

PRO-1.8 **REVISED STRATEGIC PLAN**

Submitted by: **Council (Council Chair)**

- References:**
- A. Proceedings of the 1st Session of the Assembly
 - B. IHO Strategic Plan 2017
 - C. 3rd Meeting of the Council – Summary Report
 - D. Report and Proposals from the Strategic Plan Review Working Group (SPRWG) (C3-06.1A)
 - E. 3-year Work Programme 2021 – 2023
 - F. IHO Resolution 12/2002 as amended – *Planning Cycle*

- Annexes:**
- A. Revised Strategic Plan Rev2.2 cor2 version 17 October 2019
 - B. Amended Terms of Reference (ToR) and Rules of Procedures (RoPs) for the SPRWG (red-line version)
 - C. Amended Terms of Reference (ToR) and Rules of Procedures (RoPs) for the SPRWG (clean version)

PROPOSAL

Noting the endorsement by the Council, the Assembly is invited:

- **To approve the Revised Strategic Plan.**
- **To task the Secretary-General to align the 2021 and 3-year IHO Work Programme 2021-2023 with the Revised Strategic Plan while keeping the current structure of the Work Programme to facilitate the operational work and implementation by the Secretariat.**
- **To approve the amended ToRs and RoPs of the SPRWG.**
- **To confirm that “the effective implementation of the Revised Strategic Plan” is the main subject to be addressed by the Council within the upcoming intersessional period towards A-3.**

EXPLANATORY NOTE

1. At its 1st Session, the Assembly tasked the Council to conduct a comprehensive review of the Strategic Plan and to provide a draft revised Plan, as appropriate, in time for the consideration of the 2nd ordinary Session of the Assembly (decision A1/03).

2. Consequently, the IHO Council established a Strategic Plan Review Working Group (SPRWG) at its first meeting in October 2017. Twenty three Member States and the Secretary-General of IHO are members of the SPRWG. In its report to the Council, the SPRWG recommended to prepare a revised strategic plan, with a simpler structure and a limited number of measurable targets.

3. At its second meeting in October 2018, the Council tasked the SPRWG to develop the Strategic Plan 2021-2026 on the basis of three overarching goals endorsed by the Council. A drafting team met in Monaco at the end of January 2019, and prepared an initial list of targets and performance indicators under the three overarching goals. The drafting team also reviewed the general structure of the strategic plan and proposed to the SPRWG some

orientations on the content along with the list of targets, and indicators.

4. A final Report and draft Strategic Plan was submitted to the Council in July 2019, endorsed at its third meeting in October 2019 and is put forward to the 2nd Session of the Assembly for approval in accordance with the IHO Planning Cycle for the Strategic Plan (Reference F).

5. The Revised Strategic Plan comprises four sections:

- I. Preamble: introduction to the IHO, its vision, mission, and objects. The wording is drawn from the Convention on the IHO.
- II. Challenges: overview of the strategic context within which the IHO and Member States operate now and will operate in the near future and how this may impact activities.
- III. Goals, Targets for 2026 and Strategic Performance Indicators.
- IV. Implementation Framework: briefly outlines how the plan is enacted and how progress with respect to the plan is reviewed and monitored.

In accordance with the direction of the Council, effort was made to make the Revised Strategic Plan as concise as possible.

6. An important consideration is how the IHO Work Programme (and therefore budget) is linked to the Revised Strategic Plan. The Council agreed to propose to the Assembly to task the Secretary-General to align the 2021 and 3-year IHO Work Programme 2021 – 2023 with the Revised Strategic Plan, while keeping the current structure of the Work Programme to facilitate the operational work and implementation by the Secretariat.

7. In order to develop methods for calculation of the Strategic Performance Indicators as outlined in the endorsed revision of the Strategic Plan after A-2, the Council amended the ToRs and RoPs of the SPRWG and endorsed them for submission to the Assembly for final approval.

8. In view of the overarching importance of the Revised Strategic Plan to achieve the goals and targets of the Organization within the period between 2021 and 2026, the Council agreed to seek the endorsement of the Assembly for interpreting “the effective implementation of the Revised Strategic Plan”, by keeping in mind to apply the principles of ISO 9001 as the main theme of the Council activities for the upcoming intersessional period towards the third Assembly.

