



IHO File No S1/6200/C-10

CIRCULAR LETTER 33/2026

17 June 2026

IHO WORK PROGRAMME 2027-2029

SUBMISSION TO MEMBER STATES FOR APPROVAL

References:

- A. Decision No. 11 of the 4th Session of the IHO Assembly (Monaco, 20-23 April 2026) - Approval of the IHO Strategic Plan 2027-2032.
- B. Decision No. 32 of the 4th Session of the IHO Assembly (Monaco, 20-23 April 2026) - Endorsement of the IHO Work Programme 2027-2029.
- C. Decision No. 31 of the 4th Session of the IHO Assembly (Monaco, 20-23 April 2026) - Approval of the IHO Budget Estimates 2027-2029.
- D. IHO Resolution 12/2002 as amended - Planning Cycle.
- E. IHO Work Programme 2027-2029 (PRO A4/1.5).
- F. IHO Council Circular Letter 03/2026 dated 12 May 2026 - IHO Work Programme 2027-2029.

Dear Hydrographer,

1. The 4th Session of the IHO Assembly (A-4), held in Monaco from 20 to 23 April 2026, approved the IHO Strategic Plan 2027-2032 and endorsed the IHO Work Programme 2027-2029.
2. In accordance with Decision No. 11(b) in Reference A, the Assembly tasked the Secretary-General to adapt the IHO 3-year Work Programme 2027-2029 and the associated IHO 3-year Budget Estimates 2027-2029 in conformity with the Strategic Plan 2027-2032, for presentation to the Council and subsequent final approval by Member States through Circular Letter. In parallel, Decision No. 32(b) in Reference B tasked the Secretary-General to prepare a modified version of the Work Programme 2027-2029, adapted to the Strategic Plan 2027-2032, to be approved by Member States via Circular Letter before 15 July 2026.
3. As indicated in Reference F, the Secretariat submitted the revised IHO Work Programme 2027-2029 to the Members of the Council for review, comments, recommendations or endorsement. The Council consultation has now been completed. The comments received from Council Members have been carefully considered and, where appropriate, incorporated into the attached revised version.
4. The attached IHO Work Programme 2027-2029 is therefore now submitted to all IHO Member States for final approval. The document maintains the alignment with the Goals, Targets and Strategic Performance Indicators of the IHO Strategic Plan 2027-2032, reflects the organizational terminology and decisions adopted by the Assembly, and remains consistent with the Budget Estimates 2027-2029 approved by the Assembly.

5. Member States are kindly requested to indicate their approval of the attached revised IHO Work Programme 2027-2029, or to provide any final observations preventing such approval, no later than **10 July 2026** by using the online Formstack link :

https://IHO.formstack.com/forms/cl_33_2026_deadline_10_july_2026

6. In order to facilitate the compilation of responses, Member States are invited to clearly state in their reply whether they: approve the attached Work Programme; approve it with comments; or are not in a position to approve it providing the reasons for any comments or non-approval.

7. The timely receipt of Member States' responses is essential in order to enable the Secretary-General to present the outcome of this Circular Letter, with the revised Work Programme 2027-2029 and his proposal for the Annual Work Programme 2027, to the Council and to complete the approval process within the timeframe established by the Assembly.

8. The Secretary-General wishes to thank the Council Members for their valuable review and all Member States for their prompt consideration of this important planning document, which will guide the work of the Organization during the first three-year period of implementation of the IHO Strategic Plan 2027-2032.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Mathias Jonas', with a stylized flourish at the end.

Mathias JONAS
Secretary-General

Annex: Revised IHO Work Programme 2027-2029, as adjusted following comments received from Council Members.

IHO WORK PROGRAMME 2027 – 2029 | Aligned to IHO Strategic Plan 2027–2032

Activities aligned to the IHO Strategic Plan 2027–2032, incorporating decisions from Assembly A4 (2026), Council C-9 (2025), HSSC17 (2025) and IRCC17 (2025)

