

Brainstorming Session on EOOS Purpose, Structure, and Governance

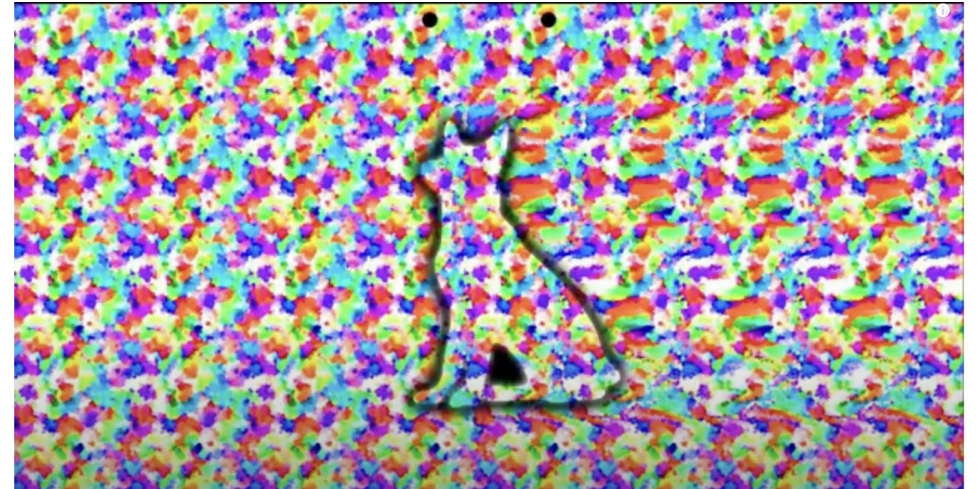
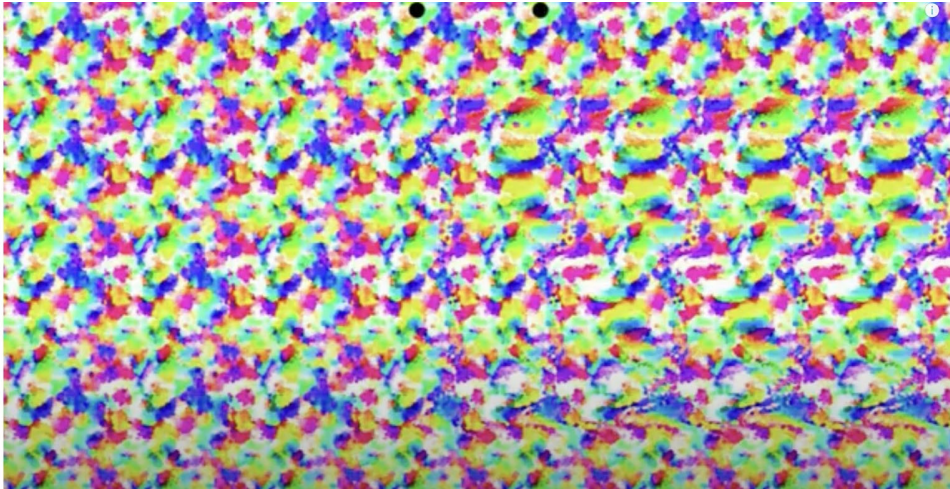
Lucie Cocquempot

EuroGOOS General Assembly
19-21 May 2025

EOOS Purpose, Structure, and Governance

Preliminary statement

The same goes for EOOS as for stereograms...



EOOS Purpose, Structure, and Governance

Preliminary concepts (1/2)

EOOS Purpose, Structure, and Governance

Preliminary concepts (1/2)



COOPERATION AND COLLABORATION

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach

Collaborative approach



Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach

= Each person carries out a part of the work, taking on a role according to his or her expertise.

Collaborative approach

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If the project was to design a tree....

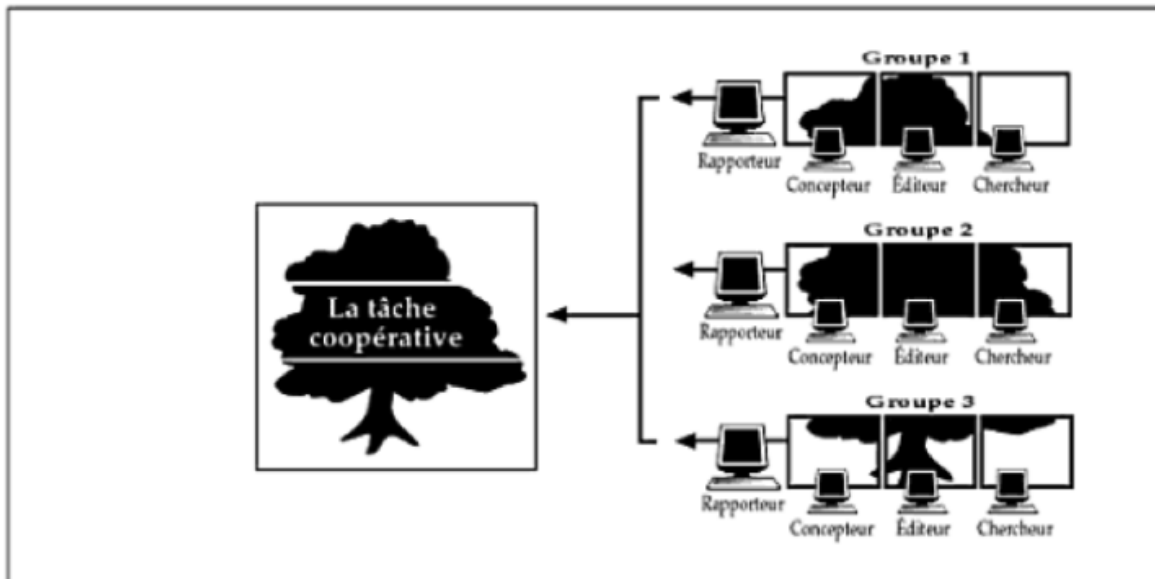
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Each person carries out the task in his or her own way, playing all the roles alternately.

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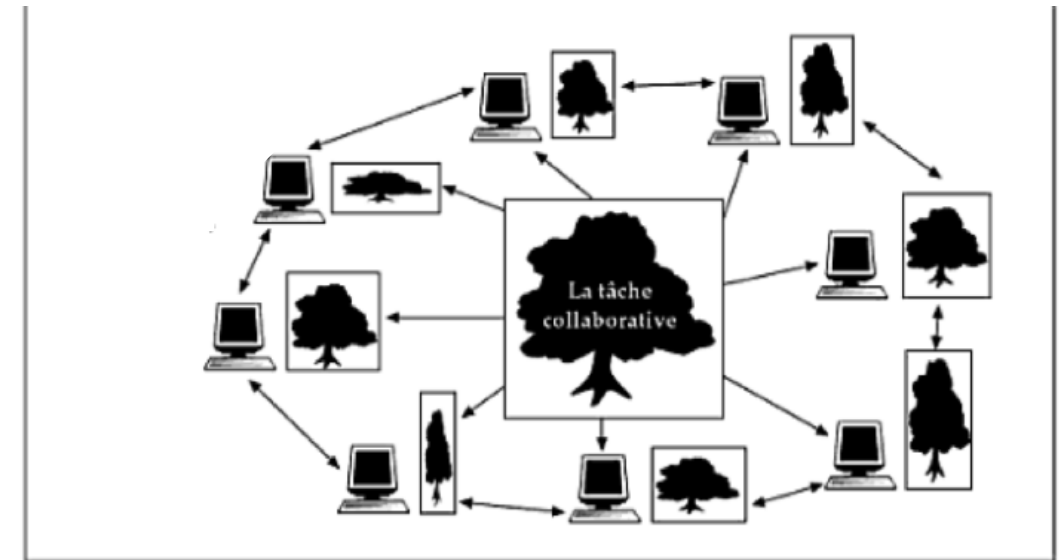
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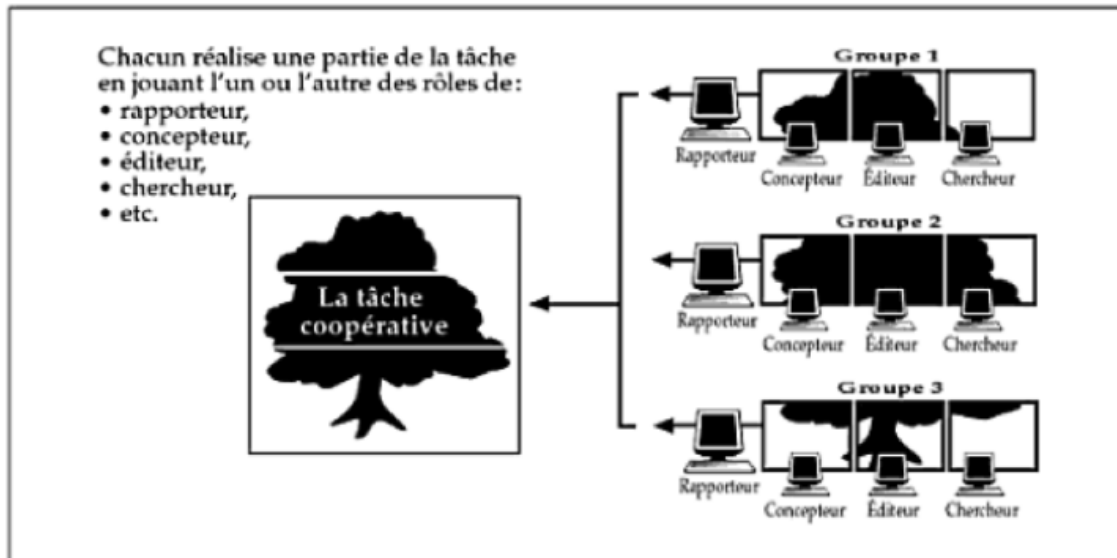
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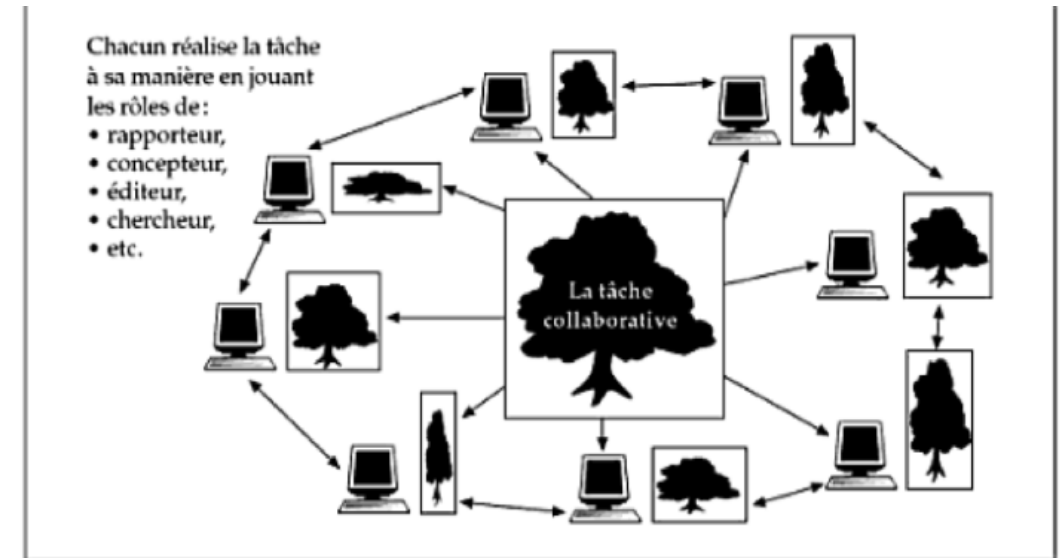


