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# The IHO Strategic Plan Review for 2027-2032

An update to the **SWPHC22**  
March 3-5, 2025  
Palau

RDML Benjamin K. Evans, Chair SPRWG

Adam Greenland, Vice Chair

Hendrik Justus Stang, WG Secretary

Eric Langois, IHO Secretariat

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# Origin of the current Strategic Plan Review

- Current IHO Strategic Plan 2021-2026
- IHO Assembly-3 decision 8 (e)\*
- Council 7 (2023)
  - Decision C7/36 directed a “revision” of the 2021-2026 Plan
- 2024 precursor input from ground-up
  - Strategic Plan correspondence group Report [C8-06.2A Rev1](#)
  - Member states, RHC, WGs via the HSSC and IRCC
  - Discussions and guidance at Council-8
- Council 8 (2024)
  - Distillation, discussion, guidance
  - SPRWG Established
    - Scoping phase -- VTC #1, #2, #3 completed
    - Drafting phase leading to submission to C-9 for consideration for A-4



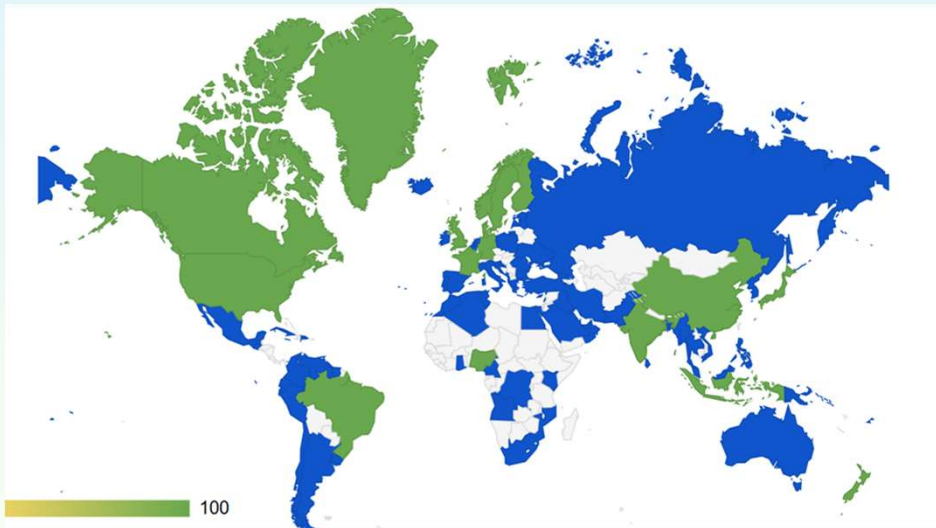
\*The Assembly... e) tasked the Council with the development of the revised Strategic Plan to be put in place for 2027 – 2032 in compliance with the Planning Cycle and to submit the result for adoption by A-4 in 2026. The Council is empowered to establish a Working Group for this discrete purpose, if appropriate.



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# SPRWG

- SPRWG established and membership ([IHO CL 41/2024](#))
- Rules of Procedure and Terms of Reference adopted
- SPRWG page ([CL 44/2024](#))



Annex to IHO CL41/2024

## STRATEGIC PLAN REVIEW WORKING GROUP (SPRWG)

### List of Members<sup>1</sup>

Member State	Name	E-mail (correspondence)
Brazil	Capt. Cesar REINERT Bulhões de Morais	<a href="mailto:reinert@marinha.mil.br">reinert@marinha.mil.br</a>
Canada	<u>Ms. Manon Larocque</u> Ms. Sonja Bhatia	<a href="mailto:manon.larocque@dfo-mpo.gc.ca">manon.larocque@dfo-mpo.gc.ca</a> <a href="mailto:sonja.bhatia@dfo-mpo.gc.ca">sonja.bhatia@dfo-mpo.gc.ca</a>
China	Mr. LI Hongyin	<a href="mailto:hydro@msa.gov.cn">hydro@msa.gov.cn</a>
Denmark	M. Hendrik Stang ( <b>Secretary</b> )	<a href="mailto:hejus@gst.dk">hejus@gst.dk</a>
Finland	M. Rainer Mustaniemi	<a href="mailto:rainer.mustaniemi@traficom.fi">rainer.mustaniemi@traficom.fi</a>
France	Radm Laurent Kerleguer	<a href="mailto:laurent.kerlequer@shom.fr">laurent.kerlequer@shom.fr</a>
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Indonesia	Cdr. Indragiri Yani Wardhono	<a href="mailto:infohid@pushhidrosal.id">infohid@pushhidrosal.id</a>
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United Kingdom	Ms. Helena Patton	<a href="mailto:Helena.patton@ukho.gov.uk">Helena.patton@ukho.gov.uk</a>
United States of America	• <u>RDML Benjamin Evans</u> ( <b>Chair</b> ) • M. Matthew Borbash • M. Keith Dominic • M. Jonathan Justi	<a href="mailto:Benjamin.K.Evans@noaa.gov">Benjamin.K.Evans@noaa.gov</a> <a href="mailto:matthew.borbash2.civ@us.navy.mil">matthew.borbash2.civ@us.navy.mil</a> <a href="mailto:Keith.E.Domic@nga.mil">Keith.E.Domic@nga.mil</a> <a href="mailto:Jonathan.Justi@noaa.gov">Jonathan.Justi@noaa.gov</a>

