



IHO File No S1/6200/C-10

COUNCIL CIRCULAR LETTER

03/2026

12 May 2026

IHO WORK PROGRAMME 2027–2029

References:

- A. Decision No. 11 of the 4th Session of the IHO Assembly (Monaco, 20–23 April 2026) – Approval of the IHO Strategic Plan 2027–2032.
- B. Decision No. 32 of the 4th Session of the IHO Assembly (Monaco, 20–23 April 2026) – Endorsement of the IHO Work Programme 2027–2029.
- C. Decision No. 31 of the 4th Session of the IHO Assembly (Monaco, 20–23 April 2026) – Approval of the IHO Budget Estimates 2027–2029.
- D. IHO Resolution 12/2002 as amended – Planning Cycle.
- E. IHO Work Programme 2027–2029 (PRO A4/1.5).

Dear Hydrographer,

1. The IHO Assembly (A-4), held in Monaco from 20 to 23 April 2026, approved the IHO Strategic Plan 2027–2032 (Reference A) and endorsed the draft IHO Work Programme 2027–2029.
2. In accordance with Decision No. 11(b) in Reference A, the Assembly tasked the Secretary-General to adapt the endorsed IHO 3-year Work Programme 2027–2029 and the associated 3-year Budget estimates 2027–2029 in conformity with the newly approved IHO Strategic Plan 2027–2032 and to present them for endorsement to the 10th Meeting of the Council (C-10), followed by final approval by Member States through Circular Letter. In parallel, Decision No. 32(b) in Reference B tasked the Secretary-General to prepare a modified version of the Work Programme 2027-2029 adapted to the Strategic Plan 2027–2032 and to submit it for approval by Member States before 15 July 2026. The IHO Secretariat carefully considered the implementation of both Assembly Decisions and concluded that a sequential consultation process through the Council prior to submission to all Member States for final approval represents the most appropriate and balanced approach. This procedure provides a practical and constructive compromise between the intent of Decisions 11 and Decision 32, while remaining fully aligned with the governance and planning framework established under IHO Resolution 12/2002 in Reference D.
3. The rationale for this approach is based on the need to ensure that the modified Work Programme 2027-2029:
 - a. is fully aligned with the strategic objectives, goals, targets and Strategic Performance Indicators established in the IHO Strategic Plan 2027–2032;

- b. reflects a coherent and realistic prioritization of activities across the Organization's Work Programmes and Secretariat responsibilities;
 - c. maintains consistency with the 2027–2029 budget estimates as approved by the Assembly (Reference C);
 - d. benefits from the technical and operational review of the Council before wider circulation to all Member States.
4. The modified IHO Work Programme 2027–2029 attached in Annex A has therefore been designed to ensure direct alignment with the Strategic Plan 2027–2032 and its implementation framework. In particular, the modified version:
- a. aligns activities and outputs with the Goals and Targets approved under the Strategic Plan 2027–2032;
 - b. introduces greater flexibility in the assignment of responsibilities within the Directing Committee;
 - c. reflects the current organizational structure and terminology adopted by the Assembly;
 - d. incorporates references to all 15 Regional Hydrographic Commissions (RHCs) and the Hydrographic Commission on Antarctica;
 - e. streamlines Secretariat's internal management details to maintain the document at an appropriate strategic and programmatic level.
 - f. supports the Secretariat in the creation of the IHO Work Programme 2027 and IHO Budget 2027 proposals to be submitted to C-10 for approval.
5. Council Members are invited to review the attached revised IHO Work Programme 2027–2029 and to provide comments, recommendations, or endorsement **no later than 10 June 2026** by email to the IHO Secretariat (cl-1c@iho.int).
6. Subject to the outcome of this consultation, the Secretariat intends to submit the finalized version to all IHO Member States through Circular Letter in advance of C-10 and to make all comments and responses available on the C-10 documentation page of the IHO Portal.
7. The Secretary-General wishes to thank all contributors involved in the preparation and refinement of the revised IHO Work Programme 2027–2029.

Yours sincerely,



Mathias JONAS
Secretary-General

Distribution: IHO Council Members

Annex: Revised IHO Work Programme 2027–2029.

