

**INTERNATIONAL HYDROGRAPHIC
ORGANIZATION**



**ORGANISATION HYDROGRAPHIQUE
INTERNATIONALE**

IHB File No. S1/1100

**CIRCULAR LETTER 52/2002
13 November 2002**

**REPORT OF THE FIRST MEETING OF THE
(NEW) STRATEGIC PLANNING WORKING GROUP
16-17 September 2002, IHB, Monaco.**

Dear Hydrographer,

Please find enclosed herewith the Report of the First Meeting of the new Strategic Planning Working Group which met at the I.H. Bureau on 16 and 17 September 2002.

Those Member States who do not belong to a Regional Hydrographic Commission are kindly requested to read the SPWG Report and to complete the Questionnaire in Annex 5 and return it to the IHB, **by 30 November 2002.**

Thank you for your cooperation.

On behalf of the Directing Committee
Yours sincerely,

A handwritten signature in blue ink, appearing to be "A. Maratos", written over a light blue rectangular background.

Vice Admiral Alexandros MARATOS
President

Annex A: SPWG Report

**First Meeting of the New IHO Strategic Planning Working Group,
16-17 September 2002, IHB, Monaco.**

REPORT

Location and venue

The first meeting of the SPWG (see Agenda Item 3) was held at the IHB premises in Monaco, from 16 to 17 September 2002 under the chairmanship of Mr. F. Klepsvik (Norway). All the IHO Regional Hydrographic Commissions (except RSAHC) were represented at the meeting, together with three individual countries (Bangladesh, Monaco and Spain). A list of participants is given in Annex 1.

Agenda Items 1 and 2: Welcome by the SPWG Chairman and the President of the IHB D.C.

The Chairman welcomed the participants and was pleased to note the high level of participation in this first meeting. He stressed the fact that it was the first time that an IHO Member State chaired this important group and that his role was intended to be a catalyst to conduct the discussions, directly involving the RHCs and increasing the participation of all Member States during the process.

The Chairman referred to the strong need for changes within the Organization which had been identified in the numerous discussions held during IHO meetings and conferences and he reminded the participants that the IHO was expecting the SPWG to show leadership and provide guidelines to achieve the established objectives.

The President of the IHB Directing Committee also welcomed the participants stressing the importance of the task in hand and he encouraged all SPWG members to contribute to make the Organization stronger.

Agenda Item 3: Adoption of the Agenda.

The Agenda (provided in Annex 6) was adopted unanimously. It was also confirmed that this meeting was the first meeting and that the meeting held on 20 April should be called the "Preliminary Meeting" or "Zero Meeting".

Agenda Item 4: General Overview of the SPWG work

1) The Chairman gave a general overview of the SPWG work. He summarized the background of the item: the Extraordinary Conference in 2000 and the 6th meeting of the previous SPWG held in Norfolk (USA), in 2001.

The Chairman also referred to the Terms of Reference, as approved by the XVIth I.H. Conference for the SPWG, and highlighted ToR 7 and 8. He commented on the previous reluctance of members of the SPWG to consider and/or propose changes to the IHO Convention and explained that this attitude had now changed and that the holistic considerations of the problems of the Organization, including the overall objectives and structural considerations, may result in changes to the Convention. He stressed the fact that if Convention changes proved necessary, the focus would be on revising the existing Convention and not on drafting a new Convention. The holding of an Extraordinary Conference early in 2005 to consider the SPWG conclusions was also noted as an important fact.

2) The Chairman explained that the Chair Group meetings had a co-ordinating and administrative role and that the Chair Group was not a Sub-SPWG.

3) The Chairman explained that the expected outcome of the meeting was :

- to reach a common understanding on :

- an holistic approach to the matter
- the overall work
- the IHO Vision and Mission
- the development of a set of Objectives
- the consideration of changes to the IHO to support the Vision and Mission statements as well as the Objectives.
- the way to proceed to successfully address the above topics.