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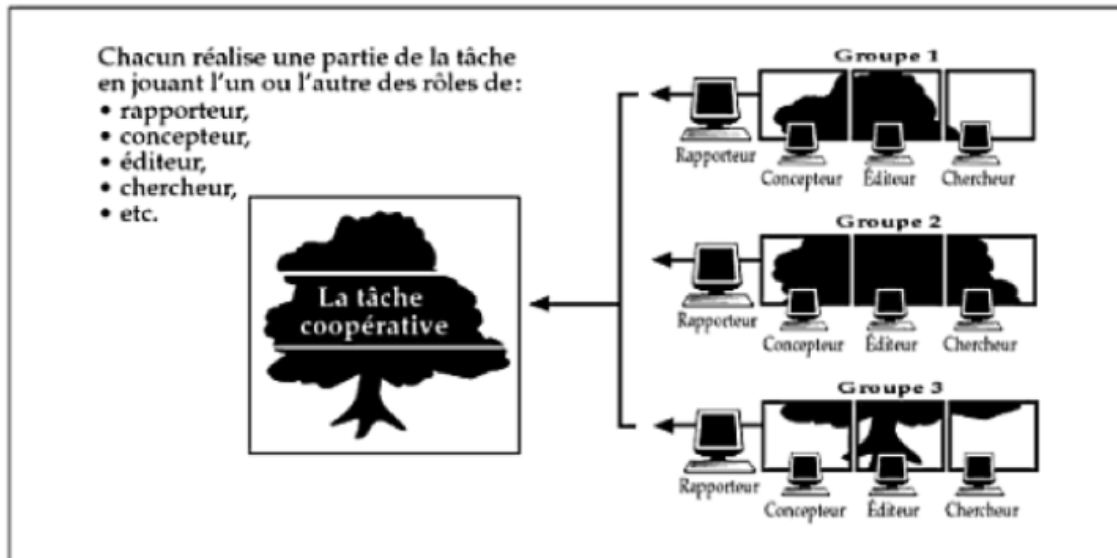


Collaborative approach

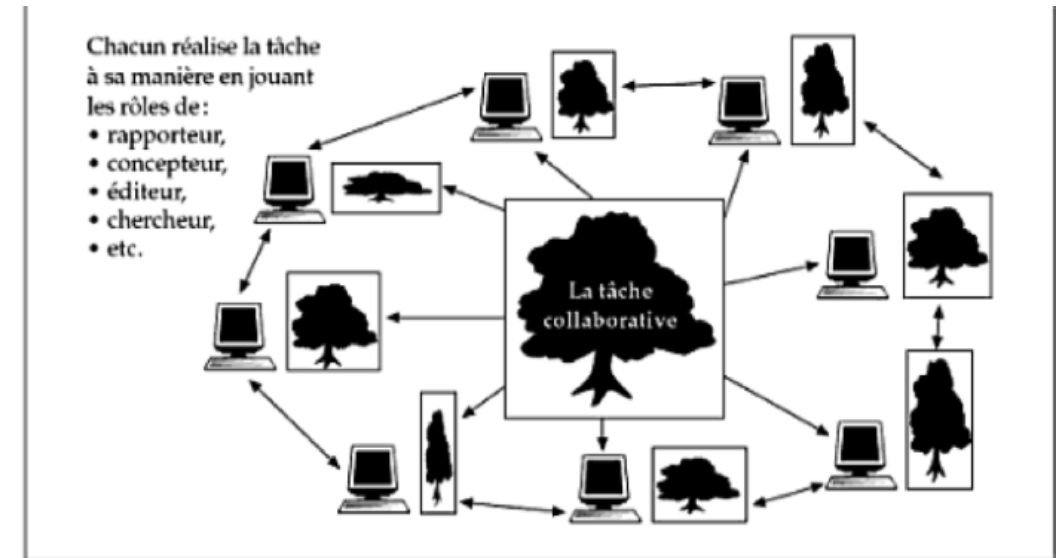


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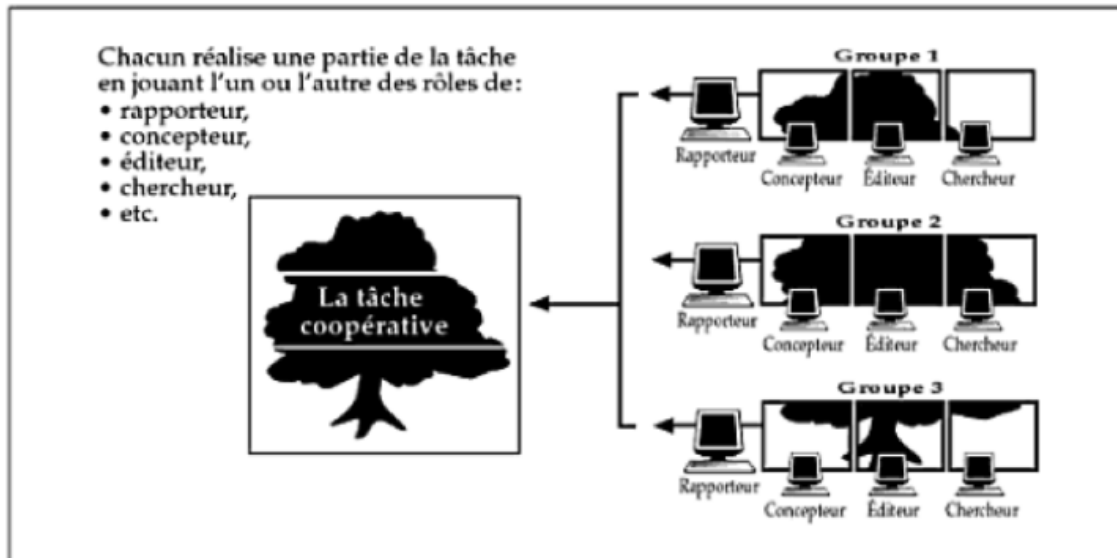
Collaborative approach



A streamlined and pragmatic approach

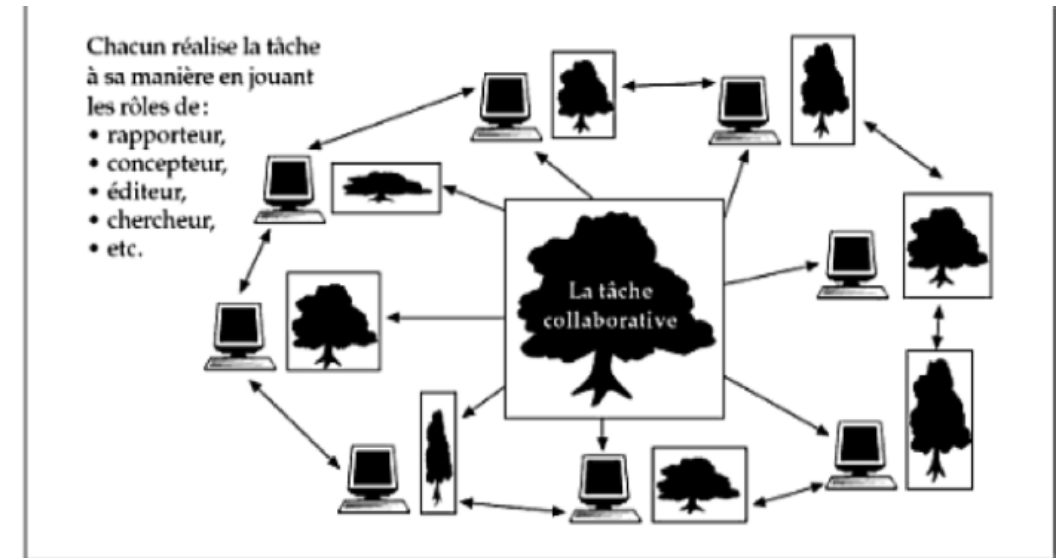
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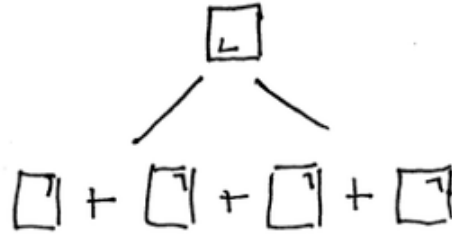
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THINK TANK

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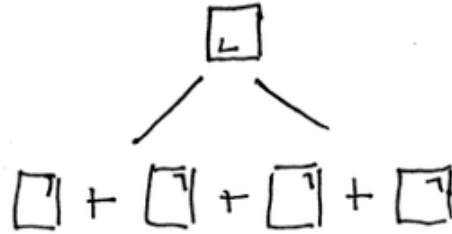


