

Secretariat's assessment on the implementation of the Strategic Plan

Submitted by:	Secretary-General
Executive Summary:	This submission provides the assessment of the Strategic Plan 2021 – 2026 by means of the approved Strategic Performance Indicators for the Secretariat's activities under Work Programme 1 Corporate Affairs for the first three quarters of 2023 with a focus on Goal 2 and 3.
Related document:	IHO Work Programme 2023

References

- A. 3-year Work Programme and Budget 2021-2023
- B. IHO Work Programme and Budget 2023
- C. IHO Strategic Plan 2021–2026
- D. Proceeding Third IHO Assembly (A-3)

Introduction

1. Article VI(g)(iii) of the Convention on the IHO stipulates that the Council ...*coordinate during the inter-Assembly period the activities of the Organization within the framework of the strategy, work programme and financial arrangements, as decided by the Assembly.*
2. The Work Programme for 2023 is based on the third year of the three-year Work Programme (2021-2023) as approved by the 2nd Session of the IHO Assembly A-2 (Reference A) and was endorsed by the sixth meeting of the IHO Council C-6 (Reference B).
3. The A-3 agreed on the continuation of conduct of the annual Work Programmes on the basis of the Strategic Plan in place for 2021–2026 and approved that Goal 1 of the IHO Strategic Plan and its targets should have the highest priority in the implementation of the 2024–2026 Work Programme;
4. A-3 agreed to continue to measure the effectiveness and the efficiency of the three Work Programmes' implementation by means of the Strategic Performance Indicators in place; and to provide directions to the next Council for the preparation of the Strategic Plan 2027–2032.
5. As directed by A-3, IRCC provided guidance to the MSDI Working Group on the implementation of Goal 2/Target 2.1 through supporting national and regional MSDIWG efforts via RHCs and the continued provision of global thematic layers by means of the existing IHO GIS infrastructure. This decision affects the work of the Secretariat in terms of technical and operational provision of those IHO GIS services – in particular INTOGIS. The efficiency of this service is benchmarked by means of the Strategic Performance Indicator associated to Goal 2/Target 2.1.

6. The metrics of SPIs designated to WP 1 are measured to the target date of 1st of October 2023:

Targets	Strategic Performance Indicator (SPI)- measurement for success	Lead
Goal 2: Increasing the use of hydrographic data for the benefit of society		
2.1 Build a portal to support and promote regional and international cooperation in marine spatial data infrastructures (MSDI).	2.1.1 Number of hits downloading data/information from the portal.	IHO Secretariat/Corporate Affairs

Comment:

A-3 directed IRCC to provide guidance to the MSDI Working Group on the implementation of Goal 2/Target 2.1 through supporting national and regional MSDIWG efforts via RHCs and the continued provision of global thematic layers by means of the existing IHO GIS infrastructure (trusted source, standardized, interoperable). Any proposed extension of the portfolio of global thematic layers by the MSDIWG has to be brought forward to IRCC for endorsement and Council for approval. Based on this direction the following interpretation of Target 2.1 is proposed for the period 2023 - 2026:

Targets	Strategic Performance Indicator (SPI)- measurement for success	Lead
Goal 2: Increasing the use of hydrographic data for the benefit of society		
2.1 Support national and regional MSDIWG efforts via RHCs and the continued provision of global thematic layers by means of the existing IHO GIS infrastructure	2.1.1 Number of hits downloading data/information represented in global thematic layers by means of the IHO GIS infrastructure.	IHO Secretariat/Corporate Affairs

Comment:

A first activity in support of this modified approach is presented by C7-07.3A

Targets	Strategic Performance Indicator (SPI)- measurement for success	Lead
Goal 3: Participating actively in international initiatives related to the knowledge and the sustainable use of the Ocean		
3.3 Implement a comprehensive IHO digital communication strategy in order to enhance its visibility and accessibility to its work	3.3.1 Number of visits, likes, re-postings, etc. associated to the IHO social media sites. 3.3.2 Volume downloaded from the IHO website and Geographical Information System (GIS).	IHO Secretariat/Corporate Affairs

Comment:

Such metrics are routinely measured by the Secretariat on a 9-month basis. The last check resulted in the following numbers:

a) IHO Website:

- There were a total of 706,436 page views during the period 1 January 2023 – 30 Sept 23 (This is up from 7697 users and 176,313 page views during the period 4 July 2020 to 31 December 2020)

b) LinkedIn:

- On 30 September 2023, the IHO had 8448 followers on LinkedIn (vs 2880 in November 2020).
- From 1 January 2023 to 30 September 2023, posts on the IHO LinkedIn account had 249,982 impressions.
- On LinkedIn, the IHR articles are very popular and tend to get the most views. Posts about the EWH project are also popular.
- The post sharing the IHR article on optical methods in Hydrography had 15,091 views
- Post on Women & Girls in Science: 7786 views
- Post on NIPWG: 3509 views

c) Twitter/X:

- There seems to be a slowing of progress on Twitter / X.
- 1124 followers, on 30 September 2023, leading to a total of 48,9K impressions since January 1
- Top tweet: IHO Assembly 6594 impressions

d) Facebook:

- 30 June 2021: 609 followers, up from 480 on 1 January 2021.
- 1238 followers (up from 480 on 1 January 2021)
- Post on Assembly: 5,8K views
- Median post reach: 471

7. The contribution of Programme 1 to Goal 3, however, is more comprehensive as the metrics for social media, IHO visitors and requests for download can express. The management and fostering of relations with intergovernmental and other international organizations is an essential contribution and can be measured quantitatively and qualitatively in terms of the amount and type of outreach. The annexed excerpt of WP1 out of the full IHO Work Programme lists all such notable activities undertaken under the IHO Work Programme 1 until 30 September 2023 in four categories:

Global outreach:	15 notable activities
Regional outreach:	4 notable activities
Stakeholder's specific outreach:	20 notable activities
Consultations:	6 notable activities

8. The Council is invited to **take note of**
- the proposed interpretation of Goal 2/Target 2.1 as a result of the directions given by A3;
 - the continued increase of IHO visibility via IHO website and social media activities;
 - the results for the notable activities under WP1 in four categories.

Element 1.1 Cooperation with International Organizations and participation in relevant meetings

Objective: Maintain relationships with relevant international organizations in order to further the interests of the IHO by enlisting their support and cooperation, and participate in projects of common interest. Represent the IHO and participate in international forums dealing with matters of relevance to the objectives of the IHO and the IHO WP, including:

Task	Description	Strategic Goals&Targets	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.1.1	Maintain relationships with the Government of Monaco and the diplomatic corps accredited in Monaco			<ul style="list-style-type: none"> GEBOC 120 years celebrations with the Monegasque community 	Secretariat	Regional outreach
1.1.2	Maintain relationship with the Antarctic Treaty Consultative Meeting (ATCM)	3.2	Mariners Ship operators Marine scientific community	Participation and report to ATCM XLV	Secretariat	Global outreach
1.1.3	Maintain relationship with the Comité International Radio Maritime (CIRM)	1.2	Navigation equipment manufacturers	Informal dialogue about Dual Fuel ECDIS conditions	Secretariat	Consultations
1.1.4	Maintain relationship with European Union Initiatives (such as INSPIRE and EMODnet)	3.2	Monitoring of impact of open data policy. Possible significant contribution to Revised Strategic Plan Main Goal 3 in the future	Participation on IENWG Meeting	Secretariat IENWG	Regional outreach
1.1.5	Maintain relationship with the Group on Earth Observation (GEO)	2.3		No activity	Secretariat GEBCO GC MSDIWG	
1.1.6	Maintain relationship with the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) including the IALA e-NAV Committee: IALA World-Wide Academy (WWA)	3.1	Aids to Navigation authorities, e-Navigation data service providers, maritime community	Keynote at IALA's Assembly	Secretariat, HSSC WGs, CBSC	Global outreach
1.1.7	Maintain relationship with the International Electrotechnical Commission (IEC), including: IEC Technical Committee 80	1.1	Equipment manufacturers, Type approval bodies	Informal dialogue about S-100 Roadmap implementation	Secretariat, HSSC WGs	Consultations
1.1.8	Maintain relationship with the International Maritime Organization (IMO), including:	1.1 3.1	Mariners Ship operators Administrations	Participation on relevant IMO Conferences: NCSR, MSC, FAL	Secretariat	
1.1.8.1	- Assembly		IMO bodies	No activity	Secretariat	
1.1.8.2	- Council		IMO bodies	No activity	Secretariat	
1.1.8.3	- MSC		IMO bodies	No activity	Secretariat	