4) The "holistic approach" means that:

- the spirit of the SPWG mandate is wide, non-prescriptive
- analysis and deliberations must precede conclusions (nobody possesses the "objective" knowledge on what the Member States wish at the outset of this process)
- initially bold and creative with a broad perspective
- narrow quickly, identify and focus on the "vital few" areas for improvement
- propose solutions that are "good enough" (for consensus) not "optimal"

The approach, includes, as a minimum, the following (logical) steps:

- establish an image of the future IHO we wish to see, through Vision, Purpose and Mission (V&M)
- define (or verify/adjust) the Objectives of IHO commensurate with V&M
- define (or verify/adjust) overall strategic plan, with IHO Goals, priorities and pertinent work programme
- Consider the changes needed to fulfil the above:
- define (verify/adjust/optimize) the structure best suited to fulfil the Goals
- if necessary, change/adjust Convention and other Basic Documents

5) The Working Group discussed the problems that the Organization is facing. An in-depth review of these problems will reveal the kind of changes or adjustments that IHO needs. Should problems be minor, the result will be minor adjustments: should they be major, major changes will be needed.

In conclusion, the group agreed that :

- the main constituents of the tasks to be carried out had been presented and could be agreed upon.
- The holistic approach as explained was agreed.
- The targeted aims were to reform the present Organization, not to create a new one.
- Not to instigate changes just for the sake of change, but to prepare the IHO for challenges arising in the future.
- Any change to the Convention will then hopefully follow as a natural consequence of the conclusions reached.

Agenda Item 5.

The SPWG considered the Draft Time-schedule proposed for the SPWG work up until the Extraordinary Conference in 2005. While it will require some adjustments to reflect the meetings of the RHC and the re-naming of the activity "Legal Working Group" to "Legal Advice", the Time-schedule was generally agreed upon.

The Chairman stressed that all the XVIth I.H. Conference proposals passed to the SPWG were included in the Time-schedule and that for some specific parts of the work, legal advice was necessary in case changes to the Convention were considered to be necessary by the group. The SPWG members were asked to investigate the possibility of providing the SPWG with appropriate legal experts and experts in the constitutional aspects of international organizations from their Ministries of Foreign Affairs to support that work. The role of these experts will be considered in detail at the next SPWG meeting (20-22 January 2003) and the Terms of Reference for participation will be established by the SPWG.

It was also agreed that the task of harmonizing the Basic Documents would probably be affected by the new Vision, Mission, Objectives and discussions on the Convention. The fulfillment of this task may be considered at a later stage if and when the changes to the Convention have been formalized and agreed by the SPWG.

Agenda Item 6: Vision and Mission statements.

The SPWG had a long and detailed discussion about the proposed statements of Vision and Mission and agreed upon the importance of these statements for the image of the Organization. While IHO's primary role is to support safe navigation, the group also acknowledged that the importance of hydrographic products and services now extend well beyond marine transportation. As a basis for the discussions, the wider definition of "hydrography" - which will appear in Edition 6 of S-32 (at present under preparation) - was accepted. This defines Hydrography as: **"That branch of applied sciences which deals with the measurement and description of the features of the sea and coastal areas for the primary purpose of navigation and all other marine purposes and activities including (inter alia) offshore activities, research, protection of the environment and prediction services"**.

It was concluded that the two texts given here below best reflected all the feelings of the members of the group.

THE VISION OF THE IHO IS TO BE:

The recognized international hydrographic authority advancing maritime safety and efficiency and marine environmental sustainability.

THE MISSION OF THE IHO IS TO:

Create a global environment in which States provide adequate and timely hydrographic data, products and services and ensure their widest possible use.

Agenda Item 7: IHO Objectives

The SPWG felt that the Objectives of the IHO do not sufficiently represent the roles and obligations that IHO must meet in response to future challenges and requirements of its Vision and Mission, including the obligations to States as laid down in the new SOLAS Chapter V. It was stressed that the IHO should aim at being recognized as the "executive" part of SOLAS Regulation 9 and the IHO Objectives should be commensurate with that Regulation and effectively implement its content.

Following the input and comments from all SPWG members, a set of Draft Objectives was proposed as follows :

DRAFT OBJECTIVES

- 1. To improve global coverage, availability and access to hydrographic data, information, products and services.**
- 2. To advance global hydrographic capability and capacity and improvements in science and techniques.**
- 3. To establish standards for the quality and formats of hydrographic data, information, products, services and techniques.**
- 4. To give authoritative guidance on all hydrographic matters to governments and international organizations.**
- 5. To coordinate hydrographic activities of Member States.**

6. **To foster cooperation amongst States also on a regional basis.**
7. **To manage central or joint services for the Member States.**

It was decided that the SPWG would send their comments on this set of IHO Objectives to the SPWG Chairman by 27 September, to be considered by the next SPWG Chair Group meeting for follow-up action. The Chair Group will circulate the draft text (having taken any additional SPWG comments into account), together with the previously agreed statements of Vision and Mission to the SPWG members.

