

GGC38
Item 5

GEBCO Governance Review

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Background

IHO, IOC and GEBCO Chair/Vice Chair meeting December 2021

- Acknowledged the changing ocean science and seabed mapping landscape
- Agreed a desire to better support NIPPON Foundation GEBCO SB2030 Project
- Agreed that a routine review of governance is good practice

Considerations

- Alignment to IHO & IOC strategic objectives
- Linkages to other activities/initiatives/bodies of parent organisations
- A need to avoid duplication of effort
- Harmonised communication activity



The Need

What is the motivation for this review?

- It is good practice to periodically review the governance of organizational frameworks
- So much has changed around us but our activities and interests have never been more essential:
 - UN 2030 Agenda
 - UN Decade of Ocean Science for Sustainable Development
 - NIPPON Foundation – GEBCO Seabed 2030 Project
 - And more...
- GEBCO has grown in everyway over the years - including in its complexity
- 120 years old in 2030 – timely opportunity to ensure resilience going forward

Preparatory Work Undertaken

Research governance frameworks

- A number of different governance approaches reviewed
- Clear GEBCO requires a flexible approach
- However common principles of good governance need to be observed
- Starting point being IHO and IOC organizational instruments

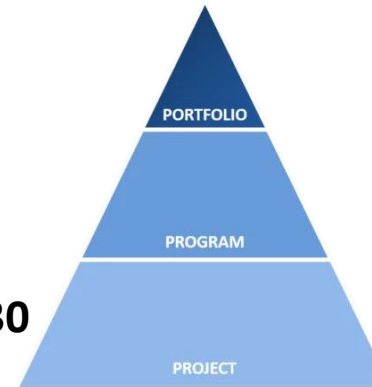
ISO 21500:2021

- The document specifies the organizational context and underlying concepts for undertaking project, programme and portfolio management. It also provides guidance for organizations to adopt or improve project, programme and portfolio management using the standards prepared by ISO/TC 258
- Further supported by ISO 21502, ISO 21503, ISO 21504 and ISO 21505

IHO & IOC

GEBCO

e.g. SB2030



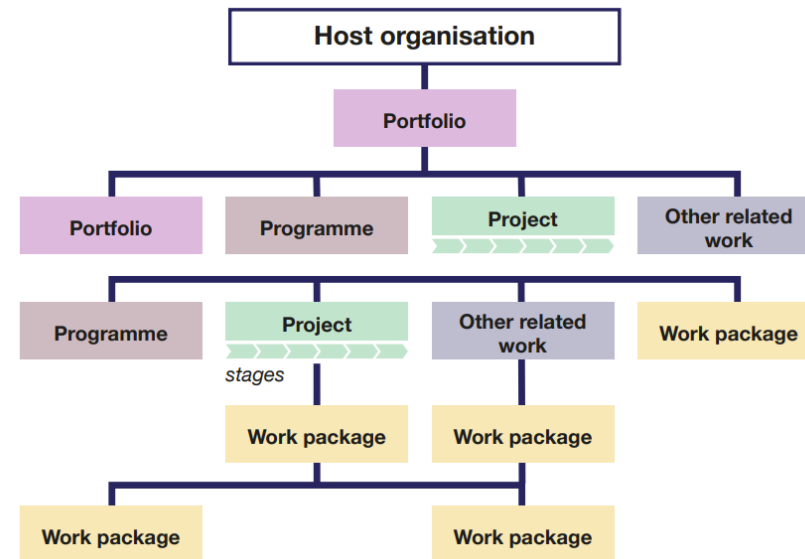
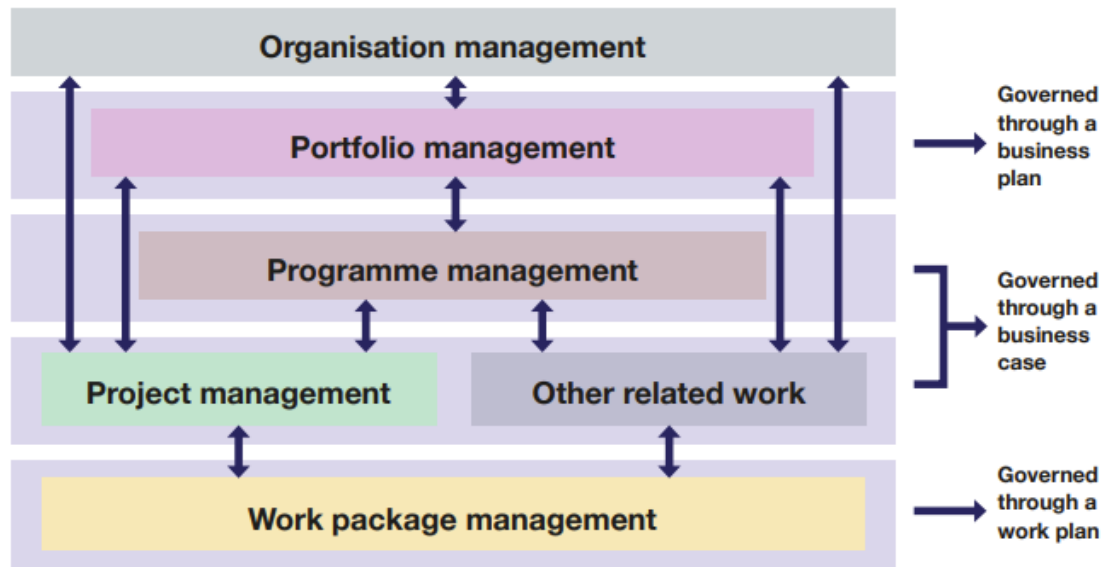
PORTFOLIO: a portfolio is a collection of projects and programs