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)

Goal	Target	Description / Activity	Action / Notes	Lead / Participants	Principal Director	Principal Manager	Freq.
GOAL 1 — Evolve and sustain hydrography to ensure safety and efficiency of modern maritime navigation							
S-100 Standards Development							
G1	T1	Organise annual S-100WG meetings; maintain and develop S-100 Universal Hydrographic Data Model and GI Registry (S-99)	Annual S-100WG meetings. Advise organisations developing S-100 product specs. GI Registry path forward paper to S-100WG. S-100 Ed. 5.2.0 confirmed as ECDIS Implementation Edition (HSSC17/026); Ed. 6.0.0 for non-navigational purposes, possible future navigation use beyond 2029.	S-100WG / Secretariat	DIRECTOR	ADDT	A
G1	T1	Maintain web interface for S-100 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 / Secretariat	DIRECTOR	ADDT	C
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 tasked to propose responsible body to manage S-100 Security Scheme and explore funding — report to C-10 (C9/044). Investigate digital certificates and PKI/global certification authority (HSSC17/024/025). PRIMAR/IHO Sec. contract for security scheme tools support (HSSC17/016).	S-100 SS PT / IEC TC80 / Secretariat	DIRECTOR	ADDT	C
G1	T1	Maintain and develop S-100 data quality standards (S-68, DQWG)	DQWG ensures harmonized data quality across all standards. S-68 Ed. 1.1.0 approved (HSSC17/082). DQWG will not cover IALA S-2xx cross-reference checks (HSSC17/086). Encourage use of S-68 automated script on IHO GitHub.	DQWG / Secretariat	DIRECTOR	ADCS	A
G1	T1	Maintain and develop S-98 (Data Product Interoperability) and S-164 (Critical Framework Standards)	S-98 Ed. 2.0.0 endorsed (HSSC17/029). S-98 Ed. 3.0.0 to include Phase 2 products/services as mandatory — for decision at HSSC18 (C9/032). S-164 Ed. 2.0.0 Call for Endorsement when ready. S-158 validation checks series (S-158:100, :98, :102) Ed. 1.0.0 approved (HSSC17/035-037).	S-100WG / Secretariat	DIRECTOR	ADDT	A
G1	T1	Maintain S-97 (Product Specification Development Methodology) and IHO Resolution 2/2007	S-97 Ed. 2.0.0 to be submitted to HSSC18 (HSSC17/039). Resolution 2/2007 amendments approved at Assembly A4/15 including new Annex B. S-97 further review cycles to consider TR 2/2007 amendments.	S-100WG / Secretariat	DIRECTOR	ADDT	C