Agenda Item 9: Performance review and organizational improvements

This item was intended to be a leading item for potential organizational improvements. The Chairman had compiled a preliminary list of deficiencies, as discussed in previous Conferences and SPWG meetings. In addition to the items on this list, the group agreed after a lengthy discussion that there were 3 additional possible deficiencies in the Organization that should be considered:

- 1) The very low profile of the IHO.
- 2) The lack of empowerment - delegation of power within the Organization.
- 3) The low participation rate of Member States in the work of the Organization.

In the discussion, the President of the IHB D.C. emphasized the fortunate trend demonstrated by the nomination of a Member State for the Chairmanship of the SPWG and CHRIS, which would possibly increase the involvement of Member States and the efficiency of the Organization.

To facilitate future deliberations, it was decided that the IHB would develop a list of weaknesses and strengths of the IHO, based on the past documents available (Conferences, SPWG previous reports and meetings etc..) and circulate it to the SPWG within 2 weeks. This list will be ultimately reviewed within RHCs to get feedback on its validity. The results will support analyses of relevant changes that need to be made.

Agenda Item 10: Future activities.

The next SPWG activities will focus on the following items :

1. IHO Objectives
 - ensure consistency with Vision, Mission
 - ensure consistency with new SOLAS V and the requirements of other conventions/international instruments as appropriate.

Before the SPWG considered structural aspects of the Organization, it was felt that it was important for the RHC to consider the List of IHO Weaknesses and Strengths identified to date (Ref Agenda Item 9) and comment on :

- Are the items on the List True or False?
- If true, are they relevant to the future ability of IHO to meet its Objectives and Goals?
- In that case, what may be the causes of these weaknesses and what measures should be taken to solve them ?

The List, together with the Questionnaire, is given in Annex 5 to this Report.

2. Future structure of the IHO
 - Consider models/elements (Assembly, Board, Committees, etc.)
 - Consider decision-making and voting powers

Working Groups/Study Teams will most likely be required to cover :

- Revision of the Convention and Basic Documents
- Study of changes to the Convention
- Define relation with industry/NGOs and international organizations and consider formalization

Other Working Groups may be formed to carry out tasks determined by the SPWG.

The Chair Group will prepare Terms of Reference in due course.

Agenda Item 11: Communications Strategy

The Chairman presented a draft "Recommended Communications Strategy" as a part of the Communications Strategy, aiming at fostering the participation of members and increasing their involvement in the process. It was drafted by the SPWG and is included in Annex 4.

It was decided to first send the report of the meeting and related documents to the SPWG members for refinement and comments and the final version would be subsequently distributed to all IHO Member States by Circular Letter. IHO Member States will be advised to send their comments (if any) to the RHC representatives but they may also address them directly to the Chair Group and the IHB.

Agenda Item 12: Date and place for future meetings

As a part of the Communications Strategy, it was agreed that the scheduling of meetings outside Monaco will encourage the involvement and participation of all SPWG members and other interested Member States in the working process and, therefore, the previous SPWG decision about where to hold its future meetings was ratified, following the schedule given below :

2nd Meeting	20-22 Jan 2003 (Goa, India)
3rd Meeting	13-14 May 2003 (proposed) (Lima, Peru, alongside the WEND meeting)
4 th Meeting	early Oct 2003 (alongside the 2 nd IEC), Singapore

As these SPWG meetings are held in various parts of the world, interested Member States in the region will be invited to attend as observers as part of the strategy to engage and involve as many as possible in this effort.

There being no other points to discuss, the meeting adjourned at 1800 on 17 September 2002.

Annex 1: List of Participants

Annex 2: List of Actions

Annex 3: Scheduled Meetings of Regional Hydrographic Commissions

Annex 4: Communication Strategy

Annex 5: Questionnaire: Weaknesses and Strengths of the IHO

Annex 6: Agenda of the First SPWG Meeting.