Functional body

Collaborative approach

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach



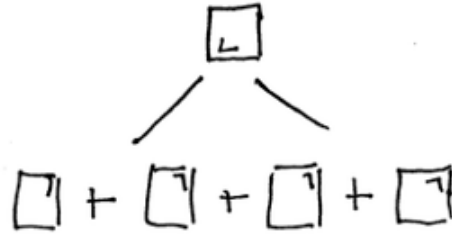
Functional body

Top-down

Collaborative approach

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Functional body

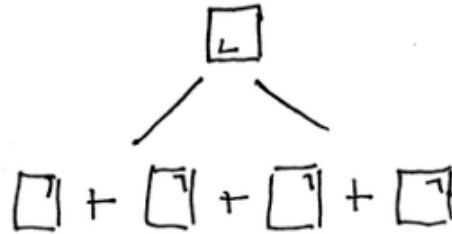
Top-down

Shared objectives

Collaborative approach

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach



Functional body

Top-down

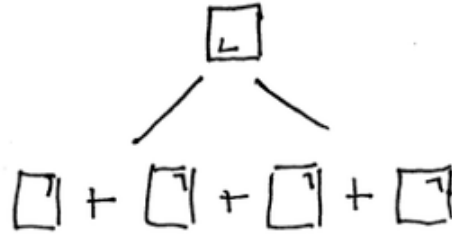
Shared objectives

To decide on the orientations

Collaborative approach

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Functional body

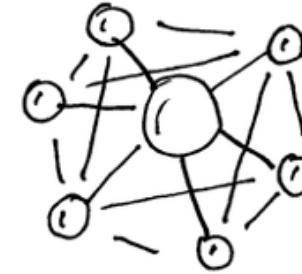
Top-down

Shared objectives

To decide on the orientations

independent and dependent
(multidisciplinary)

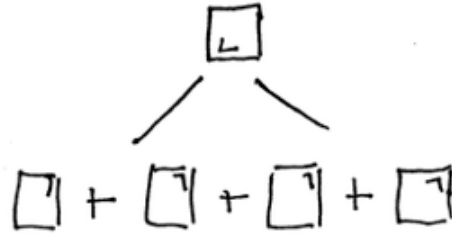
Collaborative approach



Ecosystem approach

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach



Functional body

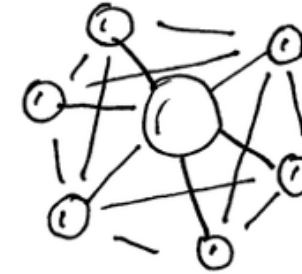
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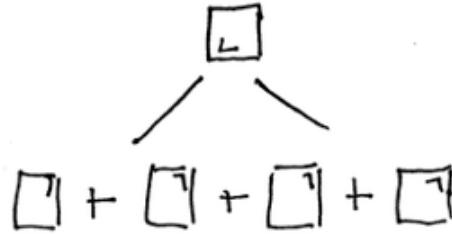


Ecosystem approach

Bottom-up

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach



Functional body

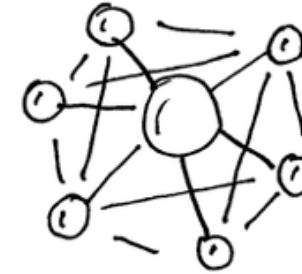
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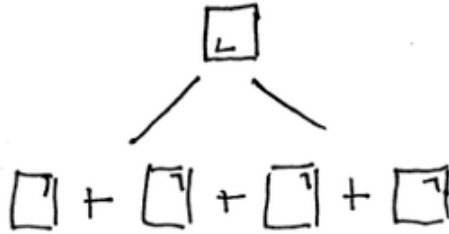
Ecosystem approach

Bottom-up

Shared vision and values

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach



Functional body

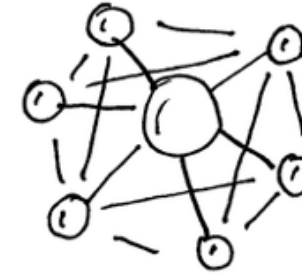
Top-down

Shared objectives

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Collaborative approach



Ecosystem approach

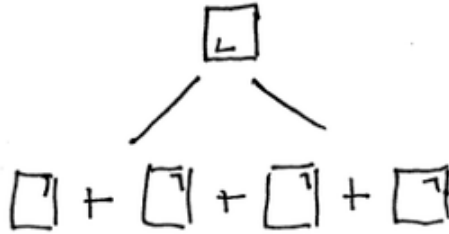
Bottom-up

Shared vision and values

To Explore, co-construct, document

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Cooperative approach



Functional body

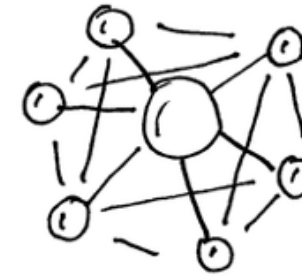
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Shared objectives

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Ecosystem approach

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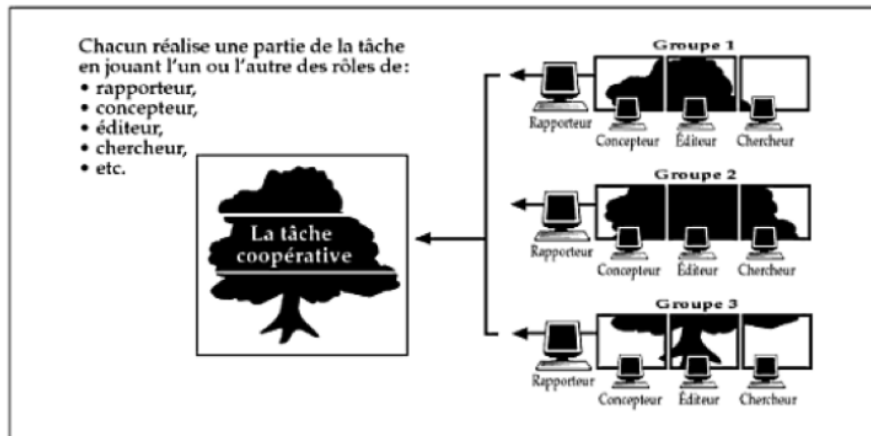
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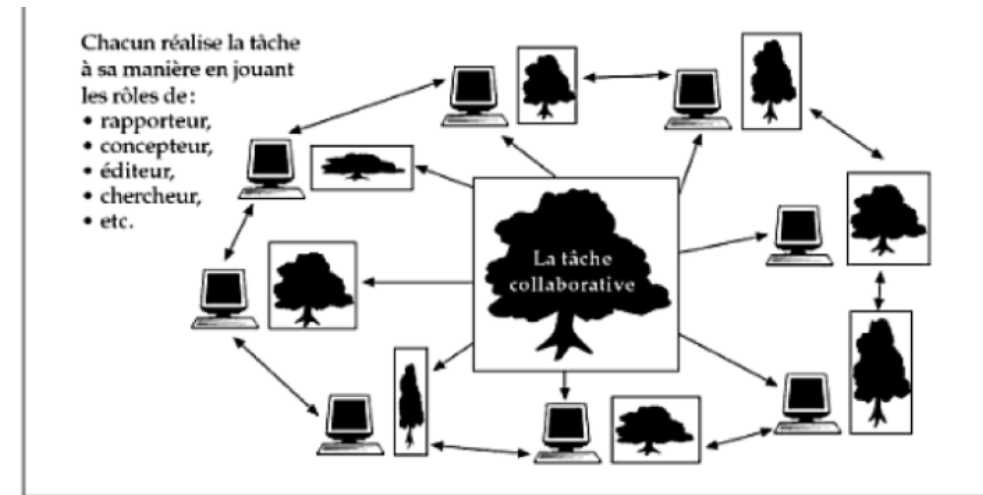
interdependent
(transdisciplinary)

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Ocean Observations Systems



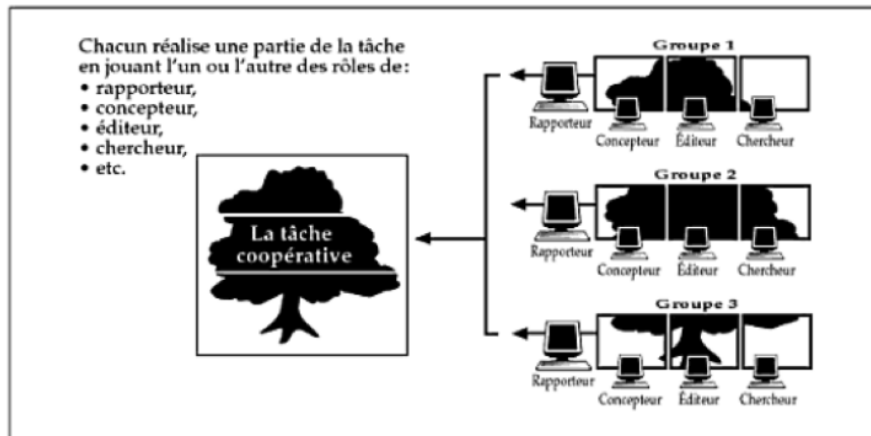
A streamlined and pragmatic approach



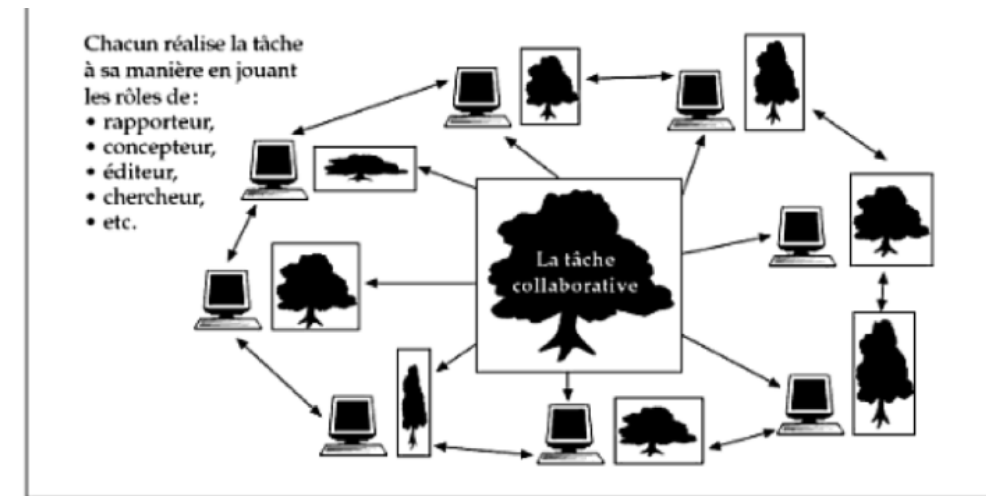
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Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Ocean Observations Systems