| ID | Goal | Target | Description / Activity | Action / Notes | Lead / Participants | Accountable | Responsible | Freq. |
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| GOAL 1 — Evolve and sustain hydrography to ensure safety and efficiency of modern maritime navigation | | | | | | | | |
| S-100 Standards Development (S-100WG) | | | | | | | | |
| WP-G1-01 | G1 | T1 | Maintain and develop S-100 and GI Registry (S-99), S-158, S-102, S-121, S-129 and associated guidance doc | Advise organisations developing S-100 product specs. GI Registry aligned with most recent version of S-100. Maintain and develop S-102, S-129, S-158:98 , S-158:100, C-165 | S-100WG / IHO Secretariat | DIRECTOR (DTECH) | ADDT | A |
| WP-G1-02 | G1 | T1 | Maintain web interface for IHO data protection scheme application including payment system | Develop and operate subscription model approved by Assembly (Decision A4/16). Secretariat to report annually on operational cost recovery to Council. | S-100WG / IHO Secretariat | DIRECTOR (DTECH) | ADDT | C |
| WP-G1-03 | G1 | T1 | Manage S-100 Security Scheme Project Team (S-100 SS PT); investigate PKI and Digital Certificates | S-100 Security Scheme PT and IEC PT coordination. HSSC to manage S-100 Security Scheme and funding. | S-100 SS PT / IEC TC80 / IHO Secretariat | DIRECTOR (DTECH) | ADDT | C |
| WP-G1-04 | G1 | T1 | Ensure that the data quality aspects are addressed in an appropriate and harmonized way for all S-100 based product specifications. | Ensures harmonised data quality across all IHO standards — not limited to S-100. Manage and maintain S-68 Standard. | DQWG / IHO Secretariat / IHO IFC | DIRECTOR (DTECH) | ADCS | A |

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| WP-G1-05 | G1 | T1 | Maintain and develop S-98 (Data Product Interoperability) and S-164 (Critical Framework Standards) | | S-100WG / IHO Secretariat / IHO IFC | DIRECTOR (DTECH) | ADDT | A |
| WP-G1-06 | G1 | T1 | Maintain S-97 (Product Specification Development Methodology) and IHO Resolution 2/2007 | | S-100WG / IHO Secretariat / IHO IFC | DIRECTOR (DTECH) | ADDT | C |
| WP-G1-07 | G1 | T1 | Maintain Hydrographic terms definitions & terminology standards. | ensure consistency between the S-32 database (hydrographic dictionary) and the S-100 GI Registry terms definitions. | HDCG / IHO Secretariat / IHO IFC | DIRECTOR (DTECH) | ADSO | A |
| ENC Standards Maintenance (ENCWG) | | | | | | | | |
| WP-G1-08 | G1 | T1,T2 | Maintain S-57/S-101 Electronic Navigation Charts standards suite, including the S-101 Product Specification (ENCWG incorporates the former S-101PT). | Organise Annual ENCWG meetings. Maintain S-52:100, S-65 Annex B, and S-65 Annex C and S-101 standards. | ENCWG / IHO Secretariat / IHO IFC | DIRECTOR (DTECH) | ADDT | A |
| WP-G1-09 | G1 | T1,T2 | Support S-57 to S-101 dual-fuel transition; maintain S-52, S-57, S-58, S-61, S-63, S-64, S-65, S-66 standards | | ENCWG / IHO Secretariat | DIRECTOR (DTECH) | ADDT | C |
| Route Monitoring and Nautical Information Products (NIPWG, NCWG, TWCWG) | | | | | | | | |

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| WP-G1-10 | G1 | T1, T2 | <p>Develop and maintain guidance, resolutions and specifications in order to provide shipboard users the necessary and up-to-date information in a timely manner to allow for the planning of a safe route for the intended voyage and the safeguarding of the ship's navigation throughout the voyage;</p> <p>Develop and maintain S-100 Phase 2 & 3 Route Monitoring product specifications, ensuring readiness for IMO e-navigation implementation.</p> | <p>Develop and maintain guidance, resolutions and specifications in order to provide shipboard users the necessary and up-to-date information to allow for the voyage planning i.e. S-122, S-123, S-125 (with IALA), S-127, S-128, and S-131.</p> <p>Foster cooperation with IALA on S-100 development. Monitor and contribute to the IMO Expert Group on Data Harmonization (EGDH).</p> <p>Act as a temporary custodian for S-100 XML Language Bindings source code, until the IHO IC can take on full responsibility.</p> | NIPWG / IHO Secretariat / IHO IFC | DIRECTOR (DTECH) | ADCS | A |
| WP-G1-11 | G1 | T1 | Maintain and develop international nautical charting standards addressing all nautical chart production: INT chart, S-57 and S-101 ENCs. | <p>Provide the core of expertise on the basic concepts of charting and symbology.</p> <p>Maintain and update S-4 and the S-11 extension to S-101 ENC (Section 200). Coordinate with ENCWG and S-100WG on symbology harmonization matters.</p> | NCWG / IHO Secretariat / IHO IFC | DIRECTOR (DTECH) | ADCS | A |
| WP-G1-12 | G1 | T1 | Provide technical advice and support the development and maintenance of related specifications in liaison with the relevant IHO bodies and non-IHO entities on matters related to tides, water levels, currents, relevant oceanographic data and vertical datum, including integrated water level/current data models. | Maintain tidal and water level standards (S-104, S-111, tidal Resolutions) | TWCWG / IHO Secretariat | DIRECTOR (DTECH) | ADSO | A |

