

## Annex 1: Targeted actions and expected outcomes from the EuroGOOS strategy

Success Factor: Strategic Focus	Key Actions	Metrics/ interim outcomes	Owner	Completion Date
<b>Communities of practice</b> <ul style="list-style-type: none"> <li>Major discussion forum linking national and European operators.</li> <li>Map users and their requirements to inform product and service provision</li> <li>Strengthen ROOS's, Task Teams and Working Groups of EuroGOOS</li> <li>Contribute EuroGOOS expertise and know how to Ocean Best Practices</li> <li>Deliver FAIR and timely data to users how, through the ROOS portals/feeding through CMEMS and EMOD..?</li> <li>Facilitate the transfer of marine technology in regions of need</li> <li>Promote an earth system approach and seamless services</li> <li>Define future research priorities in ocean observing and forecasting for who?</li> </ul>	Review of EuroGOOS AISBL	External review of EuroGOOS initiated and completed to inform integration and strategy delivery	Exec Board and external review panel	Spring 2020
	Strengthen internal partnerships	Revise working group and task team terms of reference and membership to ensure geographic and gender representation; outcome is revised suite of TTs and WGs with terms of reference updated to delivery strategy	Exec Board and chairs of TTs and WGs	By mid 2020
		Alignment of ROOS strategies and annual plans with EuroGOOS strategy	Office, ROOS Chairs and Exec Board	By late 2020
	Improve coherence between national and regional programmes and national and European requirements and policy priorities	Take steps to have full country and key institute representation within each ROOS; interim gap analysis of institutes and nations not currently included	Office + ROOS Chairs	Spring 2021
	Integrate and de-fragment the ocean observing and forecasting systems	Link EOOS Operations committee to the Ocean forecasting community (CMEMS, Ocean Predict)	Office, Members and CMEMS	Throughout strategy period
	Develop a seamless continuum for end users based on an earth systems approach	Develop a EuroGOOS white paper on earth system modelling and likely innovations in strategy period to support this approach.	SAWG	By late 2020
	Propose data policy and data management priorities to transition to cloud-based services.	Updated data policy to reflect the tiered collection of Essential Ocean Variables among core members and wider ROOS members	DATA-MEQ	Mid 2020

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	Guide capacity development within and outside Europe	Establish new ROOS capacity in the Black Sea and assist capacity development in North Africa by ensuring European best practices are available to these regions (via IODE OBP)	Office and ROOSs (link to OBP)	New Black Sea ROOS by 2021; Ongoing CD for N.Africa
	Act as conduit to end-users	Create a Forum for intermediate users to define existing and likely future user needs through the EOOS Operations Committee	Members and ROOSs and European Research Infrastructures	By end 2020
<b>Advocacy for the ocean value chain</b> <ul style="list-style-type: none"> <li>Develop clear mandate, unique selling point and single voice for ocean observation to deliver EOOS for users</li> <li>Advocate for and build fit for purpose European Ocean Observing System achieving buy-in at member state and EC level.</li> <li>Promote Europe's ocean observing and forecasting capacity contributing to GOOS</li> </ul>	Positioning of EuroGOOS	Position paper on EuroGOOS and its relationship with EOOS	Exec Board, Office and Member reps	
	Role of EuroGOOS	Clear definition of precise role of EuroGOOS outlined in this corporate strategy	Strategy drafting Group	By May 2020
	Build active cooperation	Develop an engagement strategy for EuroGOOS aimed at members, EC and partners to influence EC policies/funding and their implementation	Ocean Literacy working group, Board and Office	By mid 2020
	Help aligning institutional and national strategies	Map key drivers of strategies at institutional and national level (building on EMB AtlantOS work)	Members and Office	By late 2020

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<ul style="list-style-type: none"> <li>Align EuroGOOS and member state strategies in ocean observing and forecasting to fulfil relevant institutional missions</li> <li>Influence current and future regulations at EC and MS level.</li> </ul>	<p>Proposal preparation and funding</p>	<p>Participate in projects and tenders which help implement the EuroGOOS strategy and maximise EuroGOOS member involvement in such activities</p>	<p>Office, members</p>	<p>Ongoing</p>
<p>Integrate the EuroGOOS WG, Task Team and ROOS activities towards cross-fertilization and joint strategy uptake</p>	<ul style="list-style-type: none"> <li>Co-design the EuroGOOS strategy</li> <li>Develop a set of case studies of EuroGOOS organizational integration</li> </ul>	<p>EuroGOOS strategy fully endorsed and translated into ROOS strategies and plans and WG and Task Team work plans</p>	<p>EuroGOOS members, ROOS, WG and Task Teams</p>	<p>Milestone: May 2020 (strategy)</p> <p>Milestone May 2021 (case studies)</p> <p>Integration ongoing for the strategy period duration</p>
<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>Strengthen EuroGOOS role as GOOS Regional Alliance, within IOC and GEO.</li> <li>Develop partnerships with networks engaged in ocean health and climate observation and forecasting</li> </ul>	<p>GOOS/IOC</p>	<p>Participate in and report on EuroGOOS activities as a GOOS Regional Alliance (GRA), foster cooperation among GRAs and work regularly and constructively with GOOS to strengthen national participation in GOOS, IOC and UN Ocean Decade</p>	<p>Office, Board and Members</p>	