G1	T1	Maintain Hydrographic Dictionary (HDCG) and S-32 database	HDCG to define consolidated management procedure and workflow for S-32 proposals — submit to HSSC18 (HSSC17/088). S-32 inclusion in GI Registry.	HDCG / Secretariat	DIRECTOR	ADDT	A
ENC Standards Maintenance (ENCWG)							
G1	T1,T2	Organise annual ENCWG meetings; maintain S-57/S-101 ENC standards suite	Annual ENCWG meetings. S-52:100 Ed. 5.0.0, S-64:100 Ed. 4.0.0, S-65 Annex B Ed. 2.0.0 and S-65 Annex C Ed. 1.0.0 endorsed (HSSC17/062); Calls for Approval issued July 2025. SENC delivery will not be supported for S-100 (HSSC17/060).	ENCWG / Secretariat	DIRECTOR	ADDT	A
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	Support IMO S-57 sunset. No action expected on S-61/S-66 near-term. ECS PT disbanded — ECS security scheme work transferred to S-100WG (HSSC17/065/066).	ENCWG / Secretariat	DIRECTOR	ADDT	C
Route Monitoring and Nautical Information Products (NIPWG, NCWG, TWCWG)							
G1	T1,T2	Organise annual NIPWG meetings; develop S-100 Phase 1 Route Monitoring product specifications	S-122, S-123, S-127, S-131 by 2027; S-125 by 2028 (IALA to liaise with NIPWG — HSSC17/072). S-126 removed from Phase 2 / timeline; moved to Phase 3 (HSSC17/073). NIPWG to monitor IMO Expert Group on Data Harmonization (EGDH) (HSSC17/071). S-411/412 (WMO) Phase 2; S-413/414 Phase 3.	NIPWG / Secretariat	DIRECTOR	ADCS	A
G1	T1	Organise annual NCWG meetings; maintain INT chart standards and S-4, S-11 Part A, INTToGIS	S-4 Ed. 4.10.0 endorsed; Call for Approval issued July 2025 (HSSC17/076/077). Extension of S-11 to S-101 ENC (Section 200). Coordinate ENC/INT production with RHCs. Council tasked to update S-11 Article 3.14.1.d on access of digital chart materials to IHO Secretariat (Decision A4/4e). Consider INTToGIS IV upgrade for S-1XX Phase 2.	NCWG / Secretariat	DIRECTOR	ADCS	A
G1	T1	Organise annual TWCWG meetings; maintain tidal and water level standards (S-104, S-111, tidal Resolutions)	M-3 tidal resolution amendments approved at Assembly A4/14. New Resolutions on Metadata for Tide and Current Recordings adopted A4/14. Annually.	TWCWG / Secretariat	DIRECTOR	ADSO	A
Hydrographic Surveys (HSWG)							
G1	T1	Organise annual HSWG meetings; maintain survey standards S-44, C-13, B-13	HSWG SDBPT renamed to Hydrographic Earth Observation PT (HEOPT) (HSSC17/067). C-13 MHPT and HEOPT work plans approved 2025-2026. S-12 and S-49 revision as appropriate — no action near-term.	HSWG / HEOPT / Secretariat	DIRECTOR	ADSO	A

G1	T1	Maintain S-32 Hydrographic Dictionary and terminology standards	S-32 inclusion in GI Registry ongoing.	HDWG / Secretariat	DIRECTOR	ADSO	C
Maritime Autonomous Surface Ships (MASS PT)							
G1	T1	Support MASS PT activities; maintain MASS navigation standards	MASS PT Terms of Reference approved (HSSC17/080). Work Plan 2025-2026 approved.	MASS PT / Secretariat	DIRECTOR	ADDT	A
S-130 Polygonal Demarcation (S-130 PT)							
G1	T1	Maintain S-130 PT; develop and maintain S-130 Global IHO Dataset	S-130 Edition 1.0.0 adopted at Assembly A4/23. S-130PT continues under revised ToRs overseen by HSSC. Council to develop process for MS-proposed updates. S-130 authoritative dataset work ongoing.	S-130 PT / Secretariat	DIRECTOR	ADDT	A
IHO Infrastructure Centre (ICE)							
G1	T2	Establish and operate IHO Infrastructure Centre; maintain RoK/KHOA partnership	ICE SLA and KPI tracking system by 2027. Annual stakeholder satisfaction survey from 2027. ICE location: Busan International Finance Centre, Republic of Korea (HSSC17/020, C9/040). HSSC19 offered by ROK 2027 to coincide with ICE operations start. Visit KHOA in conjunction with another meeting in region.	ICE PT / KHOA / Secretariat	DIRECTOR	ADDT	M
G1	T2	Develop and operate standardised S-100 service and identity registers for IP-based distribution in support of Maritime Connectivity Platform (MCP)	Council endorsed development of standardised service and identity registers as part of ICE (C9/042). NIPWVG acting as temporary custodian for S-100 XML Language Bindings until ICE ready (HSSC17/017). MCP Business Case submitted to Council (HSSC17/015). Outcome of IMO NCSR to be considered.	ICE PT / Secretariat	DIRECTOR	ADDT	M
S-100 Implementation and Advocacy							
G1	T2	Maintain and implement S-100 Implementation Roadmap	S-100 Roadmap v5.0 approved by Council with Phase 3 for PSs without fixed timeline (C9/032). Phase 2 products to be mandatory in S-98 Ed. 3.0.0 — HSSC18. Update roadmap twice per year (HSSC17/027). Council/HSSC Chair/IRCC Chair/SG to maintain as annual version-controlled document (C9/034).	Council / SG / HSSC / IRCC / Secretariat	DIRECTOR	ADCS	C
G1	T2	Advocate and facilitate S-100 Phase 1 implementation globally	IMO Stakeholders' Forum (tbc). Allocation of IHO Special Project Fund for S-100 Communication and Stakeholder Coordination (C9/021). IHO S-100 Sea Trial Areas: guidelines approved (C9/017); areas confirmed CA, AU, FR/UK (C9/018/019); HSSC mandated to endorse future areas (C9/020).	Council / SG / HSSC / Secretariat	DIRECTOR	ADCS	C