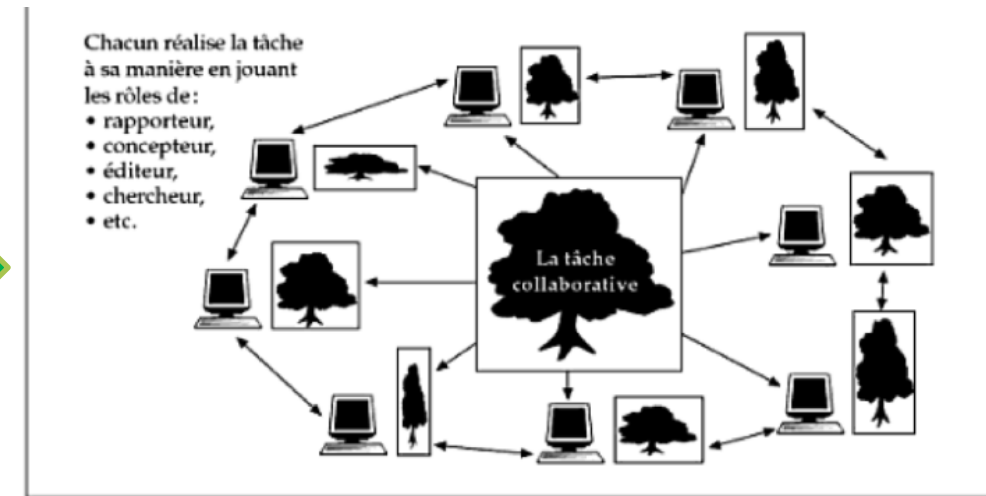
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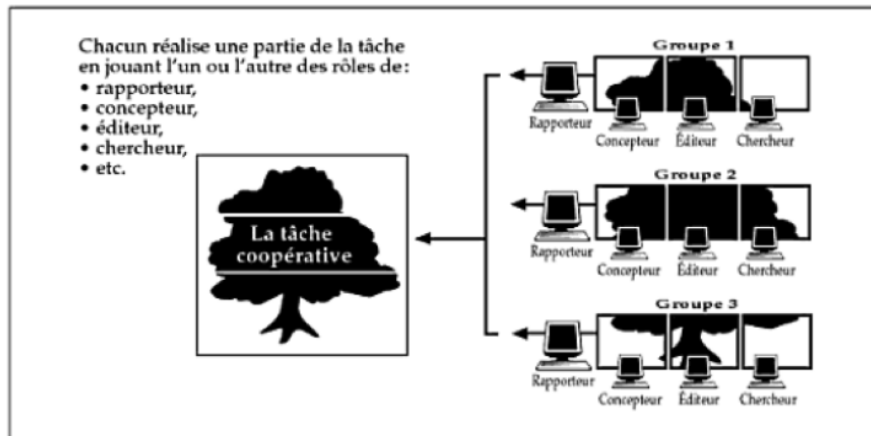
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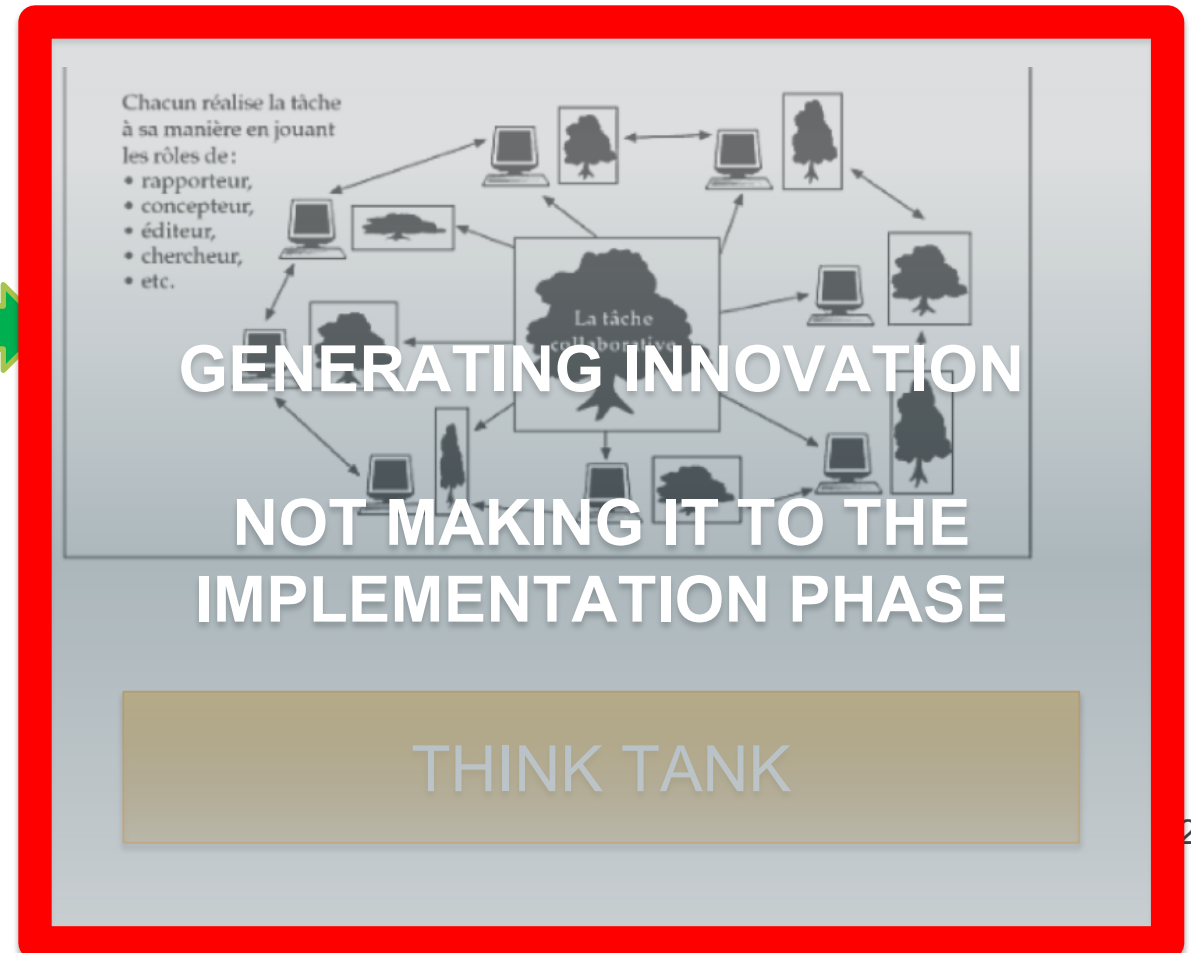
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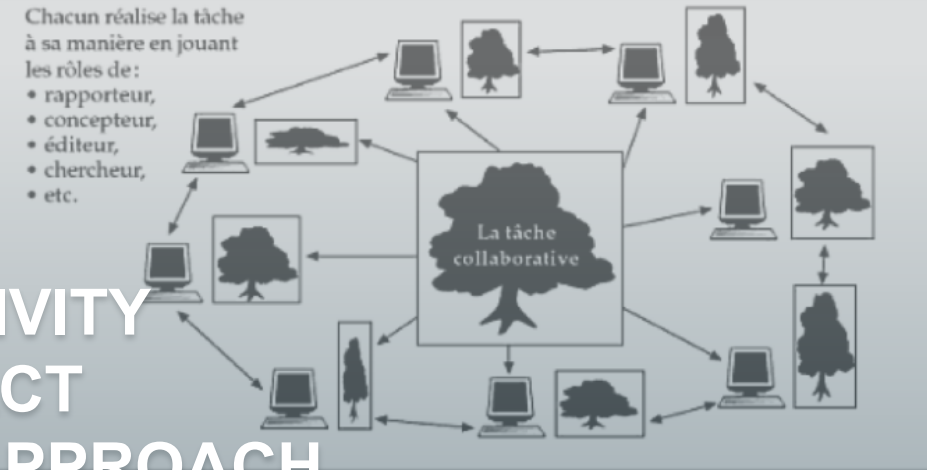
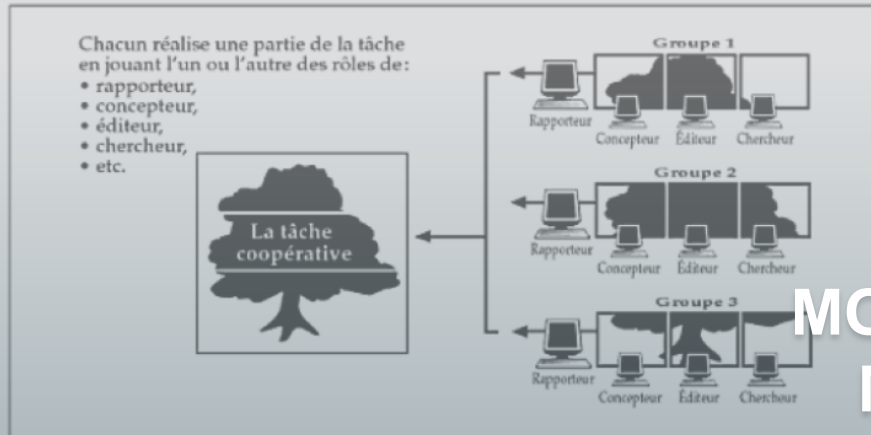


A streamlined and pragmatic approach



Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Ocean Observations Systems



MORE CREATIVITY
MORE IMPACT
MORE INCLUSIVE APPROACH

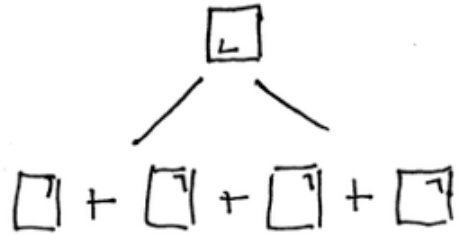
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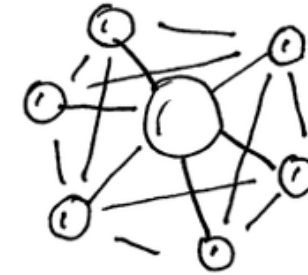
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Ocean Observations Systems