LIST OF PARTICIPANTS

Regional Hydrographic Commissions	Name	E-mail
Chairman	Cdr. Frode KLEPSVIK (Norway)	frode.klepsvik@statkart.no
Vice-Chairman	Dr. Wynford WILLIAMS (UK)	Wyn.Williams@ukho.gov.uk
2nd Vice-Chairman	Dr. Hideo NISHIDA (Japan)	Hideo-Nishida@kaiho.mlit.go.jp
Secretary	Capt. Federico BERMEJO (IHB)	patp@ihb.mc
President IHB D.C.	VAdm Alexandros MARATOS	pres@ihb.mc
IHB Director	RAdm Ken BARBOR	Dir1@ihb.mc
IHB Director	Capt. Hugo GORZIGLIA	Dir2@ihb.mc
BSHC	Dr. Peter EHLERS (Germany)	Peter.Ehlers@bsh.d400.de
CGMHC	Mr. Kenneth COOPER (USA)	CooperK@cnmoc.navy.mil
EAHC	NG KWOK-CHU (China)	hydro@mardep.gov.hk
EatHC	VAdm. Silva CARDOSO Cdr. Ezequiel MOURAO Ms. Raquel GOMES (Portugal)	dirgeral@hidrografico.pt dirtecnica@hidrografico.pt hidrografia@hidrografico.pt
MBSHC	Cdr. Paolo LUSIANI (Italy)	iim.sre@marina.difesa.it
NHC	Mr. Göran NORDSTRÖM (Sweden)	Goran.Nordstrom@sjofartsverket.se
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NSHC	IGA Yves DESNOES (France)	ydenoes@shom.fr
SAIHC	Mr. Albano GOVE (Mozambique) Capt. Leon REEDER (South Africa)	albanogove@teledata.mz hydrosan@iafrica.com
SEPHC	Cdr. Patricio CARRASCO (Chile)	pcarrasco@shoa.cl
SWPHC	Cdr. Robert WARD (Australia)	Robert.ward@hydro.gov.au
USHC USA, Canada	Mrs. Kathryn RIES (USA/NOAA) Mrs. Meg DANLEY (USA/NOAA)	Kathryn.Ries@noaa.gov Meg.Danley@noaa.gov
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Monaco	Mr. Gilles BLANCHI	gblanchi@gouv.mc
Spain	Capt. Fernando QUIRÓS CEBRIÁ	ihmesp@retemail.es
UK	Mrs. Rosemary TUHEY	Rosemary.Tuhey@ukho.gov.uk

LIST OF ACTIONS

- 1) The SPWG Members will investigate the possibility of providing the SPWG with appropriate legal experts and experts in the constitutional aspects of international organizations from their Ministries of Foreign Affairs to support that work. The role of these experts will be considered in detail at the next SPWG meeting (20-22 January 2003) and the Terms of Reference for their participation will be established by the SPWG.
- 2) The SPWG Members representing RHCs will inform the members of their respective RHCs about the Vision and Mission statements developed by the SPWG.
- 3) The SPWG Members will send their comments on Draft Objectives to the SPWG Chairman (with copy to the SPWG Secretary) by 27 September, to be considered by the SPWG Chair Group meeting in November 2002. The Chair Group will circulate the final text together with the statements of Vision and Mission to the SPWG Members.
- 4) When the Objectives have been agreed, the Chair Group will initiate action related to the assessment of the present Goals of the Organization.
- 5) The Chair Group will develop Terms of Reference for the various Working Groups (WG) or Study Teams (ST) to carry out future tasks. The Chair Group will propose to the SPWG :
 - i. When WG/ST should be established
 - ii. When work is to be completed
 - iii. Who should participate.
- 6) The IHB will set up a List of Weaknesses and Strengths of the Organization, based on previous documents (Conferences, meetings etc.) and circulate it within 2 weeks to the SPWG for comment. RHCs will use the list to get feedback from their MS as to its validity.
- 7) The IHB will agree with the Monegasque Government the dates for the next Extraordinary Conference, in April 2005 and will communicate the decision to the IHO Member States.

SCHEDULED MEETINGS OF REGIONAL HYDROGRAPHIC COMMISSIONS

2002

OCTOBER

- 15-17 . EAthC, Lisbon, Portugal.