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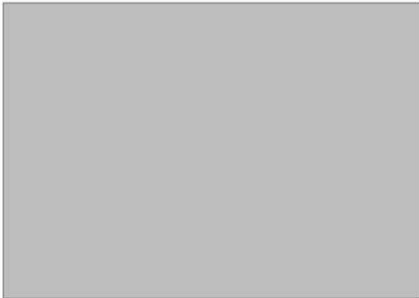


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Strategic Plan Review Working Group

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Title

Strategic Plan Review Working Group

Short Title

SPRWG

Description

As directed by the 3rd Session of the IHO Assembly (Decision A3/08), discussed how to conduct a review of the Strategic Plan in order to provide a draft revised Plan in time for the consideration of the 4th Session of the Assembly (A-4) in 2026. This document provides the SPRWG guidelines and direction to progress the work and for members' participation.

Group Option

Main Category

Working Group

Status

PUBLIC

Organ Tree

C

Date

Creation Date

17/10/2024

Modification Date

01/11/2024

Closing Date

dd/mm/yyyy

Reference Link

IHO SPRWG webpage

Back

My Dashboard

Account : -

Group : 2

Meeting : 2025(0/2), 2024(1/3)

Doc : 2025(0), 2024(0)

Notification

- SWPHC22-22 SWPHC22-22 MSDI Working G  
19 Feb 2025
- SWPHC22-09H SWPHC22-09H Solomon Isl.  
19 Feb 2025
- SWPHC22-09R SWPHC-09R Palau National  
18 Feb 2025
- SWPHC22-09S SWPHC22-09S Marshall Isla  
16 Feb 2025
- SWPHC22-09C SWPHC22-09C Fiji National  
12 Feb 2025

**2024: Council 8 to Nov 25 Kick-Off Period.**

<b>Nov 11</b>	SPRWG CL01
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<b>Nov 19</b>	SPRWG CL02
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<b>Nov 25</b>	SPRWG1 VTC
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**Nov 25 to Dec 25 Scoping Period** (The one-month period per the TOR's)

<b>Dec 19</b>	SPRWG2 VTC (tbc.)
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**2025: January 1 to March Drafting Period**

<b>January 31- March 20</b>	Review/Revise
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<b>March 5</b>	submit to HSSC (per TOR two months before meeting)
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<b>April 3</b>	submit to IRCC (per TOR two months before meeting)
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<b>May 5-9</b>	HSSC
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<b>June 3-5</b>	IRCC
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<b>June-August 15</b>	Revise and Finalize
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<b>August 15</b>	Submit to C-9
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<b>October 14-16</b>	Council 9
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<b>Jan 16</b>	Council submits Proposed document for A-4
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<b>Tbd.</b>	Assembly-4
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IHO

International  
Hydrographic  
Organization

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SPRWG1 (Nov 25, 2024)

## SCOPING PHASE KEY QUESTION: THE IHO SP GOALS

### Option 1: Retain current Goal focus

- Goal 1: Safety and Efficiency of Navigation
- Goal 2: Increase use of Hydrography for the Benefit of Society
- Goal 3: Participating in initiatives related to knowledge and sustainable use of the Ocean

#### Option 1 Features:

- Less radical and definitely achievable in compressed time available
- Aligned with “sense” of C7

### Option 2: Merge Goals 2 and 3; new Goal 3

- Goal 1: Safety and Efficiency of Navigation (*unchanged*)
- Goal 2: Enhance and Promote Hydrography for science and society (*merge focus of previous Goals 2 and 3; verbiage is example*)
- Goal 3: *New focus on emerging requirements and capabilities needed in 2032 and beyond, e.g., human resources development, technical infrastructure enhancement, and capacity building initiatives*

