

IHO File No. S1/1001

CIRCULAR LETTER 47/2026
27 August 2026

ADOPTION OF REVISED IHO WORK PROGRAMME 2027-2029

References:

- A. Decision No. 32 of the 4th Session of the IHO Assembly (Monaco, 20-23 April 2026) - Endorsement of the IHO Work Programme 2027-2029.
- B. IHO Council Circular Letter 03/2026 dated 12 May 2026 - IHO Work Programme 2027-2029.
- C. IHO CL 33/2026 dated 17 June 2026 – *IHO Work Programme 2027-2029 Submission to Member States for Approval*
- D. Convention of the International Hydrographic Organization as amended by the Protocol dated 14 April 2005 that entered into force on 08 November 2016 – Article IX Section f.

Dear Hydrographer,

1. As instructed by IHO Assembly (Reference A), the IHO Secretariat called for the approval of a modified version of the Work Programme 2027-2029, adapted to the newly approved Strategic Plan 2027-2032 and adjusted to the comments received from the IHO Council Members consultation via Reference B.
2. The IHO Secretariat thanks the fifty-five (55) Member States who responded to Reference C: Argentina, Australia, Bangladesh, Belgium, Brazil, Canada, Chile, Colombia, Croatia, Cyprus, Denmark, Ecuador, Estonia, Fiji, Finland, France, Germany, Greece, Indonesia, Iraq, Ireland, Italy, Japan, Kuwait, Latvia, Lithuania, Malaysia, Malta, Mexico, Monaco, Myanmar, Netherlands, New Zealand, Oman, Panama, Peru, Philippines, Poland, Portugal, Republic of Korea, Romania, Russian Federation, Saudi Arabia, Slovenia, South Africa, Spain, Sri Lanka, Suriname, Sweden, Türkiye, United Kingdom, Ukraine, Uruguay, United States and Venezuela.
3. Fifty-four of the above-mentioned Member States supported the adoption of the revised Work Programme. Eight (8) Member States submitted comments in addition to their vote. All comments received are provided in Annex A to this Circular Letter with responses from the IHO Secretariat.

4. When the Circular Letter in reference was issued, there were one hundred and four (104) Member States of the IHO with two (2) States suspended. In accordance with the provisions of the Convention on the IHO as amended (Reference D), the minimum number of affirmative votes required (Policy and Finance matters) is a two-third majority of at least one-third of Member States voting, i.e. thirty-four (34). Having received fifty-four (54) affirmative votes over the Fifty-five (55) responses received, the revised IHO Work Programme 2027-2029 (as in Annex B) is therefore approved.

Yours sincerely,



Dr Mathias JONAS
Secretary-General

Annex:

- A. IHO Member States' comments to IHO CL 33/2026 and responses from the IHO Secretariat (in English only).
- B. Revised IHO Work Programme 2027-2029.

IHO MEMBER STATES' COMMENTS IN RESPONSE TO IHO CL 33/2026

ARGENTINA (Vote = YES)

Argentina approves the revised IHO Work Programme 2027–2029 as presented and has no further comments.

Comment by the IHO Secretariat:

The IHO Secretariat thanks Argentina for their comments.

COLOMBIA (Vote = YES)

This IS WP 2027-2029 is correctly aligned with the goals of IHO. Colombia hopes to contribute to the development of this.

Comment by the IHO Secretariat:

The IHO Secretariat thanks Colombia for their comments.

FRANCE (Vote = YES)

WP-G1-16 and WP-G3-01 contains redundant and overlapping actions. We recommend moving most if not all IHO IC-related activities to the GOAL 3: S-100 Technical Infrastructure (T1) section.

Cooperation with the WMO could be more visible in the programme, as Phases 2 and 3 feature multiple targets and actions for developing meteorological S-100 product specifications.

Should 'IHO IFC' be changed to 'IHO IC' (IHO Infrastructure Centre) here for consistency, or does it refer to a different entity ?

Comment by the IHO Secretariat:

The IHO Secretariat thanks France for their comments which are reflected in the final version dispatched (Annex B).

INDONESIA (Vote = YES)

Indonesia approves the revised IHO Work Programme 2027-2029, appreciates its alignment with the IHO Strategic Plan 2027-2032. Indonesia supports the continued emphasis on S-100 implementation, capacity development, hydrographic surveys, MSDI, GEBCO, and strengthened international cooperation, as well as reaffirms its commitment to contribute actively through the relevant IHO Working Groups and Project Teams.

Comment by the IHO Secretariat:

The IHO Secretariat thanks Indonesia for their comments.

MALAYSIA (Vote = YES)

Malaysia agrees with the proposed IHO Work Programme 2027-2029 and has no further comments.

Comment by the IHO Secretariat:

The IHO Secretariat thanks Malaysia for their comments.