International Hydrographic Organization (IHO)

Strategic Plan

for 2021-2026

Draft – 20 July 2019

Amended 17 October 2019

The sea, the great unifier, is man's only hope. Now as never before, the old phrase has a literal meaning: we are all in the same boat.

Jacques-Yves Cousteau, *National Geographic*, 1981

I. PREAMBLE

Hydrography is the branch of applied science which deals with the measurement and description of the physical features of oceans, seas, coastal areas, lakes and rivers, as well as with the prediction of their change over time.

The International Hydrographic Organization (IHO), which was established in 1921 and now has 93 Member States (MS), is an inter-governmental consultative and technical organization. It primarily supports the safety of navigation and the protection of the marine environment, and coordinates on a worldwide basis the setting of hydrographic standards. It also facilitates capacity building of national hydrographic services. It provides a forum at an international level for the improvement of hydrographic services through the discussion and resolution of hydrographic issues and it assists member governments to deliver these services through their national hydrographic offices.

Purpose

The purpose of the IHO Strategic Plan is to identify specific strategic goals and targets that will direct the IHO's Work Programme in a way that will foster the IHO vision, mission, and objects.

Vision

The vision of the IHO is to be the authoritative worldwide hydrographic body which actively engages all coastal and interested States to advance maritime safety and efficiency and which supports the protection and sustainable use of the marine environment.

Mission

The mission of the IHO is to create a global environment in which States provide adequate, standardized and timely hydrographic data, products and services and ensure their widest possible use.

Object

The Organization has a consultative and technical nature. It is the object of the Organization:

- a. To promote the use of hydrography for the safety of navigation and all other marine purposes and to raise global awareness of the importance of hydrography;
- b. To improve global coverage, availability and quality of hydrographic data, information, products and services and to facilitate access to such data, information, products and services;
- c. To improve global hydrographic capability, capacity, training, science and techniques;
- d. To establish and enhance the development of international standards for hydrographic data, information, products, services and techniques and to achieve the greatest possible uniformity in the use of these standards;
- e. To give authoritative and timely guidance on all hydrographic matters to States and international organizations;
- f. To facilitate coordination of hydrographic activities among the Member States; and
- g. To enhance cooperation on hydrographic activities among States on a regional basis.

II. CHALLENGES

Hydrographic offices (HO) everywhere are facing significant and rapidly developing challenges. Some challenges impact the mission of the IHO and shape the context to be taken into account by the Organization for building its strategy to fulfil its vision.

Growing needs, for increasingly diversified customers

There is an enlarged global demand for hydrographic data either through the evolution of requirements of navigation, or for the management of the marine environment.

For navigation, safety challenges are marked by the development of harbours in many countries, and of new routes of navigation. Moreover, the core role of shipping in globalization puts pressure on its efficiency, which through digitisation and automation generates needs for new, reliable services supporting the safety and efficiency of navigation. All categories of navigators, from merchant mariners to leisure boaters, are eager to access the new services enabled by digital technology. In the same time, complexity of technologies available to mariners raises new concern regarding their appropriation.

An increasing need for marine data is strived by the development of a sustainable Blue Economy, the concern for the preservation of the marine environment, and the prevention or mitigation of consequences of marine disasters or climate change. A wide range of related data is now crucial in supporting important decisions. These data, and associated skills, are very similar to those used for supporting navigation.

Progress in technology

The pace of technological innovations, from sensors to digital services, is increasing, bolstering the need for continuous adaptation of training and standards, thus requiring strong effort from HO in investment and training. This is particularly significant for the automation of sensors carrying devices, and for new processing techniques from the field of artificial intelligence, which make it possible to handle 'big data' and augment the capacity of human teams.

Data, transforming the hydrographic ecosystem

While the demand for hydrographic data is increasing, the assets or resources available to many hydrographic offices have not increased at a similar rate. However, the accessibility to technology and the interest in citizen science (or crowd-sourced data) has given opportunities to many actors to collect valuable data. This information can be used for many purposes, including for improved navigation. These tools and techniques being used are often considered to be outside traditional hydrographic methods, and this calls for the IHO and HOs to redefine their relationships with these new sources of hydrographic data.