G1	T2	Manage IHO Singapore Laboratory for Innovation and Technology	Active projects: S-131, S-102, Dual-Fuel (S-57/S-101), sea/land datum integration for sea level monitoring (C9/046). MS to contact IHO Singapore Lab General Manager to participate. Possible meeting in conjunction with HSSC or IALA/IHO Workshop.	HSSC (ENCWG + NIPWG) / Secretariat	DIRECTOR	ADDT	C
G1	T2	Investigate and implement HSSC/IRCC Working Group restructuring	Joint HSSC/IRCC PT established to investigate WG restructuring and Work Plan alignment under revised Strategic Plan (C9/059). PT to report to C-10 on: WG alignment, possible creation/retirement of WGs, impacts on IHO Basic Documents, timeline for implementation.	Joint PT / Secretariat	SG	ADCS	M
IMO, e-Navigation and GMDSS (T3)							
G1	T3	Maintain relationship with IMO (Assembly, Council, MSC, NCSR, TCC) for S-100 ENDS implementation	S-100 Implementation Strategy and new satellite MSI providers. ADSO for MSC full duration with 2nd person for WG elements (~3-4 days). DTECH or ADSO for NCSR — potential ECDIS Workshop in conjunction. DCOORD/ADCC for TCC.	Secretariat	SG / DIRECTOR	ADSO	C
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 / HSSC WGs / Secretariat	DIRECTORS	ADDT	C
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 / Secretariat	DIRECTOR	ADSO	A
G1	T1	Maintain relationship with IALA (e-NAV, WWA), CIRM, ISO TC211 and OGC	IALA/IHO S-100 Workshops planned (HSSC17/0101). IHO/IALA MoU renewed A4/26 (C9/069). OGC Metanorma framework assistance welcomed. ISO TC211 continuous. DTECH or ADDT — may be joined with ICE-PT.	Secretariat / HSSC WGs	SG / DIRECTOR	DIRECTOR	C
G1	T1,T2	Organise annual WENDWG meetings; maintain RENC liaison and WEND/WEND100 principles	Foster WEND principles. Support S-100 Implementation Strategy. WEND-100 principles revised guidelines endorsed by Council (C9/025); CL issued for MS approval. Annually.	WENDWG Chair / Secretariat	DIRECTORS	ADCS	A
GOAL 2 — Enhance and promote hydrography to advance science, benefit society, and support sustainable marine management							
Ocean Mapping and GEBCO (T1)							
G2	T1	Organise annual GEBCO GC meetings and associated bodies (TSCOM, SCRUM, SCUFN, GEBCO Science Day)	Implementation of GGC Work Programme. EAHC in possible combination with Seabed 2030 conference.	GGC Chair / Secretariat	DIRECTOR	ADSO	A