Task	Description	Strategic Goals&Targets	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.1.8.4	- NCSR		IMO bodies	Engagement with IMO for S-100 Implementation Strategy by means of IHO Report	Secretariat	Global outreach
1.1.8.5	- TCC		IMO bodies	Participation to connect to IMO Capacity Building	Secretariat	Global outreach
1.1.9	Maintain relationship with the Intergovernmental Oceanographic Commission (IOC) of UNESCO, including:	3.2	Marine scientific community		Secretariat, GEBCO GC, MSDIWG	
1.1.9.1	- Assembly		IOC Secretariat	Participation and speech	Secretariat,	Global outreach
1.1.9.2	- Executive Council		IOC Secretariat			
1.1.9.3	- Specialized WGs		IOC Secretariat	<ul style="list-style-type: none"> Participation on various Ocean Decade VTC conferences. 		Global outreach
1.1.10	Maintain relationship with the International Organization for Standardization (ISO), including: - ISO Technical Committee 211	1.1 1.2	ISO bodies	Contribution to further development of ISO 19100 Series	Secretariat	Global outreach
1.1.11	Maintain relationship with the Joint Board of Geospatial Information Societies (JB-GIS)	1.1		No activity	Secretariat	
1.1.12	Maintain relationship with United Nations (UN) organizations based in New York, including:	2.3	Marine geospatial data providers and users		Secretariat ABLOS MSDIWG	
1.1.12.1	- the UN Committee of Experts on Global Geospatial Information Management (UN-GGIM) and WG on Marine Geospatial Information		UN Statistics division ISO and OGC office bearers	Participation at UN-GGIM10 and report in collaboration with ISO and OGC Active support of the WG on Marine Geospatial Information		Global outreach
1.1.12.2	- the UN Division on Ocean Affairs and Law of the Sea (UN-DOALOS)		UN DOALOS office bearers	No activity	Secretariat	
1.1.12.3	- the UN (UN Expert Group on Geographical Names (UNGEEN))		UN GEGN office bearers	No activity	Secretariat	

Task	Description	Strategic Goals&Targets	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.1.13	Maintain relationship with the World Meteorological Organization (WMO)		Mariners Ship operators Maritime Administrations	Collaboration within the framework of WWNWS Steering Committee	Secretariat	Global outreach
1.1.14	Maintain relationship with the International Seabed Authority (ISA)	1.1 2.3	Marine geospatial data providers and users	Continued acquisition of deep-sea bathymetry from two ISA Contractors	Secretariat	Stakeholder's specific outreach
1.1.15	Maintain relationships with other international and observer organizations when their agendas have relevance to the programme of the IHO	3.2	IHMA office bearers	Collaboration with the International Harbor Masters Association	Secretariat HSSC NIPWG	Stakeholder's specific outreach
1.1.15.1	23 th session of the Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) forum			No activity	Secretariat	
1.1.15.2	Conference of the Association of African Maritime Administrations Southern and East African and Islands Regional Group for Safety of Navigation and Marine Environment Protection (SEAIGNEP)			No activity	Secretariat	
1.1.15.3	COMNAP (Council of Managers of National Antarctic Program)		COMNAP office bearers	No activity	Secretariat	
1.1.15.4	IMSO (International Mobile Satellite Organization) Assembly		IMSO Secretariat	No activity	Secretariat	
1.1.15.4.1	IMSO - Advisory Committee		IMSO office bearers	No activity	Secretariat	
1.1.15.5	IMPA (International Maritime Pilots' Association)		IMPA Secretariat	Exchange of Letters of Intent (drafting phase)	Secretariat	Stakeholder's specific outreach
1.1.15.6	FIG Working Week 2023		FIG Secretariat	No activity	Secretariat	