Cooperative approach



Collaborative approach



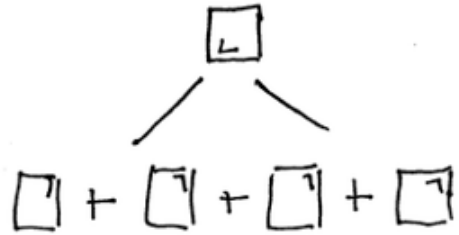
[EuroGOOS](#) > EuroGOOS Argo Task Team

EuroGOOS Argo Task Team

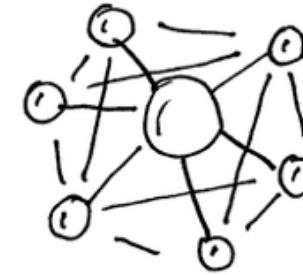
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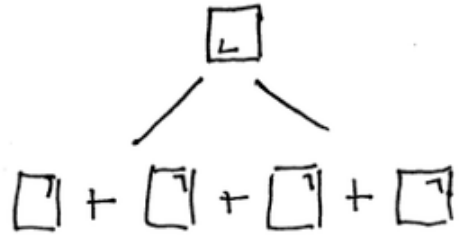
EuroGOOS > Coastal Working Group

Coastal Working Group

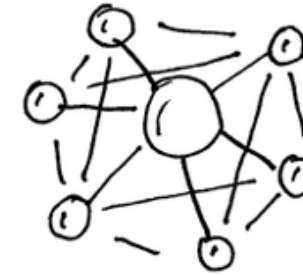
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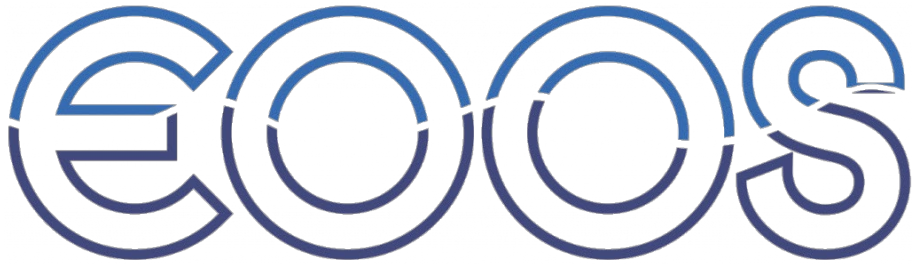


EOOS

 **EuroGOOS**
European Global Ocean
Observing System

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Ocean Observations Systems



Centralized/harmonized actions

This is an opportunity to focus on added value to meet the needs of users and funders and for this to engage nations is strategic.

In this context, it is important :

- To establish a dialogue with funders and users,
 - To identify efforts to be shared at the European
 - To Identify the people who can commit on operational resources
 - To be visible at the international scene
-towards a legal structure

Complementarity of "collaborative" and "cooperative" approaches to address complex issues

Ocean Observations Systems

Cooperative approach

Collaborative approach



- **Decentralized actions**
Community- driven initiative

This is an opportunity :

- to keep the community informed /involved /interactive at european level
- to integrate external actors (potential new members)
- to explore new technologies
- to deal with unfinished lists of Scientific and Societal Challenges, never ending EOVS lists
- To Stimulate - To Engage - To Mobilise - To Promote

EOOS Purpose, Structure, and Governance

Preliminary concepts (2/2)

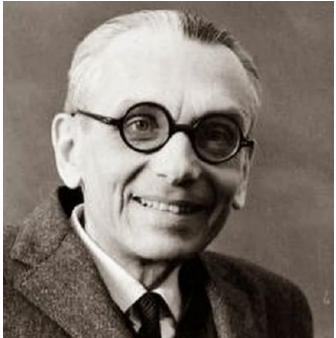
EOOS Purpose, Structure, and Governance

Preliminary concepts (2/2)

Science of complexity

Preliminary concepts (2/2)

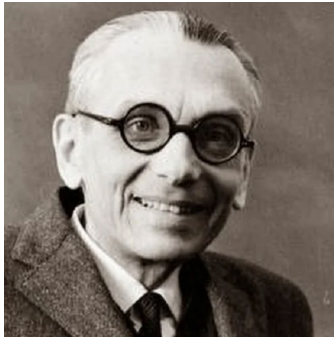
Science of complexity



Kurt Gödel was a mathematician and logician who discovered in 1931 that mathematics could not be **both complete and consistent**. More precisely, he highlighted two theorems of incompleteness and bounded consistency:

Preliminary concepts (2/2)

Science of complexity



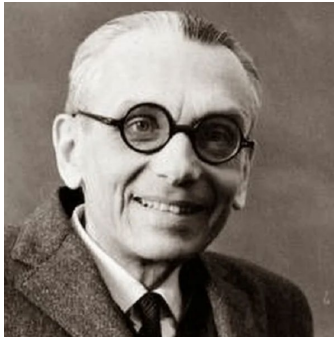
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When a system exceeds a certain threshold of complexity, it cannot be both complete and consistent.

Preliminary concepts (2/2)

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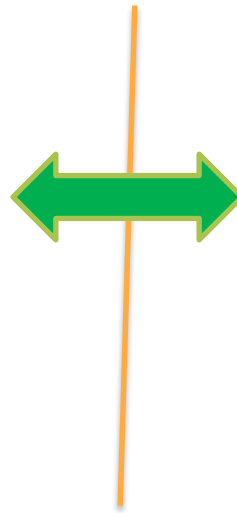
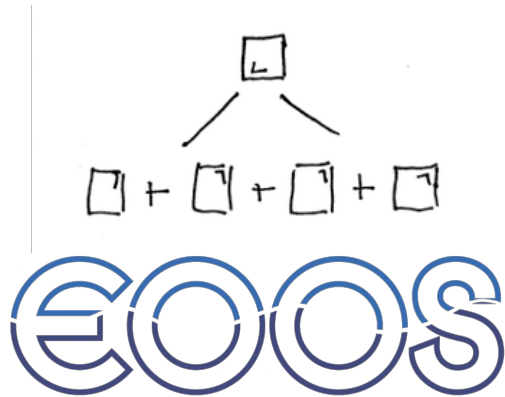
When a system exceeds a certain threshold of complexity, it cannot be both complete and consistent

Preliminary concepts (2/2)

Science of complexity

The 3C tragedy calls for **Complementarity** of "collaborative" and "cooperative" approaches to address complex issues.

complete & consistent



complete & complex



EOOS Purpose, Structure, and Governance

Vision ✓

A European Ocean Observing System that is sustained and meets the specific needs of users.

✓ **Mission**

To coordinate and integrate European communities and organisations operating, supporting and maintaining ocean observing infrastructures and activities, fostering collaboration and innovation.

The European Ocean Observing System (EOOS) is the infrastructures, platforms, sensors and people that gather this essential data and information about Europe's ocean, seas and coastal waters.

EOOS Purpose, Structure, and Governance

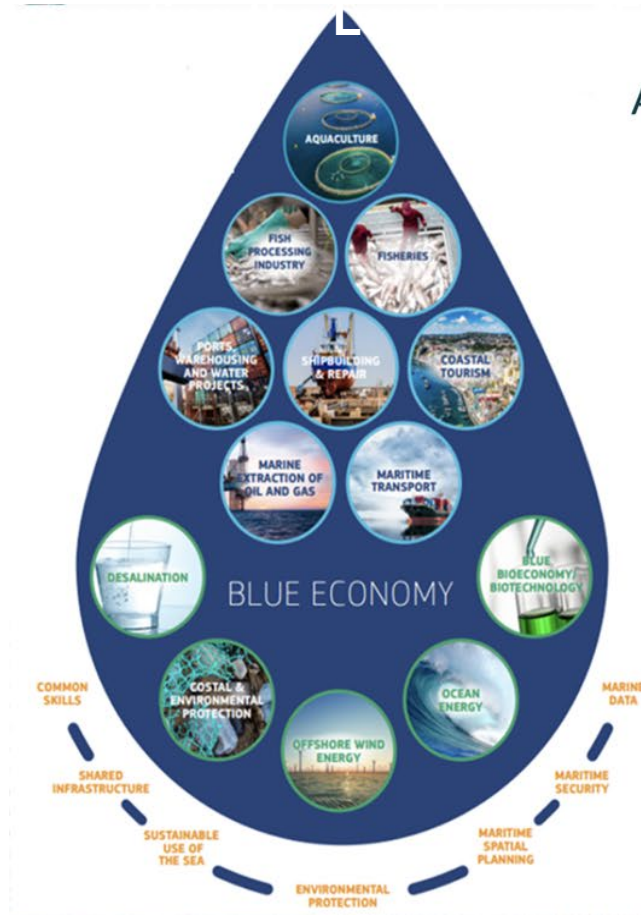


EOOS Business Model Canvas

?

EOOS Purpose, Structure, and Governance

European needs



Adequate ocean observations underpin Europe's ambitions for sustainable development, protection of the marine environment, and preservation of its resources and services

Current fragmentation in ocean observing priorities and reporting requires a collective European strategy

Coordinating ocean observing efforts ensures a consistent, Europe-wide system for monitoring and understanding shifts in the marine environment and providing policymakers with the data necessary to plan for adaptation and mitigation strategies, and develop the Sustainable Blue Economy

The **European Oceans Pact** may provide a high-level policy umbrella for such coordination

EOOS Purpose, Structure, and Governance

EOOS Value Proposition

The European Ocean Observing System (EOOS) aims to enhance coordination and collaboration in Europe's ocean observing efforts.

It strives for a systematic and efficient approach to collecting high-quality information on the state and variability of the marine environment and life within.