NOVEMBER

- 4-6 CGMHC, Biloxi, Mississippi, USA.

2003

JANUARY

- 17-19. January 2003 NIOHC, Goa, India.

MARCH

- SAIHC (to be confirmed)
- 24-27, USCHC, Biloxi, USA.

APRIL

- 7-9. SWPHC, Wollongong, Australia.
- 21-22 RSAHC, Muscat, Oman.

MAY

- No date fixed yet. EAHC, Beijing, China.
- 6-7 NHC+NSHC, Norrköping, Sweden.

JUNE

- 1st week. MBSHC, Brest, France.
- 23-24 BSHC, St. Petersburg, Russia.

OCTOBER

- No dates fixed yet. SEPHC, Lima, Peru.

COMMUNICATION STRATEGY: ROLE PLAYED BY THE RHC REPRESENTATIVES

- 1) To pro-actively encourage and motivate members of their Commissions to participate in the SPWG work process.
- 2) To lead discussions within the RHC in order to bring out all the views of the Member States and attempt to reach a consensus.
- 3) To represent the resulting views of their RHC at SPWG meetings.
- 4) To explain (and promote) the decisions made at SPWG meetings to their RHC members.
- 5) To fully participate in the SPWG meetings and work process.

Note:

The intention of these roles is to ensure the involvement of Member States during the work process and not to restrict the role of the RHC representatives.

QUESTIONNAIRE

The following three questions must be answered for each item identified under Weaknesses and Strengths

1. True or False?
2. If true, is it relevant for the future ability of IHO to meet its Objectives and Goals?
3. In that case, what may be the causes of this weakness and what measures could be taken to remedy it ?

Weaknesses of the IHO

Structure and Basic Documents

1. The IHO is not a part of the UN system.
 - a. This sometimes puts the IHO in an odd position and sometimes makes it difficult to make its voice heard in the international fora organized by the UN specialized agencies.
 - b. This does not give the adequate administrative and/or legal coverage to the IHO officials (IHB employees).
2. Lack of a modern organization structure.
3. Lack of enforcement powers because of consultative status. Every regulation to become mandatory has to be accepted and included in other UN Specialized agencies directives.
4. Slow implementation of initiatives. Lengthy decision-making procedures. Decision processes too time-consuming. Inability to move issues as quickly as the contemporary environment requires. Inability to achieve timely decisions.
5. Growing inefficiency of the IHO bodies (too many resources and time spent for not enough concrete progress.)
6. Difficulties in identifying solutions meeting the wide spectrum of regional and national situations.
7. Difficulties in identifying the real benefits derived from participation or contribution to IHO.

Organizational matters

1. Convention Articles XX and XXI are the two big impediments to a speedy way of increasing the membership and to taking decisions on changes to the Convention.
2. Growing inadequacy of the Convention to meet the issues facing HOs.
3. Lack of established mechanism to interact with the private sector.
4. Too little attention by the general public to IHO's objectives and work.
5. Competences related to hydrography scattered throughout various international organizations (IHO, IALA, IOC, IMO etc.)

6. Excessive bureaucracy within the Organization.
7. Lack of quick consultation process for the D.C. to know the sentiments of the M.S. on issues.

Profile, membership and participation

1. Low participation of M.S. in the common IHO activities. Many H.Os are mainly concerned with coping with national and domestic problems and have neither the staff nor the budget to be really involved in IHO tasks.
2. Participation is restricted by low budgets in some Member States.
3. Invisible nature (ships and sea surveyors are rarely apparent to most people).
4. Growing disparity in capabilities among M.S. Hydrographic Services.

Budget

1. The low budget of the IHO, inadequate for an international organization, is also a main cause of the low profile of the Organization. It seems that the main concern of the IHO Member States in the past years has been "NOT TO INCREASE THE CONTRIBUTIONS". It is then useless trying to make IHO stronger without providing the adequate funding.
2. Not enough funding available to provide complete Technical Assistance to developing regions.

IHB

1. Unattractive working conditions and low salaries of the IHB Directors and professional staff (compared to the high living cost of Monaco).
2. Difficult location of the Bureau. Expensive and not a central area in the maritime community.
3. Not a clear distinction between the roles of IHO and IHB.