More generally, the crucial role of data and information in our societies entails important consequences on public policy (e.g. open data), the need for data assurance, including cyber security, all along the value chain, and on the involvement of the private sector, which are likely to have an impact on how investments in hydrography are sustained, and how standards are developed.

Increasing attention to the Ocean

The role of the Ocean in our society and in the global Earth system is increasingly understood and recognized, leading to global or regional initiatives, such as the Agenda 2030 Sustainable Development Goal 14¹ of the United-Nations and the subsequent decision of the UN Decade

¹ "Conserve and sustainably use the oceans, seas and marine resources for sustainable development"

2021-2030 of Ocean Sciences, the negotiation on marine biological biodiversity of areas beyond national jurisdiction, or the Nippon Foundation-GEBCO Seabed 2030 project. These initiatives guide ocean sciences and frame the resources devoted to the knowledge and description of the Ocean.

III. GOALS, TARGETS FOR 2026 & STRATEGIC PERFORMANCE INDICATORS

To face these challenges, the IHO Strategic Plan for 2021-2026 is structured through three overarching goals, focusing the exercise of its mission during this period.

Under the three goals, the Organization has identified targets to be reached by 2026. The progresses towards these targets are measured by strategic performance indicators (SPI). The following tables summarize for each overarching goal the associated targets. Related object items of the IHO (Convention) are given for reference purpose. The SPI are listed in the Annexes.

Goal 1: Evolving the hydrographic support for safety and efficiency of maritime navigation, undergoing profound transformation

<i>Targets</i>	<i>Relation with IHO Object</i>
1.1 Deliver standards for hydrographic data and specifications of hydrographic products; support their regular production; and coordinate regional and global services for their provision.	a, d, e
1.2 Develop standards, specifications and guidelines in the areas of data assurance, including cyber security and data quality assessment.	b
1.3 Use capacity building and training to develop and increase the ability of Member States to support safety and efficiency of maritime navigation.	c

Goal 2: Increasing the use of hydrographic data for the benefit of society

<i>Targets</i>	<i>Relation with IHO Object</i>
2.1 Build a portal to support and promote regional and international cooperation in marine spatial data infrastructures (MSDI).	b, g
2.2 Promote new tools and methods to accelerate and increase coverage, consistency, quality of surveys in poorly surveyed areas.	b, d
2.3 Apply UN shared guiding principles for geospatial information management in order to ensure interoperability and extended use of hydrographic data in combination with other marine-related data.	d, g

Goal 3: Participating actively in international initiatives related to the knowledge and the sustainable use of the Ocean

<i>Targets</i>	<i>Relation with IHO Object</i>
3.1 Collaborate with other bodies who deliver capacity building and training to improve effectiveness of capacity building activities and programmes	c
3.2 Improve knowledge of the world's seafloors	b, f
3.3 Implement a comprehensive IHO digital communication strategy in order to enhance its visibility and accessibility to its work	a, b, e

IV. IMPLEMENTATION FRAMEWORK

To deliver on the designated Targets and achieve the three Goals, the IHO Secretariat and the two IHO Committees – the Hydrographic Services and Standards Committee (HSSC) and the Inter-Regional Coordination Committee (IRCC) – will deliver and pursue the respective Work programmes, using the following means:

- Standardization;
- Coordination & Cooperation;
- Capacity Building; and
- Communication.

The advancement of the IHO Strategic Plan is only possible through the participation of MS at the working group and committee levels, and by the support and directions provided by the IHO Secretariat, all supported by the IHO Budget, funded by the Member States.

The Strategic Plan is not a comprehensive description of the activity of IHO, which is fully described in its Work Programme.

Work Programme

The triennial IHO Work Programme covers the period starting on 1 January of the year following the ordinary session of the Assembly and ending on 31 December of the year of the next ordinary session.

