



Dossier de l'OHI n° S1/6200/C-10

LETTRE CIRCULAIRE 33/2026

17 juin 2026

PROGRAMME DE TRAVAIL DE L'OHI POUR LA PERIODE 2027-2029

SOUSSION AUX ETATS MEMBRES POUR APPROBATION

Références :

- A. Décision n° 11 de la 4^{ème} Session de l'Assemblée de l'OHI (Monaco, 20-23 avril 2026) - Approbation du plan stratégique de l'OHI pour la période 2027-2032.
- B. Décision n° 32 de la 4^{ème} Session de l'Assemblée de l'OHI (Monaco, 20-23 avril 2026) - Avalisation du programme de travail de l'OHI pour la période 2027-2029.
- C. Décision n° 31 de la 4^{ème} Session de l'Assemblée de l'OHI (Monaco, 20-23 avril 2026) - Approbation des prévisions budgétaires de l'OHI pour la période 2027-2029.
- D. Résolution de l'OHI 12/2002 telle qu'amendée - Cycle de planification.
- E. Programme de travail de l'OHI pour la période 2027-2029 (PRO A4/1.5).
- F. Lettre circulaire du Conseil de l'OHI 03/2026 du 12 mai 2026 - Programme triennal de travail de l'OHI 2027-2029.

Madame la Directrice, Monsieur le Directeur,

1. La 4^{ème} session de l'Assemblée de l'OHI (A-4), qui s'est tenue à Monaco du 20 au 23 avril 2026, a approuvé le plan stratégique de l'OHI pour la période 2027-2032 et a entériné le programme de travail de l'OHI pour la période 2027-2029.
2. Conformément à la décision n° 11(b) mentionnée en référence A, l'Assemblée a chargé le Secrétaire général d'adapter le programme de travail triennal de l'OHI pour la période 2027-2029 et les prévisions budgétaires triennales 2027-2029 associées, conformément au plan stratégique 2027-2032, en vue de leur présentation au Conseil et de leur approbation finale ultérieure par les Etats membres par voie de lettre circulaire. Parallèlement, la décision n° 32(b) en référence B a chargé le Secrétaire général de préparer une version modifiée du programme de travail 2027-2029, adaptée au plan stratégique 2027-2032, qui devra être approuvée par les Etats membres par lettre circulaire avant le 15 juillet 2026.
3. Comme indiqué en référence F, le Secrétariat a soumis le programme de travail révisé de l'OHI pour la période 2027-2029 aux membres du Conseil afin qu'ils l'examinent et forment leurs observations, recommandations ou leur aval. La consultation du Conseil est désormais terminée. Les observations reçues des membres du Conseil ont été soigneusement prises en compte et, le cas échéant, intégrées dans la version révisée ci-jointe.
4. Le programme de travail de l'OHI pour la période 2027-2029 ci-joint est donc désormais soumis à tous les Etats membres de l'OHI pour approbation définitive. Ce document reste aligné sur les Buts, les cibles et les indicateurs de performance stratégiques du plan stratégique de l'OHI pour la période 2027-2032, reflète la terminologie organisationnelle et les décisions adoptées par l'Assemblée, et reste cohérent avec les prévisions budgétaires pour la période 2027-2029 approuvées par l'Assemblée.

5. Les Etats membres sont priés d'indiquer s'ils approuvent le programme de travail révisé de l'OHI pour la période 2027-2029 ci-joint, ou de formuler toute observation finale s'opposant à cette approbation, au plus tard **le 10 juillet 2026**, en utilisant le lien Formstack en ligne :

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

6. Afin de faciliter la compilation des réponses, les Etats membres sont invités à indiquer clairement dans leur réponse s'ils : approuvent le programme de travail ci-joint ; l'approuvent sous réserve de commentaires ; ou ne sont pas en mesure de l'approuver, en précisant les motifs de leurs commentaires ou de leur refus.

7. Il est essentiel que les Etats membres transmettent leurs réponses en temps voulu afin de permettre au Secrétaire général de présenter au Conseil les conclusions de la présente lettre circulaire, accompagnées du programme de travail révisé pour la période 2027-2029 et de sa proposition relative au programme de travail annuel pour 2027, et de mener à bien le processus d'approbation dans les délais fixés par l'Assemblée.

8. Le Secrétaire général tient à remercier les membres du Conseil pour leur précieux examen et tous les Etats membres pour leur examen rapide de cet important document de planification, qui guidera les travaux de l'Organisation au cours de la première période triennale de mise en œuvre du plan stratégique 2027-2032 de l'OHI.

Veuillez agréer, Madame la Directrice, Monsieur le Directeur, l'assurance de ma haute considération.



Mathias JONAS
Secrétaire général

Annexe : Programme de travail révisé de l'OHI pour la période 2027-2029, tel qu'ajusté à la suite des observations formulées par les membres du Conseil (en anglais uniquement)

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	<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)

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

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

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

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)

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, 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

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 MOPMOC.	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 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	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)

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
----------	----	-------	---	---	---	------------------	------	---

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)								

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

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

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

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.
-------------------------------------	---

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

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