepare INF document for WMO and IOC Executive Committees based on selected number of slides from Accenture document
- Finalise SC Report with decisions and share for feedback
- Set up TT
  - Coastpredict
  - OCG 2.0
  - ETOOFS/Modelling/Ocean forecasting
- Co-design organise discussion with components
- GOOS SC roundtable on OEI
- Next Virtual SC meeting
  - relationship with GOOS and sponsors
  - Relationship with NFPs

# Draft decisions - Session 7

**7.1 NFPs:** SC to further discuss and define the roles of NFPs and ways of interaction with GOOS in next GOOS SC virtual meeting.

**7.2 GRAs:** 1) Request GOOS Regional Council to review the missions and visions of GRAs and assess their alignment with GOOS

2) SC to review the ArORA proposal and decide how to incorporate ArORA into GOOS structure.

**7.3 Ocean Indicators:** SC to further explore the possibility to endorse the pilot projects for implementing indicator

**7.4 OCG & OceanOPS:** To establish a task team with participation of GOOS SC and IODE representatives to further define the scope of ICG. Endorsed the OCG Data Framework

**7.5 BioEco Plan:** SC endorse the Biodiversity Strategy and request the BioEco panel to develop an implementation plan of the strategy.

**7.6 Carbon and GHG plan:** NO decision needed.



## **7.7 GCOS and ECV - ??**

**7.8 ETOOFS** - 1) The TT to further define the ETOOFS' role in GOOS reform structure, and its connection with modeling community.

2) To hold on for any further meetings until the scope and governance of ETOOFS under GOOS structure being solved.

**7.9 Ocean Enterprise Initiative** - To organise a roundtable between GOOS and OEI to further explore collaboration, connections, recommendations and global footprint

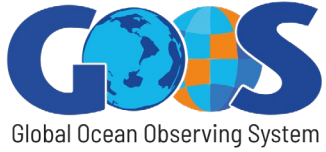
## **7.10 Ocean Decade Programmes**

Set up a CoastPredict TT (discussion on connection and permanent home in structure) and organise a Co-Design Action (discussion with GOOS components on integration) - with GOOS SC, Components and programmes - assistance offered to help shape discussions by Pooja, Bipen (GRAs) and Patrick.

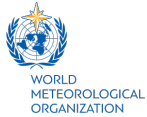
**7.11 Project endorsement proposal** - SC adopt the GOOS Endorsed Projects Proposal.

**7.12 Data; Approval of the OCG Data Framework/Strategy**





**Thank  
you** [goosocean.org](http://goosocean.org)



Argo Program / Scripps Institution of Oceanography at UC San Diego