The triennial IHO Work Programme is divided into following three programmes:

- Corporate Affairs under the responsibility of the Secretary General,
- Hydrographic Services and Standards under the responsibility of the relevant Committee (HSSC), The HSSC programme includes the activities to be conducted by its subordinate bodies as well as by inter-organizational bodies that report to the HSSC.
- Inter-Regional Coordination and Support under the responsibility of the Inter Regional Coordination Committee (IRCC). The IRCC programme includes the activities to be conducted by its subordinate bodies as well as by the Regional Hydrographic Commissions and by inter-organizational bodies that report to the IRCC.

Review cycles

The review cycles for the Strategic Plan, the Work Programme and the Budget are set out in IHO Resolution 12/2002 as amended. The triennial IHO Work Programme is reviewed annually by the Council in liaison with the Chairs of the HSSC and the IRCC.

Progress monitoring

The success in achieving of the Strategic Goals and Targets is measured by Strategic Performance Indicators (SPIs).

The Council determines the method for calculating the performance indicators.

Taking into account the object of the Organization and the overarching goals and targets, the success of Work Programme will also be measured by indicators which show the progress of the various elements of the Work programming that contribute to these objects, goals and targets.

Annexes of Annex A to PRO 1.8
Strategic performance indicators

Targets	SPI (measure for success)	Comments
Goal 1: Evolving the hydrographic support for safety and efficiency of maritime navigation, undergoing profound transformation		
1.1 Deliver standards for hydrographic data and specifications of hydrographic products; support their regular production; and coordinate regional and global services for their provision.	<p>1.1.1 Percentage of Member States having operationalized production and distribution of hydrographic data products and services based on IHO Universal Hydrographic Data Model (S-100), under an implementation framework of coordination and agreed timelines (2026: 100%).</p> <p>1.1.2 Number of hydrographic data products and services based on Universal Hydrographic Data Model that cater for the new requirements: autonomous shipping, reduction of emission.</p>	1.1.1 Percentage of MS currently (2019) providing digital products
1.2 Develop standards, specifications and guidelines in the areas of data assurance, including cyber security and data quality assessment.	<p>1.2.1 Percentage of hydrographic data products and services based on S-100 model that are covered by IHO standards, specifications and guidelines on cyber security (2026: 100%).</p> <p>1.2.2 Percentage of navigationally significant areas (e.g. charted traffic separation schemes, anchorages, channels) for which the adequacy of the hydrographic knowledge is assessed through the use of appropriate quality indicators (2026:100%).</p>	1.2.2 Calculation method to be consistent with C55 calculation
1.3 Use capacity building and training to develop and increase the ability of Member States to support safety and efficiency of maritime navigation.	1.3.1 Ability and capability of Member States to meet the requirements and delivery phases of the S100 implementation plan (2026: 50%).	

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.	2.1.1 Monitoring will be based on the increase of the value of the indicator and assessment of its significance
2.2 Promote new tools and methods to accelerate and increase coverage, consistency, quality of surveys in poorly surveyed areas.	2.2.1 Percentage of adequately surveyed area per coastal state. 2.2.2 Number of new applications of the new version of Standards for Hydrographic Surveys (S-44)	2.2.1 See C-55 2.2.2 Success of new edition of S-44 assessed from its applications to new fields
2.3 Apply UN shared guiding principles for geospatial information management in order to ensure interoperability and extended use of hydrographic data in combination with other marine-related data.	2.3.1 Number of HOs reporting success applying the principles in their national contexts (2026: 70%).	

Targets	SPI (measure for success)	Comments
Goal 3: Participating actively in international initiatives related to the knowledge and the sustainable use of the Ocean		
3.1 Collaborate with other bodies who deliver capacity building and training to improve effectiveness of capacity building activities and programmes	3.1.1 Percentage of Coastal States that are capable to provide marine safety information (MSI) according to the joint IMO/IHO/WMO manual on MSI (2026 90%).	
3.2 Improve knowledge of the world's seafloors	3.2.1 Amount of data received per year by the IHO Data Centre for Digital Bathymetry (DCDB). 3.2.2 Number of contributors to DCDB who are not hydrographic offices. 3.2.3 Percentage of total sea area-that is Seabed 2030 compliant for ingestion into the GEBCO dataset and services	3.2.1 & 3.2.2 Monitoring will be based on the increase of the value of the indicators, and assessment of its significance 3.2.3 Measured annually and reported through regional hydrographic commission to IRCC and the regional Seabed 2030 coordination centers
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).	See above

