

## Document for Consideration by the Council

### Report and Proposals from the Strategic Plan Review Working Group

<b>Submitted by:</b>	Chair of the Strategic Plan Review Working Group of the IHO Council
<b>Executive Summary:</b>	Following C2, a SPRWG drafting team developed a draft version of the IHO Strategic Plan which included contextual information, goals, targets, and indicators. Subsequently, the draft version has been examined by the HSSC, the IRCC, and the SPRWG. This report highlights the considerations that informed the annexed draft strategic plan, of which the SPRWG is recommending the Council review for submission to A2 for approval.
<b>Reference Documents:</b>	<ul style="list-style-type: none"> <li>a) IHO resolution 2/2002 “Planning Cycle” as amended by the Assembly - April 2017</li> <li>b) IHO CL 20/2018 – 15 February 2018</li> <li>c) Report of SPRWG to C-2 – doc. C2-6.1 – 31 July 2018</li> <li>d) Summary report of the 2<sup>nd</sup> meeting of the IHO Council – 19 October 2018</li> <li>e) SPRWG CL<sup>1</sup> 02/2019 13 March 2019</li> <li>f) SPRWG CL 03/2019 17 June 2019</li> <li>g) SPRWG CL 04/2019 11 July 2019</li> </ul>
<b>Related Documents</b>	Annexe: draft IHO Strategic Plan, dated 19 <sup>th</sup> July 2019
<b>Related Projects:</b>	<p>Implementation strategy / roadmap for S-100 transition plan (action C2/31)</p> <p>Preparation of the IHO Work Programme &amp; Budget 2021-2023 (agenda item C3-5.4)</p>

### Introduction / Background

1. At its first meeting in April 2017, the Assembly of the IHO 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 2<sup>nd</sup> ordinary session of the Assembly (decision A1/03).

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<sup>1</sup> available at [https://iho.int/mtg\\_docs/council/SPRWG/SPRWG\\_Letters/2018-2019/SPRWG\\_Letters.html](https://iho.int/mtg_docs/council/SPRWG/SPRWG_Letters/2018-2019/SPRWG_Letters.html)

2. Consequently, the IHO Council established at its first meeting in October 2017 a Strategic Plan Review Working Group (SPRWG). Its TOR and ROP were approved by IHO Member States via IHO Circular Letter 20/2018 (ref. b). 23 Member States and the Secretary General of IHO are members of the SPRWG. In its report to the Council (ref. c), 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 (decision C2/39 – ref d). It was noted that consideration should be given to the international context like the United-Nations “Decade of Ocean Science for Sustainable Development” and the negotiation on “Biodiversity Beyond National Jurisdiction”. The Council asked the chair of the SPRWG (c/SPRWG) to engage with HSSC and IRCC Chairs and provide them with draft strategic targets and performance indicators that could be considered at HSSC-11 and IRCC-11 for their initial feedback on the possible implementation in the future (decision C2/40 – ref d).
4. A drafting team met in Monaco 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 (ref. e).
5. Based on the SPRWG feedback, the c/SPRWG presented a new draft version to the HSSC (doc. HSSC11-04.2A – May 2019) and IRCC (doc. IRCC11-08.D – June 2019) for consideration prior to their annual meetings. Both of these committees provided their feedback to the c/SPRWG which was shared with the members of the SPRWG for their comments (ref. f & g). All these elements were considered in the preparation of the version of the draft strategic plan annexed to this report.

## **Analysis/Discussion**

### *General Structure of the SP*

6. This draft strategic plan is comprised of 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: these are the central elements of the strategic plan and are presented in greater detail in the following analysis.
  - IV. Implementation Framework: briefly outlines how the plan is enacted and how progress with respect to the plan is reviewed and monitored. An important consideration is how the IHO work programme (and therefore budget) is linked to the strategic plan (see below §14 & seqq.).

In accordance with the direction of the Council, effort was made to make the strategic plan as concise as possible.