Hydrographic Surveys (HSWG)

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| WP-G1-13 | G1 | T1 | <p>Identify new systems, technologies and methodologies and exchange experiences, best practice and challenges amongst member states in line with the IHO objectives; Act as a focal point for hydrographic surveys industry engagement with the IHO.</p> <p>Maintain close liaison with other HSSC and IRCC working groups to meet the presentation/visualization requirements of nautical data to the maritime customer, and support the provision of educational and best practice elements;</p> | <p>Maintain IHO publication S-44 – Standards for Hydrographic Surveys – preparing and proposing revisions and amendments to reflect changes in the demands of hydrographic data users, particularly those pertaining to data quality and standards.</p> <p>Update IHO publication C-13 – IHO Manual on Hydrography – to reflect current techniques, methodologies and survey systems, in particular to ensure harmonization with the standards articulated in S-44;</p> <p>Create and maintain B-13, Guidance to Satellite Derived Bathymetry;</p> | HSWG / DQWG / IHO Secretariat | DIRECTOR (DTECH) | ADSO | A |
| Maritime Autonomous Surface Ships (MASS PT) | | | | | | | | |
| WP-G1-14 | G1 | T1 | <p>Ensure the standards developed by IHO, and in particular the S-100 suite of Product Specifications, meet the navigational needs of vessels operated under all degree of autonomy or high levels of automated navigation</p> | <p>Support MASS PT activities; maintain MASS navigation standards. Provide expertise and insights on MASS navigation.</p> | MASS PT / IHO Secretariat | DIRECTOR (DTECH) | ADSO | A |
| S-130 Polygonal Demarcation (S-130 PT) | | | | | | | | |
| WP-G1-15 | G1 | T1 | <p>Develop and maintain S-130 Polygonal Demarcations of Global Sea Areas Production Specification & Global IHO Dataset</p> | <p>Decision A4/23 refers. Pursue the further evolution process of the S130 Product Specification and Editions of S-130 Global IHO Dataset and report on the progress to Council.</p> <p>Develop a process on how Member States can propose updates on the demarcations to be included in the S130 Global IHO Dataset.</p> | S-130 PT / IHO Secretariat / IHO IC | SECRETARY- GENERAL (SG) | ADDT | A |
| IHO Infrastructure Centre (IHO IC) | | | | | | | | |
| WP-G1-16 | G1 | T2 | <p>Establish and operate IHO IC; maintain partnership between IHO and RoK/KHOA.</p> | <p>Managed IC SLA and KPI tracking system. Conduct annual stakeholder satisfaction survey. IC location.</p> | IHO IC / KHOA / IHO Secretariat | DIRECTOR (DTECH) | ADDT | M |

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| WP-G1-17 | G1 | T2 | Develop and operate standardised S-100 service and identity registers for IP-based distribution in support of IMO SECOM | | IHO IC / IHO Secretariat | DIRECTOR (DTECH) | ADDT | M |
| WP-G1-18 | G1 | T1,T2 | Deliver core IHO IC services to support the S-100 product lifecycle | Deliver and maintain the core operational services of the IHO IC to support the full S-100 product lifecycle, including product specification hosting, FC/PC/Schema QCvalidation support, test data support data testing services, and service level management. | IHO IC / IHO Secretariat | DIRECTOR (DTECH) | ADDT | C |
| S-100 Implementation and Advocacy | | | | | | | | |
| WP-G1-19 | G1 | T2 | Maintain and implement S-100 Implementation Roadmap | | IHO Council / HSSC / IRCC / IHO Secretariat | DIRECTOR (DTECH) | ADCS | C |
| WP-G1-20 | G1 | T2 | Advocate and facilitate S-100 Phase 1 implementation globally | Conduct IMO Stakeholders' Forum. Manage IHO Special Project Fund for S-100 Communication and Stakeholder Coordination. Manage IHO S-100 Sea Trial Areas. | Council / HSSC / IHO Secretariat | DIRECTOR (DTECH) | ADCS | C |
| WP-G1-21 | G1 | T2 | Manage IHO Singapore Laboratory for Innovation and Technology | | IHO Singapore Lab / HSSC / IHO Secretariat | DIRECTOR (DTECH) | ADDT | C |