STRATEGIC PLAN REVIEW WORKING GROUP (SPRWG)

Terms of Reference and Rules of Procedure

(red-line version)

Reference: IHO CL 20/2018 – Adoption of the ToRs and RoPs of the SPRWG and Membership

Preamble

The IHO Council, as directed by the 1st session of the IHO Assembly (Reference A, Decision A1/03), discussed how to conduct a comprehensive review of the Strategic Plan in order to provide a draft revised Plan in time for the consideration of the 2nd session of the Assembly in 2020. ~~The Council, at its 3rd meeting, proposed to continue the SPRWG in order to support the Council in finalizing the methods of calculation of strategic performance indicators (SPIs). This document will provide the SPRWG guidelines and direction to progress the work and for members' participation.~~

1. Terms of Reference

- ~~1.1. — Conduct a comprehensive review of the Strategic Plan in two successive phases: scoping and drafting. Propose precise methods for calculation of the values of the SPIs, and eventual adjustment of their definition according to the Assembly's guidance, in liaison with Secretary-General, HSSC and IRCC.~~

- ~~1.2. — In the scoping phase (T0¹ + 6 months):~~
 - ~~1.2.1 — review and restate the current and future strategic context in which the IHO operates;~~
 - ~~1.2.2 — propose the definition of success for the IHO in 2026;~~
 - ~~1.2.3 — identify the deficiencies in terms of content, shape and interrelation to the implementation instruments in the existing Plan;~~
 - ~~1.2.4 — consider appropriate goals, ways and means that could address any identified deficiencies;~~
 - ~~1.2.5 — establish the management plan and timetable for developing and drafting any proposed revisions to the existing Plan;~~
 - ~~1.2.6 — submit a proposal at C-2 for the draft framework of the revised strategic plan.~~

- ~~1.3. — In the drafting phase (T0 + 18 months):~~
 - ~~1.3.1 — define the criteria for measuring success and propose priorities for the IHO;~~
 - ~~1.3.2 — consider the interrelation to other management elements such as budget, work plan and performance indicators (Ref. d/);~~
 - ~~1.3.3 — prepare the draft revised plan in accordance with the management plan and the timetable;~~

~~1.3.4—prepare the supporting documents for submission to A-2.~~

~~1.—T0 is the effective date of the establishment of the Working Group.~~

~~1.4.~~ 1.2 Provide a draft final report at ~~C-3~~ C-4 (-two months) for ~~endorsement and recommendations to be submitted to A-2~~ approval or endorsement and recommendations to be submitted to the Member States.

~~1.5.~~ 1.3 These Terms of Reference can be amended in accordance with Article 6 of the General Regulations.

2. Rules of Procedure

2.1 The Working Group is open to all Member States. It shall be composed of representatives of Member States. The Chairs of the HSSC, IRCC, FC, or their nominated representatives, should participate in the work of the Working Group. ~~The Secretary-General of the IHO is member of the WG.~~

2.2 ~~Canada, as decided at C-1, shall act as Secretary to the Working Group.~~ The Secretary shall prepare the reports required for submission to each meeting of the Council and to sessions of the Assembly as directed by the Council.

2.3 The Chair and Vice-Chair shall be a representative of a Member State having a seat at the Council. The Chair, ~~and Vice-Chair and Secretary~~ shall be nominated ~~at the end of the 1st meeting of when the new Council is appointed~~ and the nominations shall be determined by ~~correspondence~~ vote of the Council Members ~~present and voting. As decided at C-1, France will serve as the Chair, and Japan the Vice-Chair.~~ If the Chair is unable to carry out the duties of the office, the Vice-Chair shall act as the Chair with the same powers and duties.