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. B-12 update regime amended A4/28 (C9/028). GEBCO reps participate in RHC meetings.	Director DCDB / CSBWG / GGC Chair / Secretariat	DIRECTOR	ADSO	C
G2	T1	Establish and operate GEBCO Secretariat	New GEBCO Secretariat approved (Decision A4/21). IHO Secretariat to develop dedicated IHO Resolution covering operational, staffing, administration and finance in consultation with GEBCO GC. GEBCO GC to amend its ToRs and Rules of Procedure (A4/21d).	IHO Secretariat / GEBCO GC	DIRECTOR	ADSO	M
G2	T1	Support Seabed 2030 — contribute to 100% global seafloor mapping by 2030	Improve shallow water bathymetry. IOC/IHO to further develop funding solutions for GEBCO (C9/054). Space4Ocean Alliance and Ocean Decade Alliance membership approved at A4.	GGC Chair / DCDB / Secretariat	DIRECTOR	ADSO	C
Marine Spatial Data Infrastructure (MSDIWG / JWG-MGI) (T2)							
G2	T2	Organise annual MSDIWG / JWG-MGI meetings; maintain and develop C-17 and MSDI training syllabi	MSDIWG/UN-GGIM MWG merger confirmed — JWG-MGI (C9/026). Revised C-17 online interactive publication. Develop standardised MSDI training course material. Attend OGC Marine Domain WG in conjunction with GGIM MGI.	MSDIWG Chair / Secretariat	DIRECTOR	ADDT	A
G2	T2	Maintain and enhance IHO GIS services, IHO MGI Portal, webserver and web mapping	Maintain INToGIS. ENC/INT production coordination. C-55: new framework for input, presentation and assessment. New IHO Resolution on visibility, discoverability and access to hydrographic data adopted A4/12; Council to develop instruments and report to A-5.	Secretariat / RHC Chairs / CDSC	DIRECTOR	ADDT	C
G2	T2	Maintain and implement IGIF-Hydro; support land-sea data integration	IGIF-Hydro implementation and C-17 alignment. Land-sea data integration with UN-GGIM frameworks.	Secretariat / MSDIWG	DIRECTOR	ADDT	C
Innovative Survey Technologies (T3)							
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 / HEOPT / Secretariat	DIRECTOR	ADSO	C
Stakeholder Engagement and External Relations (T4)							
G2	T4	Maintain relationship with IOC/UNESCO (Assembly, Executive Council, Ocean Decade activities)	Continuous. GEBCO coordination. Joint MSDI activities. DCOORD or ADSO for Executive Council.	Secretariat / GEBCO GC / MSDIWG	DIRECTOR	ADSO	C

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. Attend in conjunction with MSDI and OGC Marine Domain WG.	Secretariat / MSDIWG	DIRECTOR	ADDT	C
G2	T4	Maintain relationship with WMO (SC-WMO), ISA, EU initiatives, JB-GIS, IMPA, IMSO	SC-WMO: collaboration on S-1xx based projects. ISA: plan for renewed collaboration. IMPA: DTECH responsible per Letter of Intent.	Secretariat	SG / DIRECTOR	ADSO	C
G2	T4	Maintain relationship with UN-DOALOS, ABLOS, law of the sea community; maintain C-51; monitor High Seas Treaty	Biennial ABLOS Conference — DCOORD participation only if sponsored by ABLOS fund or host. C-51 continuous. IHO to monitor and engage in High Seas Treaty implementation; report to relevant IHO bodies (C9/062). MOU with ProtectedSeas signed (A4/10) — coordinate via MSDIWG.	Secretariat / ABLOS	SG / DIRECTOR	ADCC	C
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.	Secretariat	SG / DIRECTORS	DIRECTORS	C
G2	T4	World Hydrography Day; IHO corporate communications, social media, P-1 International Hydrographic Review	Annual WHD theme preparation. WHD 2026 theme: 'Transforming how ocean data is shared' (C9/049). Maintain LinkedIn/Facebook blogs. P-1 with paid editor (in IHO Budget). Maintain IHR website and digital repository.	Secretariat / Member States	SG / DIRECTOR	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)							
G3	T1	Establish and manage fully operational IHO Infrastructure Center	ICE 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. Implement ICE annual operating plan.	Secretariat / ROK / Member States	DIRECTOR	ADDT	M
G3	T1	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.	Secretariat	SG	ADDT	C
HSSC Governance (T1, T3)							
G3	T1,T3	Organise annual HSSC meetings; prepare for and represent HSSC at Council and Assembly	Monitor and approve HSSC Work Programme annually. Open Stakeholders' Session. Election of Chair/Vice-Chair as required. Pre-meeting briefing for Chair. HSSC18: Gdansk, Poland, 18-22 May 2026 (HSSC17/0114). HSSC19: Republic of Korea 2027 (dates TBD).	HSSC Chair / WG Chairs / Secretariat	DIRECTOR	ADCS	A