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| WP-G1-22 | G1 | T2 | Investigate and implement HSSC/IRCC Working Group restructuring | Joint PT (JHIRPT) established to investigate WG restructuring and Work Plan alignment under revised Strategic Plan. | JHIRPT / HSSC / IRCC / IHO Secretariat | SECRETARY-GENERAL (SG) | ADCS | M |
| IMO, e-Navigation and GMDSS (T3) | | | | | | | | |
| WP-G1-23 | G1 | T3 | Maintain relationship with IMO (Assembly, Council, MSC, NCSR, TCC, IMO/ITU EG) for S-100 ENDS implementation | Present information and provide report regarding the S-100 Implementation Strategy and new satellite MSI providers. | IHO Secretariat | DIRECTOR (DTECH) | ADSO | C |
| WP-G1-24 | G1 | T3 | Coordinate S-100-based ENDS for SOLAS-mandated Maritime Services; liaise with IEC TC80 | Liaise with IMO and WMO on MSI delivery within GMDSS. Progress S-124 PS aligned with e-navigation and GMDSS modernisation. IEC 61174 ECDIS Standard timeline interaction with S-100 Roadmap noted. | WWNWS-SC / IHO Secretariat / IHO IC | DIRECTOR (DTECH) | ADDT | C |
| WP-G1-25 | G1 | T1, T3 | Organise annual WWNWS-SC meetings and Document Review WG; maintain MSI standards (S-53, M-3) | Monitor NAVAREA and coastal warnings. Maintain IMO/WWNWS documents. Annually. | WWNWS-SC Chair / IHO Secretariat | DIRECTOR (DCOORD) | ADSO | A |
| WP-G1-26 | G1 | T1 | Maintain relationship with IALA (e-NAV, WWA), CIRM, ISO TC211 and OGC | | IHO Secretariat / HSSC | SG DIRECTORS | DIRECTORS | C |

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| WP-G1-27 | G1 | T1,T2 | Foster and maintain WEND principles and implementation guidelines. Support S-100 Implementation Strategy. | Facilitate a world-wide consistent level of high-quality, updated official S57 and S-101 ENCs, and ENDS (as well as other S-100 products and services), once those products reach operational maturity, through integrated services that support chart carriage requirements of SOLAS Chapter V, and the requirements of the IMO Performance Standards for ECDIS. Reviewing options, and recommending actions, that expand the value of the Worldwide ENC Database and S-100 product and service stack to all marine data users applying data management principles. iii. Supporting the S-100 based products and services implementation strategy. | WENDWG / IRCC / IHO Secretariat | DIRECTOR (DCOORD) | ADCS | A |
| WP-G1-28 | G1 | T1 | Maintain IHO liaison with RENCs | | IHO Secretariat | SG DIRECTORS | ADDT ADSO ADCS ADCC | A |

GOAL 2 — Enhance and promote hydrography to advance science, benefit society, and support sustainable marine management

Ocean Mapping and GEBCO (T1)

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| WP-G2-01 | G2 | T1 | Organise annual GEBCO GC meetings and associated bodies (TSCOM, SCRUM, SCUFN, GEBCO Symposium) | Implementation of GEBCO GC Work Programme. | GEBCO Guiding Committee (GEBCO GC) / GEBCO Secretariat | GEBCO GC | ADSO / Head of GEBCO Secretariat | A |
| WP-G2-02 | G2 | T1 | Operate IHO DCDB; maintain GEBCO publications (B-4, B-6, B-8, B-10, B-11, B-12) and website | Enhance DCDB for upload, ingest, discovery and download. Maintain website continuously. Update Gazetteer (B-8) with new SCUFN names annually. | IHO DCDB / GEBCO Secretariat / GEBCO GC | GEBCO GC | ADSO / Head of GEBCO Secretariat | C |
| WP-G2-03 | G2 | T1 | Establish and operate GEBCO Secretariat, including developing policy, governance and identifying future funding sources | | GEBCO GC / IHO Secretariat / GEBCO Secretariat | GEBCO GC | ADSO / Head of GEBCO Secretariat | C |