Work

1. Its dynamism is not in accordance with modern times and available technology (i.e. slow pace of ENC production.)
2. Capacity building not given adequate importance in the IHO programmes.
3. There is only an emphasis in the field of hydrography related to charting. There are other fields equally as important.
4. Low interaction with industry, academia, the private sector in general and some relevant international organizations.
5. Little attention to services other than navigation.
6. Risk of IHO activities becoming irrelevant or inapplicable in developing regions.

7. Gap between national HO's of developed countries and developing countries.
8. Tendency to adopt an over-legalistic approach. Legal texts are there to help, not to obstruct, as a means and not as an end.
9. Less focus on the regional approach. IHO should think globally but act locally.

IHO STRENGTHS

Structure and membership

1. The IHO is a growing organization (16 new MS in the last ten years constitute a significant increase).
2. Conversely the IHO profile is good considering the assets and capabilities of its MS: several thousands of personnel, several hundreds of sea and air survey platforms, capabilities to produce and maintain world-wide chart portfolios, capabilities to produce world-wide accepted standards for survey and charting, capabilities to provide specific hydro-oceanographic products for defence, transport, coastal management, fishing and environmental monitoring requirements.
3. The IHO is the only organization which has 14 regional commissions that almost completely cover the globe. The operational cost of these commissions is minimal, it is shared between the participants while the existence of these commissions is a tremendous vehicle of information, education and concrete help for the developing countries.
4. Wide membership amongst the most developed countries.
5. Its prestige in the international forum, which plays a catalytic role in the adoption of resolutions in matters pertaining to the maritime field.
6. Regional and global cooperation.
7. Facilitates the tasks and operations of the HOs.

Visibility

1. Recognized as a leading international technical organization.
2. Already recognized organization with strong links with other organizations.
3. The IHO is gaining consideration in the maritime, scientific, educational and cartographic community as well as in the standardization one.
4. Long success record: prestige and competence recognized.
5. Expertise and credibility in the field of hydrography and cartography.
6. Excellent international standing.

Work

1. Long tradition in international cooperation.
2. Cooperative attitude of Hydrographers.

3. IHO establishes standards in the field of hydrography and cartography.
4. IHO is the forum for exchanging information between countries.
5. IHO supports the demands from developing countries to know the state of the art in hydrographic work.
6. Close collaboration with other international organizations, such as IMO, IOC, IALA, etc.
7. Acts as focus on standardization in a variety of fields concerning the Organization as are now WEND and CHRIS..
8. Monitors development and work on standards for the education and training in areas of IHO responsibility (not only hydrography).
9. Gives guidance for relationships with commercial companies.
10. Acts as a catalyst in development of survey and charting capabilities in countries without such capabilities. Transfer of technology, know-how and training.

Finance

1. Reasonable economic organization, with M.S. prepared to work on its tasks and goals.

**STRATEGIC PLANNING WORKING GROUP
1ST MEETING
Monaco, 16-17 September 2002**

AGENDA AND TIMETABLE

Monday 16 September

0900-1230

1. Welcome by the SPWG Chairman
2. Welcome by the President of the IHB Directing Committee
3. Adoption of the Agenda
4. General overview of the SPWG work
 - a. ToRs of SPWG
 - b. Minutes of previous meetings
 - c. Problems being addressed
 - d. Approach to the task.
5. SPWG work method and time schedule.

1230- 1400 **Lunch**

1400- 1800

6. Discuss and Finalize Vision and Mission statements

Tuesday 17 September

0830 - 0900

7. SPWG summary of discussions previous session.

0900-1000

Presentation by the Port Authority of Monaco followed by a visit to the new pier in the Port of Monaco. Official photograph.

1000-1230

8. Objectives
 - a. Need for revision and development of a set of objectives.
 - b. Consideration of the need for changes

1230 - 1400 **Lunch**

1400 - 1800

9. Performance review and organizational improvements
10. Future SPWG activities
 - a. Summary
 - b. Studies
 - c. Working Groups, including utilization of RHCs
 - d. Action list and time schedule.
11. Communications strategy
12. Date and place for next meetings

1830 **Cocktail offered by the IHB to delegates**

Note: There will be Coffee breaks between 1030 - 1100 and 1530 - 1600.