2.4 The Working Group should normally work by correspondence, but if decided by the Working Group, meetings can be scheduled in conjunction with any IHO meetings. The Chair or any member of the Working Group, with the agreement of the simple majority of all members of the Working Group, can call extraordinary meetings. In case of meetings, all intending participants shall inform the Chair and Secretary ideally at least one month in advance of their intention to attend meetings of the Working Group.

2.5 Decisions shall generally be made by consensus. If votes are required on issues or to endorse proposals presented to the Working Group, decisions shall be taken by a simple majority of Working Group Members present and voting. When dealing with matters by correspondence, a simple majority of all responding Working Group Members shall be required.

2.6 The draft record of meetings shall be distributed by the Secretary within ten working days of the end of meetings and participants' comments should be returned within ten working days of the date of dispatch. Final minutes of meetings should be distributed to all IHO Member States and posted on the IHO website within thirty days after a meeting.

2.7 The working language of the Working Group shall be English.

2.8 Recommendations of the Working Group shall be submitted to the Council for endorsement, ~~then for approval by Member States by IHO CL.~~

2.9 The Working Group will be disbanded after ~~A-2~~ C-4.

2.10 These Rules of Procedure can be amended in accordance with Article 6 of the General Regulations.

STRATEGIC PLAN REVIEW WORKING GROUP (SPRWG)

Terms of Reference and Rules of Procedure

(clean version)

Reference: IHO CL 20/2018 – Adoption of the ToRs and RoPs of the SPRWG and Membership

Preamble

The IHO Council, as directed by the 1st session of the IHO Assembly (Reference A, Decision A1/03), discussed how to conduct a comprehensive review of the Strategic Plan in order to provide a draft revised Plan in time for the consideration of the 2nd session of the Assembly in 2020. The Council, at its 3rd meeting, proposed to continue the SPRWG in order to support the Council in finalizing the methods of calculation of strategic performance indicators (SPIs).

1. Terms of Reference

1.1 Propose precise methods for calculation of the values of the SPIs, and eventual adjustment of their definition according to the Assembly's guidance, in liaison with Secretary-General, HSSC and IRCC.

1.2 Provide a draft final report at C-4 (-two months) for approval or endorsement and recommendations to be submitted to the Member States.

1.3 These Terms of Reference can be amended in accordance with Article 6 of the General Regulations.

2. Rules of Procedure

2.1 The Working Group is open to all Member States. It shall be composed of representatives of Member States. The Chairs of the HSSC, IRCC, FC, or their nominated representatives, should participate in the work of the Working Group. The Secretary-General of the IHO is member of the WG.

2.2 The Secretary shall prepare the reports required for submission to each meeting of the Council and to sessions of the Assembly as directed by the Council.

2.3 The Chair and Vice-Chair shall be a representative of a Member State having a seat at the Council. The Chair, Vice-Chair and Secretary shall be nominated when the new Council is appointed and the nominations shall be determined by correspondence vote of the Council Members. If the Chair is unable to carry out the duties of the office, the Vice-Chair shall act as the Chair with the same powers and duties.

2.4 The Working Group should normally work by correspondence, but if decided by the Working Group, meetings can be scheduled in conjunction with any IHO meetings. The Chair or any member of the Working Group, with the agreement of the simple majority of all members of the Working Group, can call extraordinary meetings. In case of meetings, all intending participants shall inform the Chair and Secretary ideally at least one month in advance of their intention to attend meetings of the Working Group.

2.5 Decisions shall generally be made by consensus. If votes are required on issues or to endorse proposals presented to the Working Group, decisions shall be taken by a simple majority of Working Group Members present and voting. When dealing with matters by correspondence, a simple majority of all responding Working Group Members shall be required.

2.6 The draft record of meetings shall be distributed by the Secretary within ten working days of the end of meetings and participants' comments should be returned within ten working days of the date of dispatch. Final minutes of meetings should be distributed to all IHO Member States and posted on the IHO website within thirty days after a meeting.

2.7 The working language of the Working Group shall be English.

2.8 Recommendations of the Working Group shall be submitted to the Council for endorsement, then for approval by Member States by IHO CL.

2.9 The Working Group will be disbanded after C-4.

2.10 These Rules of Procedure can be amended in accordance with Article 6 of the General Regulations.