PROGRAM: a program is a collection of related projects and other work that share common objectives and are better managed collectively

PROJECT: a temporary endeavor undertaken to create a unique product, service or result with defined scope resources, and schedule.

Preparatory Work Undertaken

Research governance frameworks



Source: UK Government Functional Standard for Project Delivery
An example of an implementation of the ISO21500:2021 principles

Preparatory Work Undertaken

Identification of strategic and operational plans

- UN 2030 Agenda
- UN Decade of Ocean Science for Sustainable Development
- IHO Strategic Plan and Work Programme
- IOC Medium Term Strategy and High-Level Objectives
- **Gap?**
- GEBCO Aim/Mission
- GEBCO Goals
- GEBCO Function
- GGC work plan
- Subcommittee objectives
- Subcommittee work plans
- SB2030



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Preparatory Work Undertaken

Identification of appropriate review methodology

- Methodology developed loosely following ISO21500:2021
- However, complexity and global nature of GEBCO taken into account
- Methodology designed to be 'light touch'
- Repeatable and maintainable

Preparation of proposal

- Developed and submitted by IHO and IOC
- Recognised need for structure to be flexible



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Challenges and Constraints

The following initial findings need to be considered:

- GEBCO has no strategic plan – governance would normally be designed/reviewed against such a plan
- Noting the above, some guiding assumptions will need to be made
- Principles of Portfolio, Programme and Project management are universal, but terminology varies with jurisdiction
- New code of conduct partially deals with some governance issues – need for deconfliction

The following axioms/assumptions have been identified:

- GEBCO will be a programme and will be an enduring endeavor
- GEBCO will remain a joint project of IHO and IOC
- GEBCO relies on its parent organisations to hold funds
- GEBCO needs to be able to fundraise, spend and allocate funds to its bodies, projects, collaborative activities and contracted services
- The funds held on GEBCO's behalf will/could increase significantly
- GEBCO may develop other projects



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Proposal

Proposed Scope

The review will cover:

- The organizational and governance instruments and practices associated with GEBCO, its Guiding Committee and its Subcommittees (herein referred to as GEBCO)
- The organizational and governance arrangements between GEBCO and external bodies that it routinely interacts with
- The organizational and governance arrangements for projects and any work items that GEBCO is involved in

The review will not cover:

- GEBCO Strategic direction – as relates to content
- The content of work plans (GGC, Sub-Committees and Projects)
- Technical operation or processes



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Proposed Methodology

The key elements of the review are summarized as:

- Creation of Project Team
- Appointment of external advisory team
- Stakeholder engagement
- Mapping organization and functional structure
- Review of legal structure and framework
- Governance instruments gap analysis
- Finance review
- Summary of findings and recommendations

Proposed Methodology

Project Team

- Chaired by IHO Assistant Director & GEBCO Secretary
- Vice Chair – tbc
- Supported by 3 members of GGC



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Proposed Methodology

External advisory team

- Lead by suitably qualified senior leader appointed by IHO and IOC
- Legal advisor
- IHO Financial Manager
- Representative from Academia (outside of those directly involved in GEBCO)

Potential budgetary consideration

- Travel and subsistence provided from GEBCO budget
- Approx. 1 week trip for 3 non-IHO staff team members