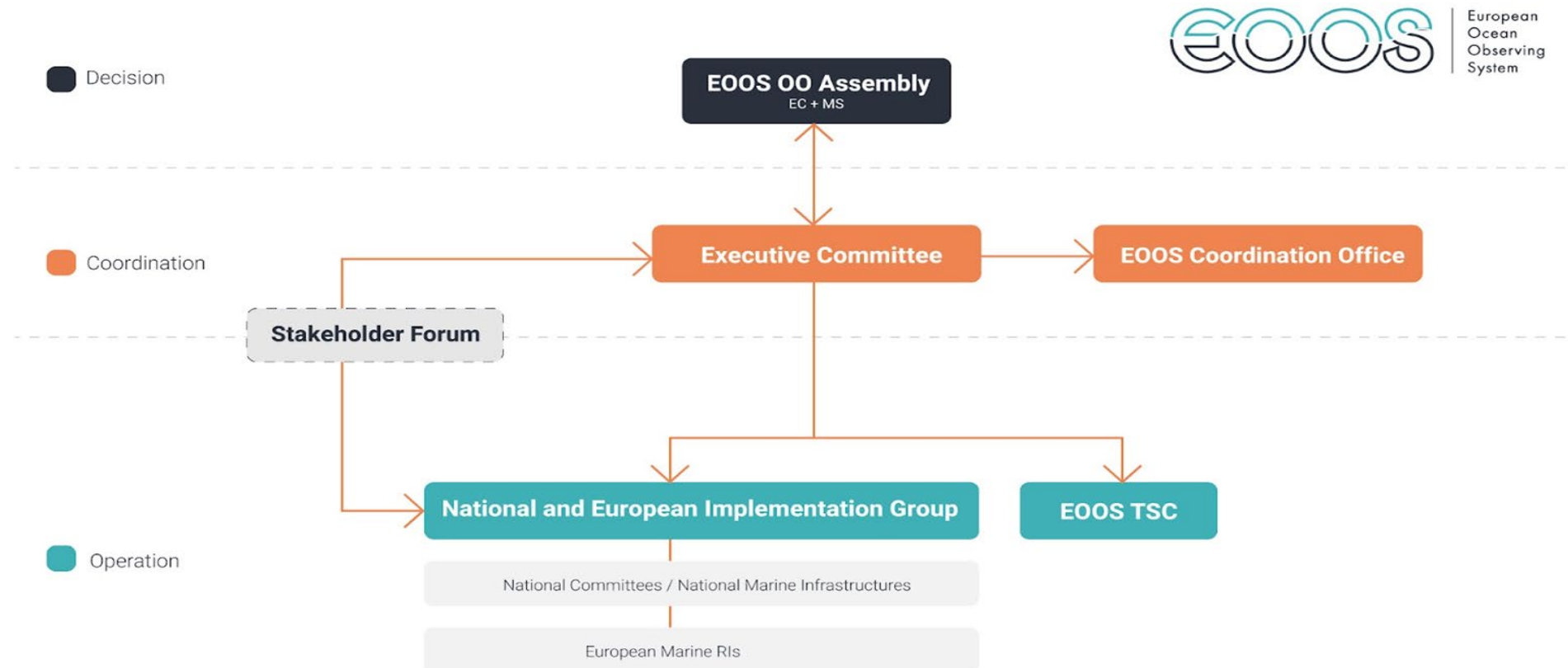
Successful implementation depends on the collaboration of:

Member States
European Commission
Ocean observing community
Broad stakeholder group



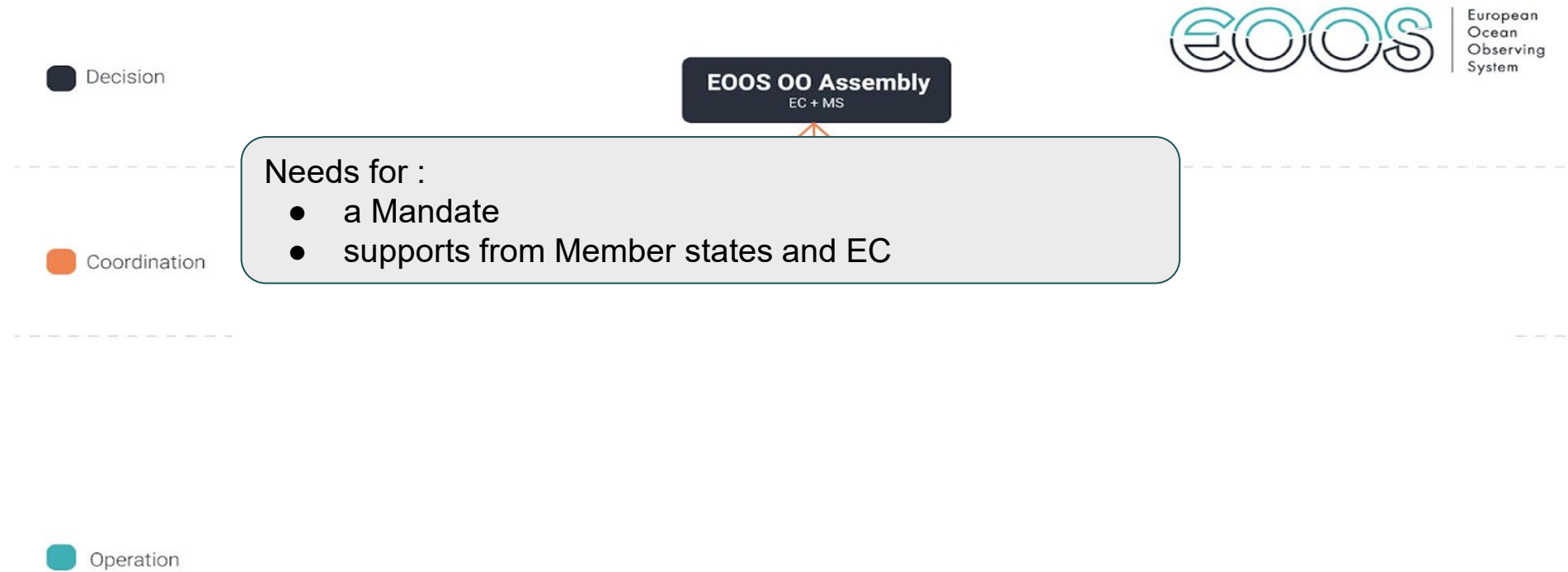
EOOS Purpose, Structure, and Governance

Preliminary brainstorming exercise on EOOS Governance v2



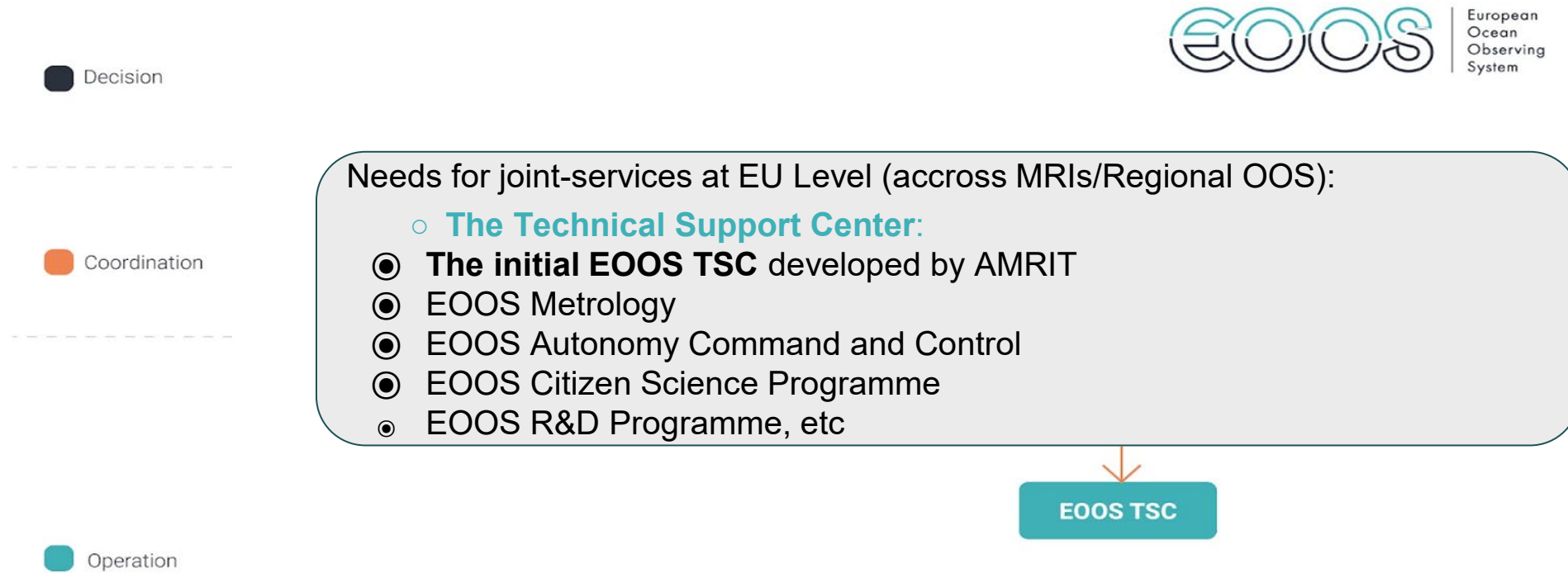
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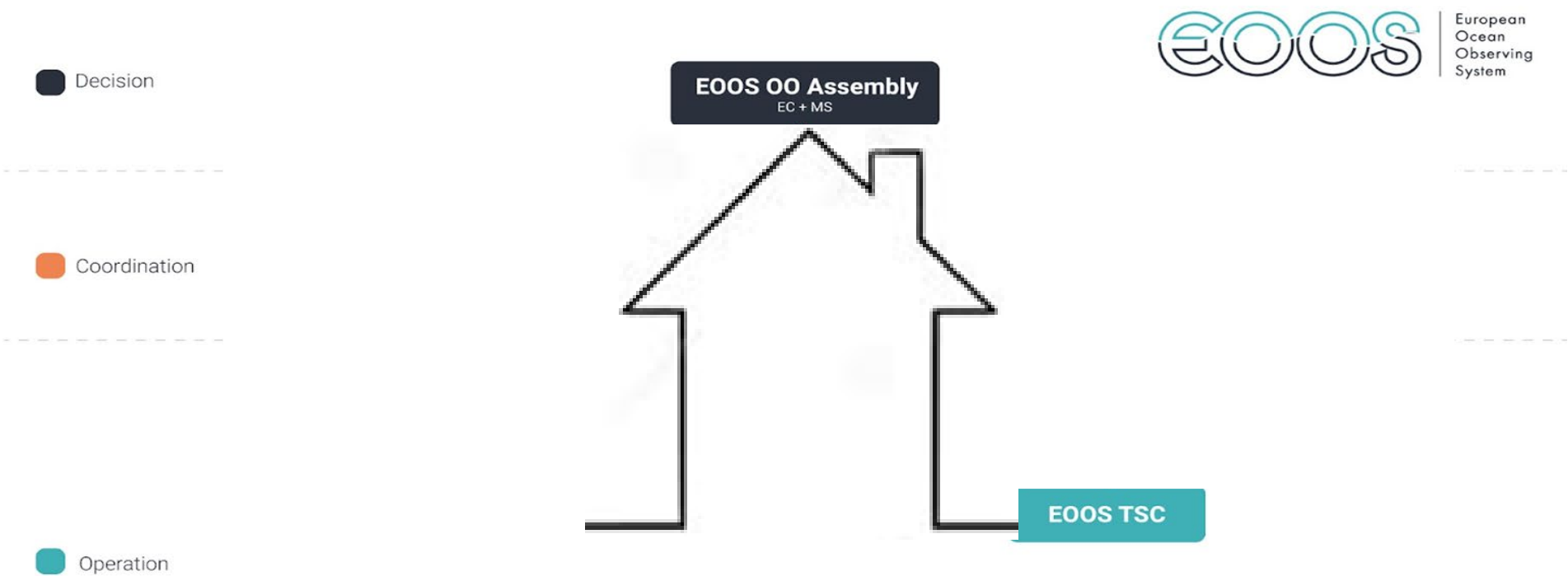
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EOOS Purpose, Structure, and Governance