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| WP-G2-04 | G2 | T2 | Support Seabed 2030 — contribute to 100% global seafloor mapping by 2030 | Improve shallow water bathymetry. GEBCO Secretariat to further develop funding solutions for GEBCO. | GEBCO GC / GEBCO Secretariat | GEBCO GC | ADSO / Head of GEBCO Secretariat | C |
| Marine Spatial Data Infrastructure (JWG-MGI) (T2) | | | | | | | | |
| WP-G2-05 | G2 | T2 | Organise annual JWG-MGI (formerly MSDIWG) meetings; maintain and develop C-17 and MSDI training syllabi | Manage, update and promote the IGIF-Hydro and C17. | JWG-MGI / IHO Secretariat | DIRECTOR (DTECH) | ADDT | A |
| WP-G2-06 | G2 | T2 | Maintain and enhance IHO GIS services, IHO MGI Portal, webserver and web mapping | Maintain IHO GIS systems (MGI, INToGIS), C-55: new framework for input, presentation and assessment. | IHO Secretariat / RHC Chairs / CDSC | SG DIRECTORS | ADDT (MGI) ADCS (INToGIS) ADCC (C-55 database) | C |
| WP-G2-07 | G2 | T2 | Maintain and implement IGIF-Hydro and C-17; support land-sea data integration | IGIF-Hydro implementation and C-17 alignment. Land-sea data integration with UN-GGIM frameworks. | JWG-MGI / IHO Secretariat | DIRECTOR (DTECH) | ADDT | C |
| Innovative Survey Technologies (T3) | | | | | | | | |
| WP-G2-08 | G2 | T3 | Support UAV surveys, satellite-derived bathymetry (SDB/HEOPT) and autonomous survey platforms | Report annually to HSSC via HSWG. Revise and extend C-13 and B-13 guidelines on SDB. Lower cost survey options for developing states. | HSWG / IHO Secretariat | DIRECTOR (DCOORD) | ADSO | C |
| Stakeholder Engagement and External Relations (T4) | | | | | | | | |
| WP-G2-09 | G2 | T4 | Maintain relationship with IOC/UNESCO (Assembly, Executive Council, Ocean Decade activities) | Continuous. GEBCO coordination. Joint MSDI activities. | IHO Secretariat / GEBCO GC / GEBCO Secretariat | DIRECTOR (DCOORD) | ADSO | C |
| WP-G2-10 | G2 | T4 | Maintain relationship with UN-GGIM and JWG-MGI | Represent IHO during UNGGIM Committee of Experts annual meeting. If relevant, attend and manage IHO participation at UNGGIM Congress. Manage JWG-MGI annual meetings. | IHO Secretariat / JWG-MGI | SG DIRECTOR (DTECH) | ADDT | C |
| WP-G2-11 | G2 | T4 | Maintain relationship with WMO (SC-MMO), ISA, EU initiatives, JB-GIS, IMPA, IMSO and UN Ocean Conferences (and Associated activities such as SDG policy development) | SC-WMO: collaboration on S-41x based projects. ISA: plan for renewed collaboration. IMPA: DTECH responsible per Letter of Intent. | IHO Secretariat | SG DIRECTORS | ADSO | C |

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| WP-G2-12 | G2 | T4 | Maintain relationship with UN-DOALOS, ABLOS, law of the sea community; maintain C-51; monitor High Seas Treaty | Conduct Biennial ABLOS Conference. C-51 continuous. IHO to monitor and engage in High Seas Treaty implementation; report to relevant IHO bodie. Manage MOU with ProtectedSeas — coordinate via MOPMC. | IHO Secretariat / ABLOS | SG DIRECTORS | ADCC | C |
| WP-G2-13 | G2 | T4 | IHO external representation at relevant forums (SeaPower, ICA, FIG, APHoMSA, MOWCA, MOESNA, SPC, SEAIGNEP, Geospatial World Forum) | Subject to relevance of agenda. Government of Monaco and diplomatic corps: continuous. | IHO Secretariat | SG DIRECTORS | DIRECTORS | C |
| WP-G2-14 | G2 | T4 | Develop, maintain & operate IHO institutional communication strategy derived from the IHO Strategic Plan. | Develop an annually-revised multi-year communication plan including: - event organization/participation (i.e. World Hydrography Day); - development of digital content; - monitoring IHO community managemeent on social media platforms (LinkedIn, Instagram, X), - publication of P-1 International Hydrographic Review - publication of the IHO Annual Report. | IHO Secretariat / IHO IC / GEBCO GC / Member States | SG DIRECTORS | PRCO | A |

GOAL 3 — Strengthen the foundation of the global hydrographic community through robust technical infrastructure and a highly qualified workforce

S-100 Technical Infrastructure (T1)