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Proposed Methodology

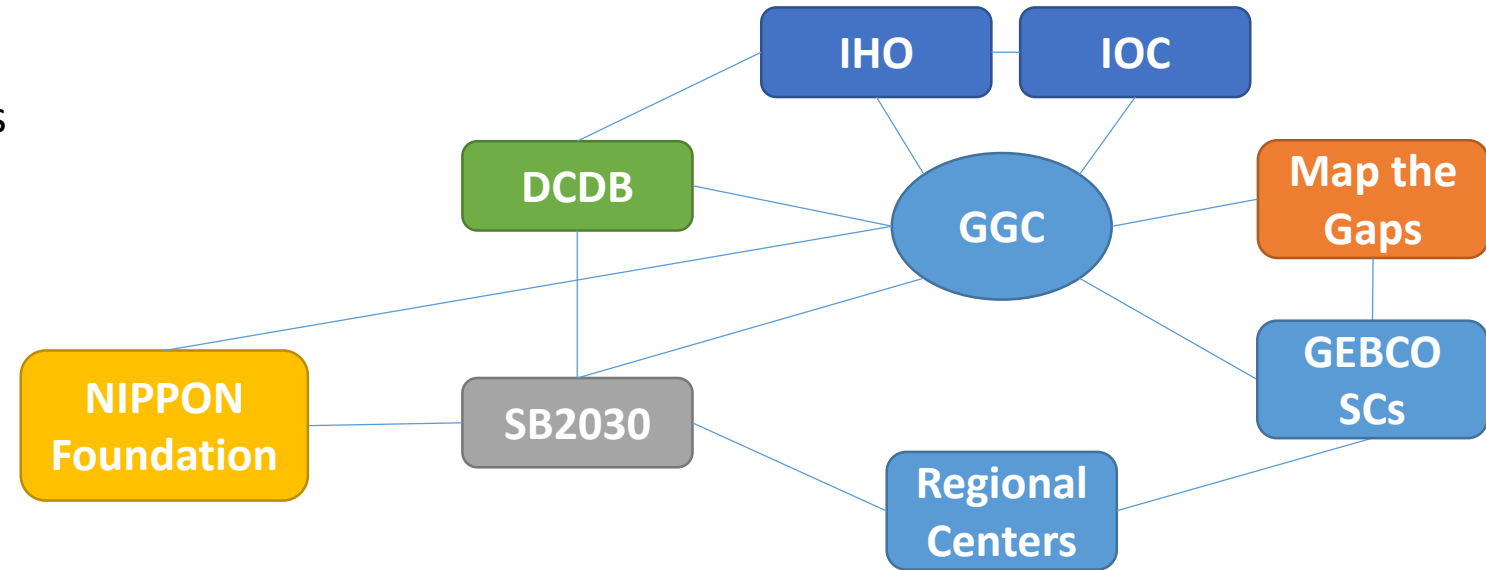
Stakeholder engagement

- Identification of key stakeholders (Office holders, operational/functional leads, users, representatives of related bodies)
- Structured interviews conducted with key stakeholders (using SWOT, PESTLE or similar technique)
- Analysis of results used to identify themes, challenge assumptions, identify threats and weaknesses
- Documented (and anonymised where appropriate) output used to validate findings and recommendations

Proposed Methodology

Mapping organisation and functional structure

- Map and understand organizational structure and functional relationships
- Document reporting lines



Note:

- Diagram for illustrative purposes only and is not complete or necessarily a true reflection of actual relationships or reporting lines. The solid lines do not indicate the nature of the relationship

Proposed Methodology

Review of legal structure and framework

- Understand and document limitations of current legal structure as relates to GEBCO aims and objectives
- Identify any vulnerabilities
- Ensure that relevant characteristics of the legal structure of other related/partner bodies is understood and documented

Finance review

- Financial audit
- Understand and plan for seeking, holding and allocating significantly increased funds

Note: It is possible that these elements may require a longer timeframe and dedicated resource to undertake fully. In this case, it will be noted in the initial findings and a proposed way forward made to GGC39.



