**Annexe**

**International Hydrographic Organization (IHO) Strategic Plan**

**for 2021-2026**

**Draft – 12 July 2019**

***Track change mode***

*The sea, the great unifier, is man’s only hope. Now as never before, the old phrase has a literal meaning: we are all in the same boat.*

Jacques-Yves Cousteau, *National Geographic*, 1981

***I. PREAMBLE***

 Hydrography is the branch of applied science which deals with the measurement and description of the physical features of oceans, seas, coastal areas, lakes and rivers, as well as with the prediction of their change over time.

 The International Hydrographic Organization (IHO), which was established in 1921 and now has 90 Member States (MS), is an inter-governmental consultative and technical organization. It primarily supports the safety of navigation and the protection of the marine environment, and coordinates on a worldwide basis the setting of hydrographic standards. It also facilitates capacity building of national hydrographic services. It provides a forum at an international level for the improvement of hydrographic services through the discussion and resolution of hydrographic issues and it assists member governments to deliver these services through their national hydrographic offices.

***Purpose***

 The purpose of the IHO Strategic Plan is to identify specific strategic goals and targets that will direct the IHO`s Work Programme in a way that will foster the IHO vision, mission, and objects.

***Vision [IHO Conv. recitals]***

 The vision of the IHO is to be the authoritative worldwide hydrographic body which actively engages all coastal and interested States to advance maritime safety and efficiency and which supports the protection and sustainable use of the marine environment.

***Mission [IHO Conv. recitals]***

 The mission of the IHO is to create a global environment in which States provide adequate, standardized and timely hydrographic data, products and services and ensure their widest possible use.

 ***Object******[IHO Conv. Art. II]***

 The Organization has a consultative and technical nature. It is the object of the Organization:

1. To promote the use of hydrography for the safety of navigation and all other marine purposes and to raise global awareness of the importance of hydrography;
2. To improve global coverage, availability and quality of hydrographic data, information, products and services and to facilitate access to such data, information, products and services;
3. To improve global hydrographic capability, capacity, training, science and techniques;
4. To establish and enhance the development of international standards for hydrographic data, information, products, services and techniques and to achieve the greatest possible uniformity in the use of these standards;
5. To give authoritative and timely guidance on all hydrographic matters to States and international organizations;
6. To facilitate coordination of hydrographic activities among the Member States; and
7. To enhance cooperation on hydrographic activities among States on a regional basis.

***II. CHALLENGES***

 Hydrographic offices (HO) everywhere are facing significant and rapidly developing challenges. Some challenges impact the mission of the IHO and shape the context to be taken into account by the Organization for building its strategy to fulfil its vision.

***Growing needs, for increasingly diversified customers***

 There is an enlarged global demand for hydrographic data either through the evolution of requirements of navigation, or for the management of the marine environment.

 For navigation, safety challenges are marked by the development of harbours in many countries, and of new routes of navigation. Moreover, the core role of shipping in globalization puts pressure on its efficiency, which through digitisation and automation generates needs for new, reliable services supporting the safety and efficiency of navigation. All categories of navigators, from merchant mariners to leisure boaters, are eager to access the new services enabled by digital technology. In the same time, complexity of technologies available to mariners raises new concern regarding their appropriation.

 An increasing need for marine data is strived by the development of a sustainable Blue Economy, the concern for the protection of the marine environment, and the prevention or mitigation of consequences of marine disasters or climate change. A wide range of related data is now crucial in supporting important decisions. These data, and associated skills, are very similar to those used for supporting navigation.

***Progress in technology***

 The pace of technological changes, from sensors to digital services, is increasing, bolstering the need for continuous adaptation of training and standards, thus requiring strong effort from HO in investment and training. This is particularly significant for the automation of sensors carrying devices, and for new processing techniques from the field of artificial intelligence, which make it possible to handle ‘big data’ and augment the capacity of human teams.

***Data, transforming the hydrographic ecosystem***

 While the demand for hydrographic data is increasing, the assets or resources available to many hydrographic offices have not increased at a similar rate. However, the accessibility to technology and the interest in citizen science (or crowd-sourced data) has given opportunities to many actors to collect valuable data. This information can be used for many purposes, including for improved navigation. These tools and techniques being used are often considered to be outside traditional hydrographic methods, and this calls for the IHO and HOs to redefine their relationships with these new sources of hydrographic data.

 More generally, the crucial role of data and information in our societies entails important consequences on public policy (e.g. open data), the need for data assurance, including cyber security, all along the value chain, and on the involvement of the private sector, which are likely to have an impact on how investments in hydrography are sustained, and how standards are developed.

***Growing attention for the Ocean***

 The role of the Ocean in our society and in the global Earth system is increasingly understood and recognized, leading to global or regional initiatives, such as the Sustainable Development Goal 14 of the United-Nations and the subsequent decision of the UN Decade 2021-2030 of Ocean Sciences, the negotiation on marine biological biodiversity of areas beyond national jurisdiction, or the Nippon Foundation’s Seabed 2030 project. These initiatives guide ocean sciences and frame the resources devoted to the knowledge and description of the Ocean.

***III. GOALS, TARGETS FOR 2026 & STRATEGIC PERFORMANCE INDICATORS***

To face these challenges, the IHO Strategic Plan for 2021-2026 is structured through three overarching goals, focusing the exercise of its mission during the period.