### Strategic Goals

7. The first goal endorsed by the Council handles the on-going transformation in navigation, such as e-navigation, autonomous shipping, reduction of emission, which will lead to profound evolution of hydrographic services, in a context of high demands for digital data.

The second goal acknowledges the broadening use of hydrographic data in many other fields than navigation and targets ways to give the IHO a more prominent role in cultivating that use through cooperative and collaborative efforts and identifying the need for collecting more data, in order to feed the ever-growing applications of marine data.

The third goal asserts the role of IHO as an effective and recognized contributor to the major Ocean related challenges identified by the international community.

The SPRWG based its work on the wording endorsed by C2, however, through the feedback process, some editing was deemed useful for clarification and removal of ambiguity. The table beneath presents the proposed change.

<b>Strategic Goals</b>	<b>Formulation C-2 report</b>	<b>Proposed new wording</b>
<b>SG-1</b>	Evolving the support of safe and efficient navigation	Evolving the hydrographic support for safety and efficiency of maritime navigation, undergoing profound transformation
<b>SG-2</b>	Developing use of marine environment geospatial information for societal benefits	Increasing the use of hydrographic data for the benefit of society
<b>SG-3</b>	Promoting IHO as a key partner on the Ocean scene	Participating actively in international initiatives related to the knowledge and the sustainable use of the Ocean

### Targets

8. From the three strategic goals (SG) eight targets were conceived that were considered important to achieving the goals. At the target level, the principle observed was that they should not mention specific technologies, infrastructures, or specifications. This was to allow for some flexibility in IHO work programme over the next six years in the face of rapidly changing technologies and data user demands.

9. Targets for SG 1:

- Target 1.1: addresses the delivery of standardized, official data products and services for navigation.
- Target 1.2: focus on data assurance, i.e. the guarantee of quality, integrity and reliability of the data, which is of growing concern for data sharing and dissemination in the digital age.

#### 10. Targets for SG2:

- Target 2.1: building on the accomplishment of the working group on marine spatial data infrastructure (MSDI) and by the IHO Secretariat, proposes to give more visibility to IHO in the field of MSDI, to strengthen coordination and cooperation.
- Target 2.2: addresses the need for new data gathering<sup>2</sup> to feed new applications of marine data.
- Target 2.3: stresses that data policy is a crucial framework for the activity of hydrographic offices. Although mainly shaped by national or regional regulations, it will take benefit from the effort of the international community to share principles in this field.

#### 11. Targets for SG3:

- Target 3.1: focus cooperation with other organisation on capacity building and training.
- Target 3.2: takes into account the on-going or projected programmes for completing the knowledge of the seafloor.
- Target 3.3: highlights the digital strategy, for communication on the IHO and for facilitating access to the results of its work.

#### Strategic Performance Indicators

12. To each target one or more strategic performance indicators (SPIs) were assigned. In total, 14 SPIs are proposed to measure the progress towards the targets. The number of SPIs is higher than for the current strategic plan (9 SPI), this can nevertheless be considered as coherent with the aim that the strategic plan provides a significant framework for the work programme.

13. The possibility to define SPIs that could be easily gleaned from information already being collected and/or reported on by the IHO Secretariat, hydrographic offices, regional hydrographic commissions, committees, working groups, etc. was envisaged. However, it was considered that meaningfulness with regard to the strategic targets should be privileged over ease in calculation. Indeed, the draft strategic plan does not include specifications for the calculation formulas, in order to leave flexibility, if necessary over the course of the strategic plan, to adapt the calculation methods to the situation and to ensure continuously that they are providing relevant and useful information from. The Council could envisage furthering the work on SPI precise operational formulas, in liaison with the “owners” of the 3 programmes under the IHO work programme.