G3	T3	Organise annual meetings of HSSC Working Groups and Project Teams	S-100WG (ADDT + TSSO), ENCWG (ADDT), NCWG, NIPWG, DQWG, TWCWG, HSWG, HDWG/HDCC, ABLOS, S-101PT, S-130PT (revised ToRs A4/23e), MASS PT (ToRs HSSC17/080), S-100 ICE PT, S-100 SS PT, S-121 PT, S-129 PT, HEOPT. [ECS PT disbanded HSSC17/065]. Pre-meeting briefing for each Chair.	WG / PT Chairs / Secretariat	DIRECTOR	WG / PT Chairs	A
Capacity Development (T2)							
G3	T2	Organise annual CDSC meetings; develop and implement CD Work Programme, Management Plan and CD Strategy	Monitor and approve CDWP. Manage CD Fund. Review CD Strategy annually. Pre-meeting briefing for CDSC Chair. Note: CBSC renamed to Capacity Development Sub-Committee (CDSC) per Decision A4/19.	CDSC Chair / Secretariat	DIRECTOR	ADCC	A
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.	CDSC Chair / RHC Chairs / Secretariat	DIRECTOR	ADCC	C
G3	T2	Maintain Cat A programme (USM/KHOA) and GEOMAC programme (UKHO/Nippon Foundation)	PMB meetings; graduation ceremonies; alumni workshops.	CDSC / POK / POJ / Secretariat	DIRECTOR	ADCC	A
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. C-47 renamed 'Recognized Training Programmes on Hydrography and Nautical Cartography and Training Programmes Containing Recognized Subjects' per Decision A4/18.	IBSC Chair / Secretariat	DIRECTOR	ADCC	A
G3	T2	Organise CD and IBSC Stakeholders' Forum; Joint IMO-IHO-IALA CD Workshops (ROK); CD coordination meeting	Lessons learned from CD activities. Future CDWP and CD Strategy. Joint CD Coordination Meeting annually. ROK workshops: Asia-Pacific capacity development.	Secretariat / CDSC Chair / IBSC Chair	DIRECTOR	ADCC	A
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. New activity for 2027–2032 period.	Secretariat / CDSC / IMO / IALA	DIRECTOR	ADCC	M
G3	T2	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 Chair / RHC Chairs / Secretariat	DIRECTOR	ADCC	C
IRCC and Regional Coordination (T3)							
G3	T3	Organise annual IRCC meetings and its bodies; prepare for and represent IRCC at Council and Assembly	Monitor and approve IRCC WP. Receptions from PR budget. Pre-meeting briefing for IRCC Chair. SPI values from RHCs/IRCC bodies to IRCC Chair by 31 Jan annually (IRCC1706). IRCC Annual Report by 28 Feb each year (IRCC1707).	IRCC Chair / RHC Chairs / Secretariat	DIRECTOR	ADCC	A