Under the three goals, the Organization has identified targets to be reached by 2026. The progresses towards these targets are measured by strategic performance indicators (SPI). The following tables summarize for each overarching goal the targets and associated SPI. Related object items of the IHO (Convention) are given for reference purpose.

**Goal 1: Evolving the hydrographic support for safety and efficiency of maritime navigation, undergoing profound transformation**

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| *Targets* | *SPI (measure for success)* | *Relation with IHO Object* |
| 1.1 Deliver standards for hydrographic data and specifications of hydrographic products; support their regular production, including accompanying transition; and coordinate regional and global services for their provision. |  1.1.1 By 2026, XX% of Member States has operationalized production and distribution of hydrographic products based on S-100 model, under an implementation framework of coordination and agreed timelines.1.1.2 The revised S-4 standard enables production of official paper charts based 100% on the content of ENCs, as provided for in the IHO standards.1.1.3 XX hydrographic products based on S-100 model cater for the new requirements of shipping (e.g. low emission, autonomy) | a, d, ed, ea |
| 1.2 Develop standards, specifications and guidelines in the areas of data assurance, including cyber security and data quality assessment.  | 1.2.1 100% of hydrographic products and services based on S-100 model are covered by IHO standards, specifications and guidelines on cyber security.1.2.2 100% of ENC overlaps are tackled within one year1.2.3 For 100 % of navigationally significant areas (e.g. charted traffic separation schemes, anchorages, channels), the adequacy of the hydrographic knowledge is assessed | bbb |

**Goal 2: Increasing the use of hydrographic data for the benefit of society**

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| --- | --- | --- |
| *Targets* | *SPI (measure for success)* | *Relation with IHO Object* |
| 2.1 Build a portal to support and promote regional and international cooperation in marine spatial infrastructures (MSDI).  | 2.1.1 Number of hits *or* amount of data downloaded from the portal | b, g |
| 2.2 Promote new tools and methods to accelerate and increase coverage, consistency, quality of surveys in poorly surveyed areas. | 2.2.1 Percentage of adequately surveyed area per coastal state, as reported in C-552.2.2 New S-44, allowing for all hydrographic applications and broader use, is promulgated by 2021 and used by in various fields by 2026. | bd |
| 2.3 Apply UN shared guiding principles for geospatial information management in order to ensure interoperability and extended use of hydrographic data in combination with other marine-related data.  | 2.3.1 Number of HOs reporting success applying the principles in their national contexts.  | d, g |

**Goal 3: Participating actively in international (global or regional) ocean-related initiatives related to the knowledge and the sustainable use of the Ocean**

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| --- | --- | --- |
| *Targets* | *SPI (measure for success)* | *Relation with IHO Object* |
| 3.1 Improve existing capacity building strategy and programmes, and collaborate with other bodies who deliver capacity building and training. | 3.1.1 90% of Coastal States are capable and forward marine safety information (MSI) according to the joint IMO/IHO/WMO manual on MSI | c |
| 3.2 Improve knowledge of the world's seafloors | 3.2.1 Amount of data received per year in the DCDB. 3.2.2 Number of contributors to DCDB who are not hydrographic offices | b, fb |
| 3.3 Implement a comprehensive IHO digital strategy in order to enhance its visibility and accessibility to its work | 3.3.1 Number of visits, likes, re-postings, etc. associated to the IHO social media sites3.3.2 Volume downloaded from the IHO website and GIS. | ab,e |

***IV. IMPLEMENTATION FRAMEWORK***

 To deliver on the designated Targets and achieve the three Goals, the IHO Secretariat and the two IHO Committees – the Hydrographic Services and Standards Committee (HSSC) and the Inter-Regional Coordination Committee (IRCC) – will deliver and pursue the respective Work programmes, using the following means:

* Standardization
* Coordination & Cooperation
* Capacity Building
* Communication

 The advancement of the IHO Strategic Plan is only possible through the participation of MS at the working group and committee levels, and by the support and direction provided by the IHO Secretariat.

 The Strategic Plan is not a comprehensive description of the activity of IHO, which is fully described in its Work Programme.

**Work Programme**

 The triennial IHO Work Programme covers the period starting on 1 January of the year following the ordinary session of the Assembly and ending on 31 December of the year of the next ordinary session.

 The triennial IHO Work Programme is divided into following three programmes:

* Corporate Affairs under the responsibility of the Secretary General,
* Hydrographic Services and Standards under the responsibility of the relevant Committee (HSSC), The HSSC programme includes the activities to be conducted by its subordinate bodies as well as by inter-organizational bodies that report to the HSSC.
* Inter-Regional Coordination and Support under the responsibility of the Inter Regional Coordination Committee (IRCC). The IRCC programme includes the activities to be conducted by its subordinate bodies as well as by the Regional Hydrographic Commissions and by inter-organizational bodies that report to the IRCC.

**Review cycles**

 The review cycles for the Strategic Plan, the Work Programme and the Budget are set out in IHO Resolution 12/2002 as amended. The triennial IHO Work Programme is reviewed annually by the Council in liaison with the Chairs of the HSSC and the IRCC.

**Progress monitoring**

 The success in achieving of the Strategic Goals and Targets is measured by Strategic Performance Indicators (SPIs).

 Taking into account the object of the Organization and the overarching goals and targets, the success of Work Programme will also be measured by indicators which show the progress of the various elements of the Work programming that contribute to these objects, goals and targets.