Le directeur général

To the members of the IHO Strategic Plan Review Working Group

Dossier suivi par le secrétariat central

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BREST, le 11 mars 2019
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Subject : Outcome of the meeting of the drafting group, Monaco, 30 & 31 January 2019.

References :
a) SPRWG CL 2018-01 Outcome and follow-up of the second meeting of the IHO Council, dated 30th of November 2018 ;
b) SPRWG CL 2019-01 SPRWG drafting group – proposed agenda and time table of the meeting, dated 21st of January 2019.

Enclosures : Annexe I – List of participants in the drafting group meeting ;
Annexe II - Draft of IHO Strategic Plan (date 11/03/2019).

Dear members of the Strategic Plan Review Working Group,

The drafting group provided for by the management plan endorsed by the Council met in Monaco on the 30th and 31st of January. Participants are listed in the annexe I. The drafting group continued to exchange by correspondence after the meeting.

By its decision C2/40, the Council instructed the SPRWG chair to engage with HSSC and IRCC by providing their chairs with draft strategic targets and performance indicators, in order to get their feedback on the implementation. Accordingly, the drafting group focused on these elements of the future strategic plan. The drafting group has also reviewed its general structure, and propose some orientations on the contents.

The result is a draft of the Strategic Plan attached in annexe II. It is circulated for your comments and proposals of amendments, if possible before the 30th of April. Comments received before the 15th of March (resp. 14th of April) on the targets and performance indicators will be taken into account in the draft sent to the HSSC (resp. IRCC).

I wish to draw your attention on the following points:

1) The list of targets[1] and performance indicators is still a draft, and is not proposed to HSSC and IRCC for endorsement, but for their comments, especially with regard to the performance indicators;

2) The targets are presented in the form of a table. This very synthetic form may be difficult to understand by "lay-readers", outside of the IHO, and it could be useful in this perspective to add short explanations. Please give me your views on such an addition;

3) You may find that some other sections are too long, and propose to shorten them.
Please let me know your views on this point;

4) the drafting group has considered the possibility of presenting the IHO Strategic Plan under two distinct forms :

   - a full document (the draft of which is in Annexe II), to be used for establishing the three-year work programme, backbone of the operations of the Organization ;

   - a leaflet, fit for display on a website, intended for communication on the IHO strategy.

   The latter one, if you feel it useful, could be prepared later and presented to the Council.

I will present the list of targets and performance indicators, eventually amended, to the next HSSC meeting and IRCC meeting. If you have the opportunity to participate in these meetings, I will be more than happy to continue discussions.

Sincerely yours,

L'ingénieur général de l'armement Bruno Frachon,
Chair of the SPRWG

[1] Targets are numbered for the ease of reference in the drafting process. The numbering can be suppressed in the final version proposed to the Council

Destinataires	:	members of the IHO Strategic Plan Review Working Group
Copies intérieures	:	DG – Archives (DG 01.01)

LIST OF PARTICIPANTS IN THE SPRWG DRAFTING GROUP
30-31 January 2019

Canada	:	Doug Brunt (secretary)
Denmark	:	Jens-Peter Hartmann
United-States of America	:	John Lowell (NGA), Wade Ladnier (CNMOC), Jonathan Justi (NOAA)
France	:	Bruno Frachon (chair)
Italy	:	Luigi Sinapi
Japan	:	Shigeru Nakabayashi (vice-chair)
Norway	:	Evert Flier
The Netherlands	:	Marc van der Donck
Secretariat of the IHO	:	Mathias Jonas (Secretary-General), Alberto Costa Neves

International Hydrographic Organization (IHO) Strategic Plan
For 2021-2026
Draft - 11 March 2019

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

1 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 89 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 :

a. 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 ;
b. 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 ;
c. to improve global hydrographic capability, capacity, training, science and techniques ;
d. 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 ;
e. to give authoritative and timely guidance on all hydrographic matters to States and international organizations ;
f. to facilitate coordination of hydrographic activities among the Member States ;
g. to enhance cooperation on hydrographic activities among States on a regional basis.

2 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.

More and more diverse customers, with increasing demands

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.

3 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 support of safety and efficiency of a transforming navigation

Targets	*SPI (measure for success)*	*Relation with IHO Object*
1.1 Deliver standards for data formats and product specifications including accompanying transition and implementation support.	The IHO and IMO have established a common implementation strategy/plan for the S1XXdata model and data products based on. Complete and implement a refurbished standardisation of paper charts as "print on demand" based on content of electronic nautical charts S1XX caters for the requirements of autonomous shipping	a, d, e d, e a
1.2 Develop standards and best practices in the areas of data assurance, including cyber security and data quality assessment.	Data products and service delivery and distributing chains are certified as cyber secure. Level of ENC overlaps For areas with water depth less than 50 meters, the adequacy of the hydrographic knowledge is assessed	b b b

Goal 2: Developing the use of hydrographic geospatial data for the benefit of society

Targets	*SPI (measure for success)*	*Relation with IHO Object*
2.1 Build a digital platform to support and promote regional and international cooperation in marine spatial infrastructures (MSDI).	The digital platform shows a strong positive trend in the number of hits	b, g
2.2 Adopt or promote new tools and methods to accelerate and increase coverage, consistency, quality of surveys in poorly surveyed areas, e.g. crowd-source bathymetry; satellite-derived bathymetry.	Quality indicators available and applied to all sorts of hydrographic data New S-44, for all kind of applications, navigation and others, is promulgated.	b d
2.3 Adopt and apply UN guiding principles for geospatial information management in order to ensure interoperability of hydrographic data with other marine-related data.	S1XX data sets play a strong and recognized role in the global MSDI.	d, g

Goal 3: Participating actively in ocean-related activities

Targets	*SPI (measure for success)*	*Relation with IHO Object*
3.1 Enhance existing capacity building programme and strategies, and collaborate with other bodies who deliver capacity building and training.	90% of Coastal States have reached Phase 1 (MSI).	c
3.2 Enhance knowledge of the world's seafloors through establishment of streamlined automated processes for acquisition, harmonization and ingestion of bathymetric data from any sources into the global data repository of the IHO Data Centre for Digital Bathymetry (DCDB).	All accessible public bathymetric data of MS is uploaded to and available from the DCDB. DCDB takes advantage from ingestion of expert survey contributions from industry and crowd source bathymetry from ships of opportunity	b, f b
3.3 Enhance IHO digital communication and Web presence in order to maximize visibility and accessibility of standards and data provisions.	IHO is present on social media IHO web-site gives access to a fully traceable repository of all documents and incorporates GIS services.	a b,e

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.