G3	T3	Prepare for and support meetings of all Regional Hydrographic Commissions (15 RHCs) and HCA	Submit report and recommendations annually. HCA: risk assessment for Antarctic region; work programme for Antarctic charting; submit to ATCM. ANCHOR proposal referred to HCA Members (C9/060). MBSHC to address Aegean Sea ENC overlapping case — report to IRCC18; escalation path to C-10 and IMO NCSR if unresolved (C9/066).	RHC Chairs / HCA Chair / Secretariat	SG & DIRECTORS	RHC Chairs / HCA Chair / Secretariat	A
Workforce and Membership (T4)							
G3	T4	Encourage new IHO membership; 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 — no specific plans pending budget.	Secretariat / RHC Chairs	SG & DIRECTORS	RHC Chairs	C
G3	T4	Support geographic and gender balance across IHO bodies; staff training and HR management	Annual assessment via IHO Portal meeting registration data. Staff training: CMS, GitHub (ADDT/TSSO), database server (DCA), HR (FAO). Monitor Staff Regulations and Job Descriptions. Workforce Resolution approved A4/20 — apply internally (A4/20b).	Secretariat	SG	FAO	A
GOVERNANCE — Governing Body Meetings, Secretariat Administration and Cross-Cutting Functions							
All	All	Prepare and conduct triennial sessions of the IHO Assembly (A-5: 23–27 April 2029)	A-5 confirmed 23–27 April 2029 (A4/37). 3-year Budget and Programme for 2030-2032. Pre-meeting briefing for Chair. WP adapted to Strategic Plan approved via CL by 15 July 2026 (A4/32b).	Secretariat / Assembly Chair	SG	DIRECTOR	M
All	All	Prepare and conduct annual sessions of IHO Council (C-10, C-11, C-12)	Annual. Approve WP, monitor SPIs, report to Member States. C-10 confirmed Monaco, 13-15 October 2026 (C9/070); go/no-go by 15 June 2026. HSSC and IRCC 2026 meeting minutes to be used directly as reports/proposals to C-10 (C9/022).	Secretariat / Council Chair	SG	ADCS	A
All	All	Execute, monitor and report on IHO Work Programme and Budget; develop future 3-year WP and Budget	Continuous. WP adapted to Strategic Plan 2027-2032 via CL by 15 July 2026 (A4/32b). Prepare 3-year WP 2030-2032 and Budget for C-12/A-5 in liaison with HSSC, IRCC and Finance Committee.	Secretariat / Council	SG	FAO	C
All	All	Conduct biennial IHO Stakeholders' Forums	Biennial. Lessons learned; WP relevance; engagement with industry and academia.	Secretariat	SG	ADCC	M
All	All	Prepare, manage and monitor the IHO annual travel budget	Annual preparation. Tracked via dedicated IHO Travel Tracking Sheet.	Secretariat	SG	FAO	A

All	All	Maintain formal communication with Member States (Circular Letters); maintain IHO publications P-5, P-6, P-7, M-3	M-3 amendments as required. P-5 Yearbook (ADCC), P-6 Proceedings (ESO), P-7 Annual Report (PRCO), M-3 Resolutions (ESO).	Secretariat	SG	ESO	C
All	All	Provide translation services (EN/FR) and contract support for publications and technical editing; maintain reference library	Spanish translations per IHO Resolutions. Contract support for translation and technical editing. New library material continuously.	Secretariat	SG	HFrTr	C
All	All	Maintain Secretariat premises, facilities and administrative procedures	Renovations as required. Maintain and develop finance and administrative procedures. Consolidated Staff Regulations (M-7) in force 1 June 2026 (A4/9) enabling ICE staffing.	Secretariat	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	Carried forward from the 2026 Work Programme where applicable. Review annually to update specifics for the current year.
Travel budget	Managed separately via the IHO Travel Tracking Sheet. The travel budget activity in the Governance section references that tool.
Annual update process	At the start of each year: review Action/Notes column for each activity; confirm lead assignments; update Travel Tracking Sheet with specific meetings, dates and attendees.
New 2027-2032 items	ICE (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.
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HSSC17 (May 2025)	Key programme actions: ICE 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 ICE 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.

PLANNED UPDATE CYCLE	
Normal update cycle	The work programme is updated annually at the start of each year, incorporating decisions from the previous year's HSSC, IRCC, and Council meetings. The update should be completed once the decisions lists from all three bodies are available, typically by February.
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. These events required a structural rebuild of the work programme rather than a routine annual update. Normal annual updates resume from January 2027, incorporating HSSC18, IRCC18, and C-10 (October 2026) decisions.
What to update each year	Review Action / Notes column for each activity against the previous year's HSSC, IRCC, and Council decisions lists. Add new activities where new workstreams are established. Remove or mark complete any milestone activities delivered. Update frequency codes where the nature of an activity has changed.
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 version number on each annual update. Record the date and sources incorporated in this Notes & Legend tab.

IHO STAFF	
SG	SECRETARY-GENERAL
DIRECTOR	DIRECTOR
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