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| WP-G3-01 | G3 | T1 | Establish and manage fully operational IHO Infrastructure Centre | Implement IHO IC annual operating plan. IHO IC SLA and KPI system by 2027. Annual stakeholder satisfaction survey. Requests to RENCs for contribution. Web interface for data protection scheme incl. payment system. S-100 Registers, S-100 Security. | IHO Secretariat / Republic of Korea / Member States | DIRECTOR (DTECH) | ADDT | M |
| WP-G3-02 | G3 | T2 | Maintain IHO website, Digital Document Archive, IHO Portal, GIS services and Secretariat IT infrastructure | CMS system update. Maintain database server (DCA). Online forms for Member State input. In-house publishing facilities. Cybersecurity aligned with IMO and relevant international standards. | IHO Secretariat | DIRECTOR (DTECH) | ADDT / ITO | C |

HSSC Governance (T1, T3)

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| WP-G3-03 | G3 | T1,T3 | Organise annual HSSC meetings; prepare for and represent HSSC at Council and Assembly | Monitor and approve HSSC Work Programme annually. | HSSC / HSSC Chair Group / IHO Secretariat | DIRECTOR (DTECH) | ADCS | A |
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| WP-G3-04 | G3 | T3 | Organise annual meetings of HSSC and subsidiary Working Groups and Project Teams | S-100WG, ENCWG, NCWG, NIPWG, DQWG, TWCWG, HSWG, HDWG/HDCG, ABLOS, S-130PT, MASS PT, S-100 SS PT, S-129 PT, HEOPT. Pre-meeting briefing for each Chair. | HSSC / HSSC Chair Group / IHO Secretariat | DIRECTOR (DTECH) | ADCS ADDT ADSO | A |
| Capacity Development (T2) | | | | | | | | |
| WP-G3-05 | G3 | T2 | Develop and implement CD Work Programme, Management Plan and CD Strategy | Monitor and approve CDWP. Manage CD Fund. Review CD Strategy annually. | IRCC / CDSC / IHO Secretariat / Member States / | DIRECTOR (DCOORD) | ADCC | A |
| WP-G3-06 | G3 | T2 | Plan, administer and implement CD activities — technical visits, workshops, courses, OJT; maintain M-2 | Assess status of hydrography in developing states. Investigate regional projects and multilateral/bilateral opportunities. Maintain M-2 National Maritime Policies publication continuously. | IRCC / CDSC / IHO Secretariat / | DIRECTOR (DCOORD) | ADCC | C |
| WP-G3-07 | G3 | T2 | Maintain Cat A programme (USM/KHOA) and GEOMAC programme (UKHO/Nippon Foundation) | PMB meetings; graduation ceremonies; alumni workshops. | CDSC / IHO Secretariat | DIRECTOR (DCOORD) | ADCC | A |
| WP-G3-08 | G3 | T2 | Organise annual IBSC meetings; maintain IBSC Fund; review C-47 and recognition standards | Fulfil IBSC functions and manage IBSC Fund. Review S-5A/B, S-8A/B, C-6. | IBSC / IHO Secretariat | DIRECTOR (DCOORD) | ADCC | A |
| WP-G3-09 | G3 | T2 | Organise CD and IBSC Stakeholders' Forum; Joint IMO-IHO-IALA CD Workshops (ROK); CD coordination meeting | | IHO Secretariat / CDSC / IBSC / | DIRECTOR (DCOORD) | ADCC | A |
| WP-G3-10 | G3 | T2 | Develop and maintain Country Profiles characterising state of hydrography in every coastal state | In collaboration with IMO and IALA. Linked to C-55 assessments and CD Phase tracking. | IHO Secretariat / CDSC / IMO / IALA / | DIRECTOR (DCOORD) | ADCC | M |
| WP-G3-11 | G3 | T3 | Develop and maintain online repository of training material and CD references; maintain C-55 database | Ensure all training material available. C-55: new framework for input, presentation and assessment of survey/charting status. | CDSC / RHCs / HCA IHO Secretariat | DIRECTOR (DCOORD) | ADCC | C |
| IRCC and Regional Coordination (T3) | | | | | | | | |
| WP-G3-12 | G3 | T3 | Organise annual meetings of IRCC and subsidiary Working Groups and Project Teams | Monitor and approve IRCC WP. | IRCC / RHCs / HCA IHO Secretariat | DIRECTOR (DCOORD) | ADCS ADDT ADSO | A |
| WP-G3-13 | G3 | T3 | Prepare for and support meetings of all Regional Hydrographic Commissions (14 RHCs) and HCA | Submit report and recommendations annually. | RHC / HCA / | SG DIRECTORS | All ADs | A |
| Workforce and Membership (T4) | | | | | | | | |