Task	Description	Strategic Goals&Targets	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.1.15.7	Hydro 2023 US Hydro 2023 IFHS Europe		Regional hydrographic societies	Keynote address US Hydro	Secretariat	Regional outreach
1.1.15.8	International Cartographic Conference and General Assembly		ICA Secretariat	Keynote address	Secretariat	Global outreach
1.1.15.9	Meeting of the Working Group on Marine Cartography of the International Cartographic Association (ICA)		ICA Office Bearers	participation	Secretariat	Stakeholder's specific outreach
1.1.15.10	Meeting of the Commission on SDI and Standards of the International Cartographic Association (ICA)		ICA Office Bearers	No activity	Secretariat	

Element 1.2 Information Management

Objective: Provide Member States and IHO stakeholders with accurate and relevant information in a timely and accessible manner.

Task	Description	G&T	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.2.2	Maintain and extend the IHO GIS, webservice and web mapping services in support of RHCs, ENC production coordination, INT chart coordination, C-55 and other related activities	3.3	KHOA NOAA IC-ENC PRIMAR ESRI	<ul style="list-style-type: none"> Maintenance and further development of INTtoGIS 	Secretariat	Stakeholder's specific outreach
1.2.3	Maintain and extend the Secretariat Admin IT infrastructure, including in-house publishing facilities	3.3		<ul style="list-style-type: none"> Ongoing effort 	Secretariat	Stakeholder's specific outreach
1.2.4	Maintain the IHO reference library collection including the incorporation of new material			Ongoing effort	Secretariat	Stakeholder's specific outreach
1.2.5	Implement and maintain online forms for the input from Member States to the IHO databases and in response to circular letters			Ongoing effort	Secretariat	Stakeholder's specific outreach

Element 1.3 Public Relations and Outreach

Objective: Raise awareness of the role of the IHO and the value and importance of hydrography and nautical charting services. Provide advice and guidance on States obligations under international regulations such as SOLAS Chapter V and highlight the importance of coordinated efforts in providing for safety of navigation, protection of the marine environment and the sustainable management and development of the oceans, seas and waterways. Stress the importance of becoming an IHO Member State.

Task	Description	G&T	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.3.1	Promote the IHO through publicity and public relations initiatives	3.3		Preparation of the 120 years of GEBCO through: <ul style="list-style-type: none"> Extended activities on social media Video production Interviews for press GEBCO booth at A-3 	Secretariat, Member States	Global outreach
1.3.2	Encourage new membership of the IHO			Continuation of the dialogue with Panama, Israel & Bahamas	Secretariat, RHC Chairs (except: ARHC, NHC, NSHC, USCHC)	Consultations
1.3.2.1	Undertake high-level visits to Governments of non-MS		Led by SHOM, France	Technical visits to Mauretania and Madagascar	Secretariat	Consultations
1.3.3	Celebrate World Hydrography Day including the preparation of information to support the themes	3.3		2023 Motto: Hydrography – underpinning the digital twin of the ocean	Secretariat, Member States	Global outreach
1.3.4	Compile and publish P-1 – <i>International Hydrographic Review</i> with the assistance of a paid editor	3.3		<ul style="list-style-type: none"> Jubilee issue published before A-3, second issue of 2023 to be finalized 	Secretariat, Member States	Stakeholder’s specific outreach
1.3.4.1	Maintain a digital repository for the overall collection of P-1 available for worldwide access			Ongoing effort	Secretariat	Stakeholder’s specific outreach
1.3.5	Develop IHO Corporate Communication Plan, Social Networks, Newsfeed, Media Release	3.3		permanent high frequency and level of blogs and feeds on LinkedIn and Facebook	Secretariat	Global outreach

Element 1.4

Work Programme & Budget, Strategic Plan and Performance Monitoring

Objective: Ensure that the formulation and the execution of the IHO Work Programme and Budget is managed, monitored and executed efficiently to best meet the requirements of Member States and the interests of stakeholders. This Element focuses on the implementation of the IHO's Strategic Plan particularly with regard to risk assessment and performance indicators.