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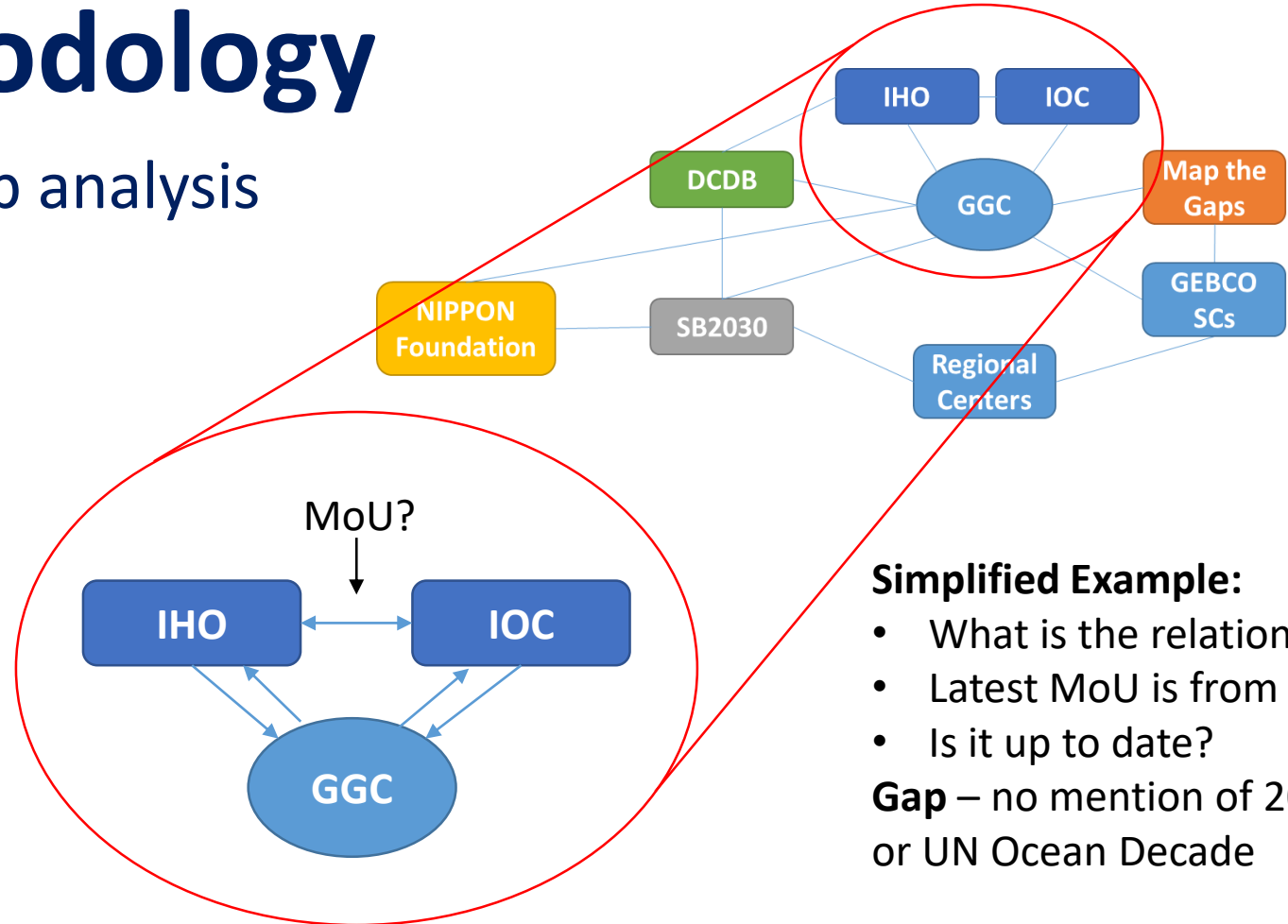
Proposed Methodology

Governance instruments gap analysis

Taking into account:

- Strategic and organizational objectives
- Organisation and functional structure
- Legal and financial framework

Examine and identify missing, incomplete or otherwise insufficient governance instruments



Simplified Example:

- What is the relationship?
- Latest MoU is from 2000
- Is it up to date?

Gap – no mention of 2030 Agenda or UN Ocean Decade

Timescales

The following milestones have been identified:

- Proposal presented to GGC 38 - April 2022
- Project team created at GGC38 – April 2022
- External Advisory Team appointed – May 2022
- IRCC14 asked to note review and ToRs – June 2022
- Stakeholder engagement, organization mapping, legal review, finance review and instrument gap analysis undertaken – May – Nov 2022
- Preliminary findings presented to GGC 39 Nov/Dec 2022
- Report finalized for GGC intercessional meeting 01 2023 – Date tbc.
- IHO and IOC Assemblies in 2023

Recommendations and next steps

GGC38 is invited to:

- Note and approve the proposed methodology
- Appoint a project team under the leadership of IHO Sec and IOC representative
- Subject to approval of the above, instruct the PT to develop ToRs to be approved by the GGC via correspondence and IS Meeting if required
- Acknowledge the intent of IHO and IOC to appoint an External Advisory Team