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| WP-G3-14 | G3 | T4 | Encourage new IHO membership, including RHC membership based on the designated region; undertake high-level visits to non-Member State governments | Participation of non-MS in RHC and IHO activities. HLVs in possible combination with regional meetings. | IHO Secretariat / RHCs | SG DIRECTORS | RHC Chairs | C |
| WP-G3-15 | G3 | T4 | Support geographic and gender balance across IHO bodies; staff training and HR management | Annual assessment via IHO Portal meeting registration data. | IHO Secretariat | SECRETARY-GENERAL (SG) | FAO | A |
| GOVERNANCE — Governing Body Meetings, Secretariat Administration and Cross-Cutting Functions | | | | | | | | |
| WP-GOV-01 | All | All | Prepare and conduct triennial sessions of the IHO Assembly (A-5: 23–27 April 2029) | | IHO Secretariat / Assembly Chair | SECRETARY-GENERAL (SG) | DIRECTORS | M |
| WP-GOV-02 | All | All | Prepare and conduct annual sessions of IHO Council (C-10, C-11, C-12) | | IHO Secretariat / Council Chair | SECRETARY-GENERAL (SG) | ADCS | A |
| WP-GOV-03 | All | All | Execute, monitor and report on IHO Work Programme and Budget; develop future 3-year WP and Budget | | IHO Secretariat / IHO Council | SECRETARY-GENERAL (SG) | FAO | C |
| WP-GOV-04 | All | All | Conduct biennial IHO Stakeholders' Forums | Biennial. Lessons learned; WP relevance; engagement with industry and academia. | IHO Secretariat | SECRETARY-GENERAL (SG) | ADCC | M |
| WP-GOV-05 | All | All | Prepare, manage and monitor the IHO annual travel budget | Annual preparation. Tracked via dedicated IHO Travel Tracking Sheet. | IHO Secretariat | SECRETARY-GENERAL (SG) | FAO | A |
| WP-GOV-06 | All | All | Maintain formal communication with Member States (Circular Letters); maintain IHO publications P-5, P-6, P-7, M-3 | | IHO Secretariat | SECRETARY-GENERAL (SG) | ESO | C |
| WP-GOV-07 | All | All | Provide translation services (EN/FR) and contract support for publications and technical editing; maintain reference library | | IHO Secretariat | SECRETARY-GENERAL (SG) | HFrTr | C |
| WP-GOV-08 | All | All | Maintain Secretariat premises, facilities and administrative procedures | Renovations as required. Maintain and develop finance and administrative procedures. | IHO Secretariat | SECRETARY-GENERAL (SG) | ESO | C |

NOTES & LEGEND

FREQUENCY CODES

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|-----------------------|----------------------------------------------------|
| C — Continuous | Ongoing activity managed throughout the year |
| A — Annual | Recurring activity that takes place once per year |
| M — Milestone | Time-bound deliverable with a specific target date |

GOAL CODES

| | |
|------------|-----------------------------------------------------------------|
| G1 | Goal 1: Navigation safety and efficiency / S-100 implementation |
| G2 | Goal 2: Science, society and sustainable marine management |
| G3 | Goal 3: Technical infrastructure and workforce |
| All | Governance / cross-cutting Secretariat functions |

NOTES

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| Action / Notes column | Strategic-level activities covering the full 2027–2029 programme cycle. Year-by-year operational specifics (meeting dates, quarterly milestones, decision references) are tracked in the companion Annual Work Plan, linked back to this programme via the WP activity IDs. |
| Travel budget | Managed separately via the IHO Travel Tracking Sheet. The travel budget activity in the Governance section references that tool. |
| Strategic vs. operational detail | This is a 3-year strategic Work Programme for 2027–2029, held at outcome/activity level. Operational detail — specific meetings, dates, quarterly milestones, attendees and decision references — is tracked in the companion Annual Work Plan, linked back to this programme via the WP activity IDs. |
| New 2027-2032 items | IC (Goals 1 and 3), JWG-MGI (Goal 2), Country Profiles (Goal 3) are new or substantially expanded relative to the 2026 Work Programme. |
| HSSC | Added as a dedicated activity in Goal 3 — organise annual HSSC meetings — parallel to IRCC and CDSC. The HSSC WG meetings row below it covers the individual working group sessions. |