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<ul style="list-style-type: none"> <li>• Advance existing partnerships to enhance near real time delivery of data to users.</li> <li>• Promote and engage in projects of strategic relevance</li> <li>• Promote the roll-out of Copernicus Services in Europe e.g. CMEMS, CLMS and C3S</li> <li>• Reduce gaps between research and operations through sustained political lobbying</li> </ul>	Industry	Engage with appropriate industry representatives both as technology and data providers and users	TPWG	
	Research and academia	Identify EuroGOOS members with significant research capacity or links to academia to inform the white paper on Earth system approaches and future research priorities	SAWG	
	Regional conventions	Canvas EuroGOOS members with expertise in working as contracted parties to the regional conventions and establish collaborative mechanism to work with conventions	EuroGOOS members and Office	
	Research infrastructures	Formulate and agree terms of reference for the Fixed Platform Task team with EMSO and JERICO RIs	Office and EMSO Director	Early 2020
		Embed RI expertise in EOOS Resources Forum and Operations Committee	EOOS SG and RI Directors	Throughout 2020 and 2021
	Copernicus Marine Service	Develop and maintain a contractual relationship with CMEMS and the wider Copernicus program to promote sustained observations and user uptake at national and local level	Office, MOI and EuroGOOS ROOSs and Members	Agreement in early 2020; Continuous updates
Additional Ocean health and climate partners	Identify ocean health and climate partners within and outside the EuroGOOS community and build links where strategic and feasible.	Office, Members and Partners	First round by early 2021	

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<b>Sustained value chain</b> <ul style="list-style-type: none"> <li>Coordinate pan-European developments in operational oceanography</li> <li>Quantify the economic and societal value of the ocean observation and forecasting value chain.</li> <li>Create mechanism for users to guide observing system design and development</li> <li>Demonstrate relevance of ocean observing to key EU policies e.g. MSFD, WFD</li> </ul>	Conduct regular foresight	Engage in triennial reviews of emerging national and EC policies with implications for the operational oceanography value chain	Office, Members (possible partnership with EMB)	Next in 2022 and every 3 years thereafter
	Value of ocean observations	Deliver a comprehensive Cost Benefit Analysis for EOOS in partnership with relevant members and external organisations with socio-economic expertise	Office, members and specialised partners	CBA by June 2021
	Contribute to EOOS design	Consolidated design for EOOS based on the work of EOOS Governance structures, ROOSs, Task teams and Working Groups	Task teams, EOOS SG,AC, FC and OC	Overarching design by late 2021
	GOOS National Coordination	Work with the GOOS Office to identify GOOS national focal point/national coordination mechanism within each European member state	Members, EOOS Operations Committee	Initial contact list for all MS by late 2020
<b>Public engagement</b> 1. Advocate value of the ocean observing and forecasting to constituents  Move beyond public awareness to mobilising the public on matters of importance	- Establish a EuroGOOS ocean literacy platform which is recognized at a pan-European and global levels as a contribution to the UN Ocean Decade Support public engagement activities through the activities of the EuroGOOS OL expert group	- Ocean literacy online platform - Active and growing OL expert group - Proven and effective links with related initiatives - Proven influence at pan-EU and global levels - Tangible contribution to public engagement activities	EuroGOOS members and the Ocean Literacy working group	July 2021  Activity continues for the duration of the strategy period

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<p>2. Promote citizen science and help integrate it into projects/operational value chain</p>	<p>Support and promote integration of citizen science in ocean observing and forecasting</p>	<ul style="list-style-type: none"> <li>- Include citizen science experts in EuroGOOS WG, Task Team and ROOS activities</li> <li>- Develop integration demo cases</li> </ul>	<p>EuroGOOS members, WGs, Task Teams and ROOS</p>	<p>Milestone: July 2021</p> <p>Activity continues for the duration of the strategy period</p>
<p>3. Promote the next generation of oceanographers, supporting fit-for-purpose and multidisciplinary approach and promote adequate life-long training programmes</p>	<ul style="list-style-type: none"> <li>- Analyse the training needs for oceanography underpinning sustainable development and the UN Ocean Decade</li> <li>- Deliver a set of recommendations then promote their implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Proven outreach activities to university and other training programmes</li> </ul>	<p>EuroGOOS members, WGs, Task Teams and ROOS</p>	<p>Milestone: January 2022</p> <p>Activity continues for the duration of the strategy period</p>