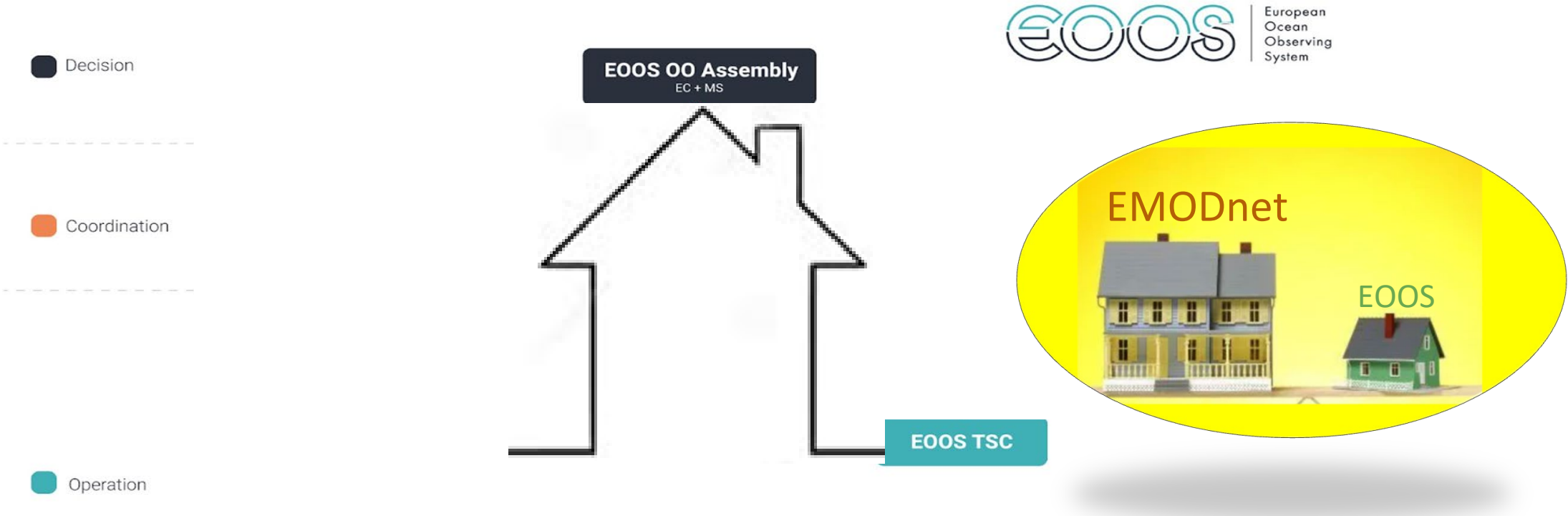
Preliminary brainstorming exercise on EOOS Governance v2



A stand alone initiative ?

EOOS Purpose, Structure, and Governance

Preliminary brainstorming exercise on EOOS Governance v2



An add-on to data aggregator ?

EOOS Purpose, Structure, and Governance

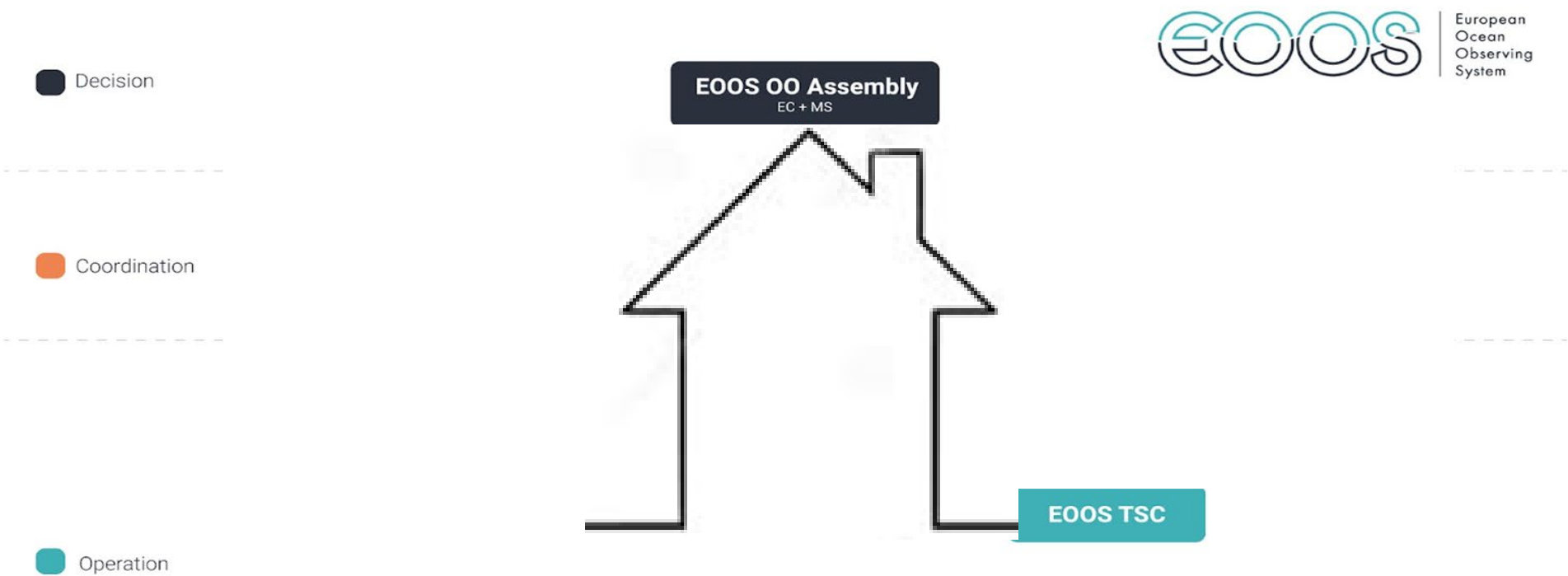
Preliminary brainstorming exercise on EOOS Governance v2



Joint-ownership by several nations ?

EOOS Purpose, Structure, and Governance

Preliminary brainstorming exercise on EOOS Governance v2



Questions ?

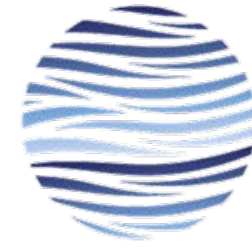
Brainstorming exercise

Brainstorming exercise

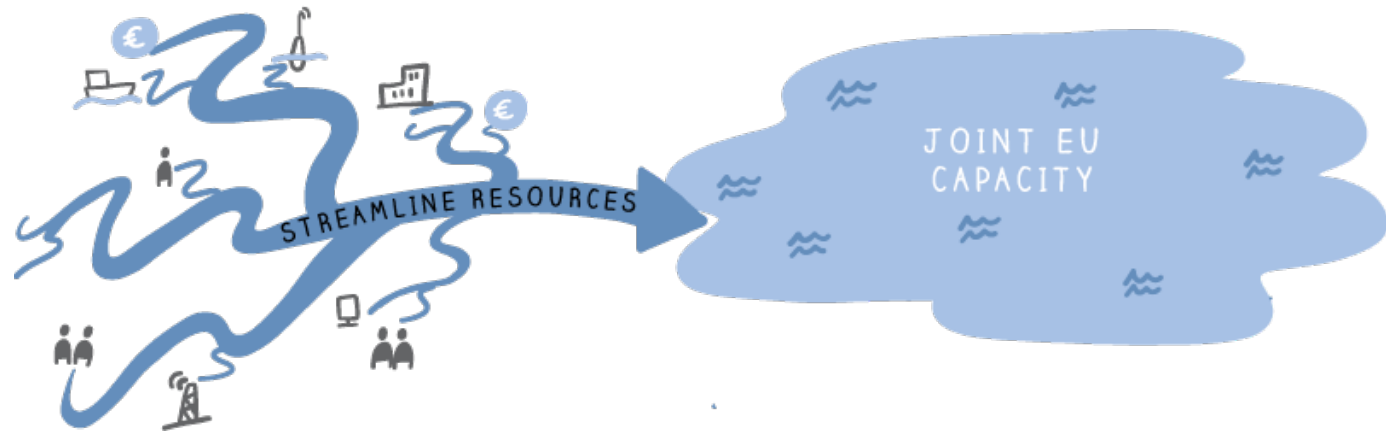
- Introduction by the session host
- 5 thematic tables set up with topics
- Participants assigned to a table (around 6 people/table)
- Each table has a moderator and rapporteur
- Each round lasts **15 minutes**; participants rotate tables after each round (total of 5 rounds)
- **10 minutes** - break free discussion
- Reports by moderators/rapporteurs **15 minutes**

Brainstorming questions :

1. What is the positioning of EOOS and EuroGOOS vis-a-vis GOOS? Which one is the European contribution to GOOS?
2. What is the 'System' in EuroGOOS and EOOS?
3. What should be EuroGOOS's institutional role within EOOS - implementer, contributor, secretariat, advisor, co-funder? What specific actions should EuroGOOS take to strengthen its role within EOOS governance?
4. Should EOOS or EuroGOOS (or neither) engage with national governments to secure long-term funding and policy support? What about the EU policymakers and funders?
5. Should EuroGOOS act as a formal programming body for operational oceanography in EOOS?
6. How should EOOS avoid duplication with other European and international initiatives?
7. Should EOOS evolve into a more structured governance body, or should it remain a flexible framework?
8. What are the key challenges in aligning EuroGOOS priorities with EOOS developments?
9. Should EOOS accommodate emerging observing technologies and data platforms?



EuroGOOS
European Global Ocean
Observing System



Twitter: @EuroGOOS

Email: info@eurogoos.eu

Website: www.eurogoos.eu

Mid-term Strategy Evaluation and Evolution

Holger Brix

EuroGOOS General Assembly
19-21 May 2025

Objectives of this session

- Identify future directions, priorities, and new areas of development for EuroGOOS Strategy 2030 and beyond
- Foster Member engagement in co-designing the next EuroGOOS Strategic goals and methods

EuroGOOS Strategy 2030

1 STIMULATE

communities of practice.