SOURCES INCORPORATED INTO THIS VERSION

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|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assembly A4 (2026) — primary | Most recent and authoritative. Supersedes HSSC17 and IRCC17 where conflicts exist. Key changes: CDSC/Capacity Development rename; GEBCO Secretariat; ProtectedSeas MOU; Data Protection subscription model; C-47 rename; Staff Regulations; A-5 date confirmed; WP Circular Letter deadline; IHO Fund Generation PT dissolved; Workforce Resolution approved. |
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| HSSC17 (May 2025) | Key programme actions: IC location Busan; S-100 Ed. 5.2.0 as ECDIS edition; S-126 to Phase 3; ECS PT disbanded; HEOPT renamed; MASS PT ToRs; S-98 Ed. 2.0.0 and S-158 series; S-4 Ed. 4.10.0; HSSC18 Gdansk May 2026; HSSC19 ROK 2027. Note: HSSC WG restructuring flagged. |
| IRCC17 WP (June 2025) | Administrative actions: SPI reporting 31 Jan annually; IRCC Annual Report 28 Feb annually; MBSHC engagement of suspended MS. Tasks relating to Fund Generation PT and Workforce Resolution are now closed per Assembly decisions. |
| C-9 (October 2025) | Sits between HSSC17/IRCC17 and Assembly A4. Superseded by A4 where conflicts exist. Key additive actions incorporated: S-100 Roadmap v5.0 with Phase 3; Phase 2 mandatory in S-98 Ed. 3.0.0 (HSSC18); Joint HSSC/IRCC WG restructuring PT established (report to C-10); standardised IC service/identity registers; HSSC to propose Security Scheme governance body; WEND-100 guidelines endorsed; MSDIWG/UN-GGIM merger confirmed; High Seas Treaty engagement; IALA MoU renewed; C-10 Monaco 13-15 Oct 2026; WHD 2026 theme; S-100 Sea Trial Area guidelines and areas approved; Aegean ENC overlapping case referred to MBSHC/IRCC. |
| Assistant Directors (ADs) — review | Reviewed by the IHO Assistant Directors (ADs). This version (V15) incorporates AD review of the activity descriptions, accountabilities and lead assignments across all goals. |
| HSSC18 (May 2026) — structural only | Only overarching HSSC18 restructuring decisions folded in: ENCWG/S-101PT merger (S-101 PS now maintained within ENCWG); S-121PT disbanded with S-121 scope moved under S-100WG; ICE PT disbanded (IHO IC established). HSSC18 product approvals, edition updates and 2026–2027 actions are operational and tracked in the Annual Work Plan, not here. |

PLANNED UPDATE CYCLE

| | |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Programme cycle | This is a 3-year Work Programme covering the 2027–2029 cycle, aligned to the IHO Strategic Plan 2027–2032. The strategic programme is rebuilt once per 3-year cycle. Within the cycle, annual operational planning and progress tracking are handled in the companion Annual Work Plan. |
| This version is an exception | V10 was produced outside the normal cycle because of the 2026 IHO Assembly and the adoption of the new Strategic Plan 2027–2032, which required a structural rebuild rather than a routine update. From 2027 the strategic programme is held stable across the 3-year cycle, with annual operational tracking carried in the Annual Work Plan (HSSC18, IRCC18 and C-10 decisions reflected there). |
| Maintaining the programme | Across the 3-year cycle, review the Action / Notes column for each activity against HSSC, IRCC and Council decisions. Add new activities where new workstreams are established and mark milestone activities complete as delivered. Routine year-by-year changes are captured in the Annual Work Plan: the strategic programme is amended |

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| Precedence for updates | Assembly decisions > Council decisions > HSSC/IRCC decisions. Where a more recent body has superseded an earlier decision, update the action note and flag the source reference (e.g. 'superseded by C-10/xx'). |
| Version control | Increment the version number on each revision. Record the date, the sources incorporated and the AD review status in this Notes & Legend tab. |

| IHO ABBREVIATIONS | |
|--------------------------|-----------------------------------------------------|
| SG | SECRETARY-GENERAL |
| DIRECTOR | DIRECTOR |
| DTECH | DIRECTOR OF TECHNOLOGY |
| DCOORD | DIRECTOR OF COORDINATION |
| ADCC | ASSISTANT DIRECTOR COORDINATION & CAPACITY BUILDING |
| ADSO | ASSITANT DIRECTOR SURVEY & OPERATIONS |
| ADDT | ASSISTANT DIRECTOR DIGITAL TECHNOLOGY |
| ADCS | ASSISTANT DIRECTOR CHARTING AND SERVICES |
| FAO | FINANCE & ADMINISTRATION OFFICER |
| ESO | EXECUTIVE SUPPORT OFFICER |
| PRCO | PUBLIC RELATIONS AND COMMUNICATION OFFICER |
| ITO | INFORMATION TECHNOLOGY OFFICER |
| HFrTr | HEAD TRANSLATOR |
| TSSO | TECHNICAL STANDARDS SUPPORT OFFICER |
| CD | CAPACITY DEVELOPMENT |
| IHO IC | IHO INFRASTRUCTURE CENTRE |