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<sup>2</sup> see for instance decision n°17 of the 18<sup>th</sup> International Hydrographic Conference

## Interrelation between the IHO strategic plan and the IHO work programme a budget

14. The question was been raised of the need for an “implementation strategy”, in order to reach the strategic targets. To keep the strategic plan as a concise document, it is deemed preferable that the implementing tools should be developed in the work programme (WP). This can lead to specific strategies, as, for instance, for the Capacity Building strategy or the S-100 strategy, with their own performance indicators<sup>3</sup>. For the same reason, while it has been proposed to set milestones in the strategic plan, it is nevertheless proposed to leave it to the level of the work programme.
15. One key rationale for revising the strategic plan was to improve it as a tool for prioritising the activities of IHO, and to strengthen the interrelation between the strategic plan and the WP. However, the WP may probably contain elements that do not directly support the targets, but are necessary for the functioning of the organisation, or the fulfilment of its mission. It is proposed that the structure of the WP should explicitly identify which tasks that directly support the targets, and the additional necessary tasks.
16. The timetable for the adoption by the Assembly of a revised strategic plan and the WP 2021-2023 raises another issue regarding the feasibility to propose to the Assembly, before its second session, a WP 2021-2023 implementing a strategic plan spanning 2021-2026, which will only be approved during that same session. In this respect the Council could consider three options:
  - a) Defer the application of the strategic plan to the 3-year WP 2024-2026, approved by the Assembly in 2023.
  - b) Amend the 3-year WP 2021-2023 at C-4, by decision of the Assembly, accordingly to the strategic plan approved.
  - c) Aim to synchronize the strategic plan and the WP approved by the Assembly next April, and for that purpose propose to the Assembly a "package" SP 2021-2026 + 3-year WP 2021-2023 as consistent as possible, acknowledging that amendment by the Assembly of the strategic plan could indeed require modifications in the WP. In this option, since the targets could be amended at the next meeting of the Council, a further step in the development of the WP would be necessary. An opportunity for this is offered by the IHO resolution 12/2002 as amended (ref. a), which requires that by February 2020 the Council, evaluates by correspondence the accomplishment of the 2019 WP and budget, and agrees on amendments to the proposed 3-year WP and budget.

### Outreach

17. In the course of its work, the SPRWG recognized that it could be valuable to have presentation of the strategic plan document for the “laymen”. A, simplified/pamphlet transcription of the strategic plan that will be more accessible to the general public. This transcription would convey the strategic plan with limited technical language. In addition, it would be more graphical and visually appealing. USA has kindly offered to design a draft version for consideration.

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<sup>3</sup> e.g. number of member States producing S-100 products

## **Recommendations – Proposals to the Council**

18. Harmonize the draft strategic plan and 3-year work programme and budget submitted to the Assembly, by amending, or providing guidance for amending, the draft strategic plan and WP 2021-2023 submitted to the Council, aiming at an endorsement by the Council, by correspondence, of the amended draft WP 2021-2023, in due time for the distribution of the final draft SP and WP (by the 10th of February 2020 - ref. circular letter of the Assembly ACL01).
19. Task the SPRWG or an *ad hoc* working group to develop precise formulas for the SPIs, as subordinate to and not part of the strategic plan, with the support of the Secretary General and the chairs of HSSC and IRCC.
20. Considers the offer from the USA to prepare, as an example, a draft simplified/pamphlet transcription of the draft strategic plan that will be submitted to A2.

## **Justification and Impacts**

21. The Assembly, in its 2<sup>nd</sup> meeting in April 2020, will have to adopt a revised Strategic Plan and a three-year Work Programme, which will be proposed by the Council. Action from Council will facilitate alignment between the Strategic Plan and the 3 year-Work Programme, future monitoring of the strategic performance indicators and the outreach of the strategic plan.

## **Action Required of the Council**

22. The Council is invited to:
  - a. Review with the aid of the C3 Red Book and other comments by member States, amend, and endorse the draft strategic plan presented in Annexe.
  - b. Consider the recommendations 18, 19 & 20 above.
  - c. Instruct the c/SPRWG to support the Council in preparing the submission to the 2<sup>nd</sup> session of the IHO Assembly.
  - d. Note this report and make any proposals, comments, or suggestions as appropriate.