SAUDI ARABIA (Vote = YES)

We approve the revised IHO Work Program 2027-2029. It effectively aligns with the Strategic Plan 2027-2032 and incorporates Council feedback appropriately. We particularly support the continued focus on S-100 implementation program.

Comment by the IHO Secretariat:

The IHO Secretariat thanks Saudi Arabia for their comments.

VENEZUELA (Vote = YES)

The Bolivarian Republic of Venezuela supports the IHO Work Programme 2027-2029 and welcomes its alignment with the IHO Strategic Plan 2027-2032. Venezuela particularly supports the continued implementation of the S-100 framework, including S-101, S-102, S-124 and the establishment of the IHO Infrastructure Centre. The Hydrographic Service of Venezuela reiterates its commitment to actively contribute to these initiatives through the MACHC and relevant IHO bodies.

Comment by the IHO Secretariat:

The IHO Secretariat thanks Venezuela for their comments.

RUSSIAN FEDERATION (Vote = NO)

Please be informed that the Russian Federation is against the approval of the Programme in the existing revised version, and one of the concerns is Technical Visits (WP-G3-05). The concern is that it can be a way of using the IHO financing by one country at the expense of other countries with included political background. As an example can serve MBSHC CL 08/2026 regarding "fulfillment by Ukraine of its coastal state obligations.. amidst the ongoing aggression of the Russian Federation". This CL mentions turning to CDSC, IRCC and IHO Secretariat to ask for funding. Besides, it mentions Decision 22 of IHO Assembly 4 on PRO 3.5, which also includes a phrase using "aggression". RF insists that the abovementioned Assembly Decision 22 and respectively the following MBSHC CL 08/2026 are not in line with the core IHO document - the Convention, and that actions involving politics should not be carried out and must be stopped as soon as there's any attempt to push such actions into the IHO documents and plans.

Comment by the IHO Secretariat:

The IHO Secretariat thanks the Russian Federation for their comments which are duly noted.

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.
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

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)								

WP-G1-10	G1	T1,T2	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; Develop and maintain S-100 Phase 2 & 3 Route Monitoring product specifications, ensuring readiness for IMO e-navigation implementation.	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. Foster cooperation with IALA on S-100 development. Monitor and contribute to the IMO Expert Group on Data Harmonization (EGDH). Act as a temporary custodian for S-100 XML Language Bindings source code, until the IHO IC can take on full responsibility.	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.	Provide the core of expertise on the basic concepts of charting and symbology. 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.	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)

[illegible]

WP-G1-16	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-G1-17	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-G1-18	G1	T2	Maintain and implement S-100 Implementation Roadmap		IHO Council / HSSC / IRCC / IHO Secretariat	DIRECTOR (DTECH)	ADCS	C
WP-G1-19	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-G1-20	G1	T2	Manage IHO Singapore Laboratory for Innovation and Technology		IHO Singapore Lab / HSSC / IHO Secretariat	DIRECTOR (DTECH)	ADDT	C
WP-G1-21	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-G1-22	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-G1-23	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-G1-24	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-G1-25	G1	T1	Maintain relationship with IALA (e-NAV, WWA), CIRM, ISO TC211 and OGC		IHO Secretariat / HSSC	SG DIRECTORS	DIRECTORS	C

WP-G1-26	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-G1-27	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)

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

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, INTtoGIS), C-55: new framework for input, presentation and assessment.	IHO Secretariat / RHC Chairs / CDSC	SG DIRECTORS	ADDT (MGI) ADCS (INTtoGIS) 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
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 body. Manage MOU with ProtectedSeas — coordinate via MSDIWG.	IHO Secretariat / ABLOS	SG DIRECTORS	ADCC	C
WP-G2-13	G2	T4	IHO external representation at relevant forums (SeaPower, ICA, FIG, APHMSA, 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 management 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)

WP-G3-01	G3	T2	Establish and operate IHO IC; maintain partnership between IHO and RoK/KHOA.	Managed IC SLA and KPI tracking system. Conduct annual stakeholder satisfaction survey. IC location.	IHO IC / KHOA / IHO Secretariat	DIRECTOR (DTECH)	ADDT	M
WP-G3-02	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-G3-03	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)								
WP-G3-04	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
WP-G3-05	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-G3-06	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-G3-07	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-G3-08	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-G3-09	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-G3-10	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-G3-11	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-G3-12	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-G3-13	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-G3-14	G3	T3	Prepare for and support meetings of all Regional Hydrographic Commissions (14 RHCs) and HCA	Submit report and recommendations annually.	RHC / HCA / IHO Secretariat	SG DIRECTORS	All ADs	A
Workforce and Membership (T4)								
WP-G3-15	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-G3-16	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)	HT	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