Task	Description	G&T	Notable stakeholder(s) outside the IHO	Notable Activities	Lead authority/ Participants	Comments on the type of outreach
1.4.1	Execute the IHO Work Programme and Budget approved by the 2 nd Session of the Assembly, monitoring its progress and proposing or implementing any necessary adjustments according to the circumstances and the regulations	All Goals &Targets		<ul style="list-style-type: none"> Finance Report to be presented to C-7 	Secretariat Council	Stakeholder's specific outreach
1.4.2	Develop and propose future IHO Work Programme, Budget and Strategic Plan	All Goals &Targets		Work Programme for 2024 to be presented to C-7	Secretariat Council Assembly	Stakeholder's specific outreach
1.4.3	Conduct biennial IHO stakeholders' forums on general themes	2.2 3.1		Thematic session embedded into A-3	Secretariat	Stakeholder's specific outreach
1.4.4	Conduct biennial IHO stakeholders' forums on specific themes			Embedded into HSSC15 and IRCC15	Secretariat HSSC IRCC	Stakeholder's specific outreach

Element 1.5 Secretariat Services

Objective: Ensure that the Secretariat meets the requirements set by the member states, by providing the best service within the resources available.

Task	Description	G&T	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.5.1	Maintain formal communication between the Secretariat and the Member States through Circular Letters	3.3		Ongoing effort	Secretariat	Stakeholder's specific outreach
1.5.2	Maintain, update and develop procedures to facilitate and improve the effectiveness of the finance and administrative work of the Secretariat			Revised staff regulations Edition 9 approved by A-3 and in force since 1 July 2023	Secretariat	Stakeholder's specific outreach
1.5.3	Provide in-house translation services English/French and French/English in support of the IHO WP Include Spanish translations as much as possible in accordance with the relevant IHO Resolutions			<ul style="list-style-type: none"> Ongoing effort Spanish versions up to date for all basic documents and Circular Letters 	Secretariat	Stakeholder's specific outreach
1.5.4	Engage contract support to supplement the maintenance and development of IHO publications beyond the resources or competence of the Secretariat or the IHO WGs, including: - Translation - Technical editing			<ul style="list-style-type: none"> Enhanced external support for French and Spanish translations Ongoing effort 	Secretariat	Stakeholder's specific outreach
1.5.5	Compile, maintain and publish IHO publications that are not allocated to a specific IHO body, including: P-5 – IHO Yearbook P-7 – IHO Annual Report P-6 – Proceedings of the Assembly M-3 – Resolutions of the IHO			As required	Secretariat	Global outreach
1.5.6	Secretariat staff training			No activity	Secretariat	
1.5.7	Monitor and maintain the Staff Regulations and the Job Descriptions of the Staff of the IHO Secretariat in step with the evolution of the IHO Work Programme and IHO requirements			<ul style="list-style-type: none"> Ongoing effort 	continuous	Stakeholder's specific outreach
1.5.8	Maintain the premises and facilities of the IHO Secretariat as required as the occupant, including renovations or modifications as requirements arise			<ul style="list-style-type: none"> Renewal of the Office Air condition system Shared investment into outdoor furniture for the IHO terrace 	continuous	Regional outreach

Element 1.6 IHO Council and Assembly

Objective: Ensure the successful functioning of sessions of the Council and the Assembly so that they fulfil their top-level governance and decision-making functions in accordance with the Convention and the other basic documents of the Organization.

Task	Description	G&T	Notable stakeholder(s) outside the IHO	Notable activities	Lead authority/ Participants	Comments on the type of outreach
1.6.1	Prepare and conduct the 3rd session of the IHO Assembly			Successful conduct of A-3	Secretariat	Global outreach
1.6.1.1	Pre-meeting briefing and preparation for Chair of the Assembly			All steps undertaken with the Assembly chair	Secretariat Chair of Assembly	Consultations
1.6.2	Prepare and conduct annual sessions of the IHO Council			All steps undertaken for a successful conduct of C-7	Secretariat	Stakeholder's specific outreach
1.6.2.1	Pre-meeting briefing and preparation for Chair of Council			All steps undertaken with the Council chair	Secretariat, Chair of Council	Consultations