Strengthen internal partnership

Facilitate linkages

Enhance cooperation

Boost synergies

Provide guidance

2 ADVOCATE

for coordinated and integrated
European ocean observing and
operational oceanography.

Strengthen science-policy dialogue

Lead EOOS

Guide system design

Integrate observing and forecasting systems

3 STRENGTHEN

and expand partnerships.

Stimulate knowledge transfer

Facilitate cooperation among
broader community

4 PROMOTE

sustainability across the
value chain of operational
oceanography and ocean
observing.

Establish links with national funders

Support national coordination

Demonstrate value of observations

Advocate long-term commitment

5 MOBILISE

the public on the
importance of the ocean
and oceanographic services.

Co-design promotion materials
Organise events to engage with
policymakers

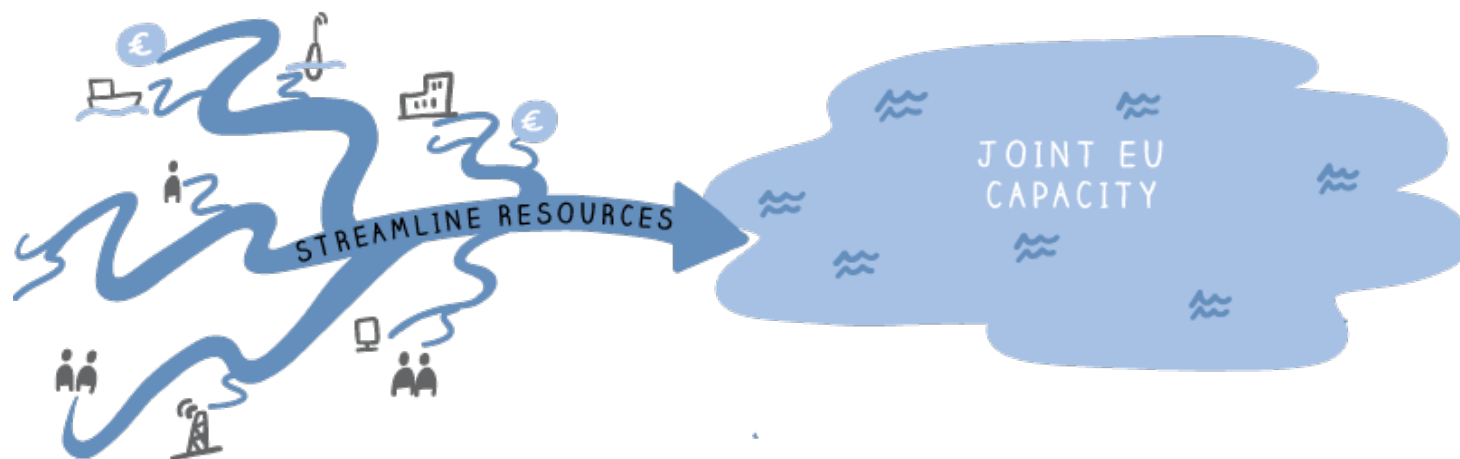


Six discussion tables with the following (possible) themes:

- Strategic alignment with European and global initiatives, providing guidance and lobbying
- Innovation in ocean observing
- EuroGOOS's impact & pathways to reach it
- Data valorisation
- Stakeholders & engagement (EU institutions, national governance, industry, co-design...)
- Internal governance

Participants engage in 20-minute discussions per table (4 rounds total), rotating each time

Final wrap-up with 5-minute highlights from each table (30 minutes total), followed by plenary reflections (10 minutes)



1. What should be coordinated by the EC?

- Advocate to DG MARE a EuroGOOS call for a Regulation going beyond a Digital Platform on future plans
- EuroGOOS to design the different phases for such coordination (conceptual, detailed, final design) sort of TRLs
- We want EU coordination to press national governments on sustainable obs
- National commitments and accountability are needed – decadal plans, periodic plans
- Model of combined national and EU funding - 20% EU + 80% MS

EuroGOOS's unique competence and transformation

- EuroGOOS should broaden the spectrum from research and environmental to blue tech, industrial, ...
EuroGOOS should show the added value of the collective vision and role (private companies, public bodies, others - who jointly provide observations for a range of needs)
- EuroGOOS can be like JPI Oceans? like COST?
- EuroGOOS plans should be accepted by the Member Organisations (not only the Delegates)

The idea of EOOS

- “Hyper RI” with overarching coordination of all RIs
- An umbrella

Do you think EOOS is a dead horse?

Been around for +10 years, but too good to let go.

- No mandates to establish a structure like EOOS. Lag of legislation, no support for an ISBL, still a push
- EMODNet is not doing the coordination, GOOS is not an alternative
- EOOS can be modified to fit what DG-MARE is seeking (?)
- If we gain momentum in implementing the roadmap we will gain the visibility, waiting for funding is not constructive.

Work ahead

- The structure is a dead horse but not the process. The way EOOS is set up is no-go
- Do we want to be connected to a specific DG. This is not necessarily ideal. EOOS should serve different DG's, private actors, industry.
- Is the implementation plan part of the problem, can it be updated?
- Can EOOS be imbedded in other structures (WMO/ECMWV/ICES/...)

QUESTION 3. How to improve coordination and synergies at national level (including key ingredients):

1. **All countries should have a National Coordination Body** (not all currently do). Who should drive this effort—EOOS, EuroGOOS, or the European Commission?
 - **FrOOS** began as a bottom-up initiative and now has government support and a formal mandate.
 - **ITOOS**. National effort coordinated by CNR, which is bringing together the organisations to build a national body (Research Infrastructures)
 - **CEO** operates without policies or government support.
 - In Portugal, ocean observing organisations are not connected or working together.
2. **Key national-level players are not connected to EOOS/EuroGOOS**. How can this connection be established and maintained over time?
3. **National Ocean Observing Charts** could help promote coordination and policy development to secure government support.
Are white papers sufficient to gain the support of the European Commission and national governments?

What is the level of traction for EOOS at member state level currently?

- Limited to date: some examples at MS level e.g. PT national meetings
- Mandated work takes preference. OOS often established due to extreme event e.g. floods. Regional Conventions important.
- Defence situation is major topic and may curtail other activities and limit/divert OO funding.
- Building blocks nearly in place to make EOOS case nationally e.g. Estonia, Germany, Italy. Ris also critical contributor.
- Questions around how to interface with EOOS.
- Some major players not in the community.

How can we increase uptake/recognition of EOOS?

- Take advantage of US drop in OO support to demonstrate European leadership
- Utilise use cases and demonstrators to convey impact of EOOS and OO more generally
- Member State Expert Group (MSEG)/ JPI national charts already have EOOS branding.
- Tenders e.g. CINEA and others that can demonstrate EOOS capacity and expertise to EC and member states.
- Can EOOS provide guidelines for 3rd party operators in terms of data collection and ingestion linked to licence conditions e.g. ORE?

Title: Enhancing EUROGOOS's Impact on EU Policy, Stakeholder Engagement, and National Governance through Strategic Pathways and Partnerships

Key Strategic Pathways:

1. Showcasing Value and Impact

- Combine EUROGOOS products and success stories into targeted communication campaigns, tailored for national-level stakeholders.
- Highlight past impacts and success cases to demonstrate EUROGOOS's added value to policy and decision-making processes.

2. Strengthening Engagement with Policy and Governance Actors

- Actively engage with EU institutions and national authorities, including visits to relevant agencies such as DG MARE and other European Commission departments.
- Leverage EUROGOOS's strategic location in Brussels to build and maintain close relationships with EU policymakers.
- Ensure regular **ROOS meetings** include invitations to EU and national officials to foster direct dialogue and collaboration.

3. Innovation and Internal Development

- Develop new flagship initiatives or products directly from the EUROGOOS Secretariat to serve as high-visibility contributions to EU marine strategy and innovation agendas.
- Facilitate **co-design with industry** to ensure that EUROGOOS products and services address operational needs and stimulate innovation.

4. Promoting Inclusivity and Knowledge Sharing

- Emphasize equitable access to data, expertise, and capacity-building, particularly for countries with limited marine observation infrastructure.
- Support **knowledge transfer and training programs** to reduce disparities in marine observing capabilities across Europe.
- Continue contributing to **best practices and data validation frameworks**, ensuring high-quality and interoperable marine data.

5. Enhancing Regional Cooperation

- Strengthen cooperation among ROOSes to align regional priorities with broader EU goals and enhance the collective voice of regional observing systems.

EuroGOOS Membership Expansion or Consolidation

Branko Čermelj

EuroGOOS Annual General Assembly Meeting
19-21 May 2025

◆ Objective:

Expand and enhance EUROGOOS membership and engagement through ROOS, Task Teams, and Working Groups.

◆ Rationale:

- Strengthen EuroGOOS's operational and scientific role.
- Improve coordination and visibility in European and global ocean governance.

◆ Strategic Components:

1. ROOS-driven regional engagement.
2. TTs and WGs as entry points for non-members.
3. Targeted outreach to key countries, sectors, and private actors.
4. Alignment with UN Decade, All-Atlantic, and EU frameworks.

◆ Engagement Tools:

- Integration workshops & webinars
- Strategic networking events
- Enhanced communication & Member Benefits documents
- Policy engagement and partnerships

◆ Key Considerations:

- Balance between expansion and Secretariat capacity
- National representation limits and voting fairness
- Flexible membership models (e.g., reduced fees)

◆ Expected Outcomes:

- Broader, more diverse and active membership
- Stronger coordination and regional engagement
- Greater visibility in EU and global frameworks

"With that background in mind, let's now reflect on four specific questions we aim to address today:"

"**Representation:** How representative is EuroGOOS currently in speaking for the operational oceanography community? Who might still be missing?"

"**ROOS Integration:** Why are many ROOS participants still not EuroGOOS members, and how can we better integrate them?"

"**Strategy Alignment:** Given our new strategic direction towards biology, climate, and emerging technologies, how should our membership evolve to underpin this?"

"**Limits to Expansion:** Should we consider explicit limits to our membership growth for practical reasons? Could EuroGOOS play a stronger role coordinating national voices?"

"The concept note emphasized targeted expansion—has this happened? If not, why?"

"What practical measures might we now consider, given earlier intentions regarding ROOS involvement and global alignment?"