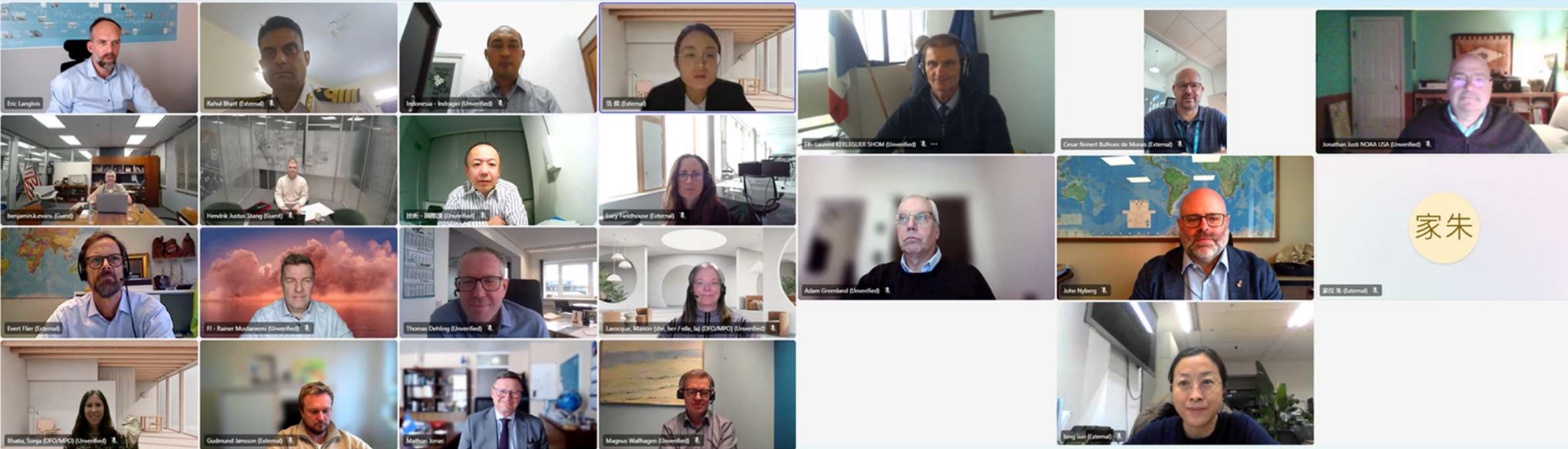
#### Option 2 Features:

- Balances and streamlines focus on Navigation (Goal 1) and Science Applications of our work (Goals 2 and 3)
- Creates space for focus on workforce and infrastructure
- Responds to interest indicated in IRCC report and discussion at C8

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# SPRWG-2 – Decision on 3 Goals



SPRWG2 - Dec 19, 2024  
SPRWG3 - Feb 12, 2025

Participants and Member states from 16 different IHO  
Member States attending.  
Meeting documents and report on the SPRWG portal

## Agenda

- Review feedback received and discuss status of DRAFT 3 Goals (title, narrative, targets, SPIs)
- Outline next steps and calendar of deliverables leading to reports to IRCC and HSSC for consideration

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International  
Hydrographic  
Organization

Dec 19: Drafting phase  
starts

- \*title
- \*narrative
- \*Targets
- \*SPIs

Feb 23: drafting phase input  
stage concludes and goal  
leads prepare text to HSSC  
and IRCC for feedback

March 21 & April 15  
submit to HSSC and IRCC

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## Members of the Goal drafting teams



### IHO Strategic Plan Review Working Group

#### Goal Drafting Team Leaders and Membership

Updated February 2025 (UNOFFICAL)

Goal 1	Goal 2	Goal 3
<b>Lead: NZ – Greenland</b>	<b>Lead: DK – Stang</b>	<b>Lead: CA- <u>Lorocque</u></b> (succeeding US-RDML Evans)
Brazil ( <a href="mailto:reinert@marinha.mil.br">reinert@marinha.mil.br</a> )	Brazil ( <a href="mailto:reinert@marinha.mil.br">reinert@marinha.mil.br</a> )	Brazil ( <a href="mailto:reinert@marinha.mil.br">reinert@marinha.mil.br</a> )
Canada – Bhatia ( <a href="mailto:Sonja.Bhatia@dfo-mpo.gc.ca">Sonja.Bhatia@dfo-mpo.gc.ca</a> )	Germany / C/IRCC ( <a href="mailto:Thomas.Dehling@bsh.de">Thomas.Dehling@bsh.de</a> )	Canada – Bhatia ( <a href="mailto:Sonja.Bhatia@dfo-mpo.gc.ca">Sonja.Bhatia@dfo-mpo.gc.ca</a> )
Finland ( <a href="mailto:rainer.mustaniemi@traficom.fi">rainer.mustaniemi@traficom.fi</a> )	Norway – Flier ( <a href="mailto:Evert.Flier@kartverket.no">Evert.Flier@kartverket.no</a> )	China <a href="mailto:hydro@msa.gov.cn">hydro@msa.gov.cn</a>
Norway – Jønsson ( <a href="mailto:gudmund.jonsson@kartverket.no">gudmund.jonsson@kartverket.no</a> )	USA – Dominic ( <a href="mailto:Keith.E.Dominic@nga.mil">Keith.E.Dominic@nga.mil</a> )	Finland ( <a href="mailto:rainer.mustaniemi@traficom.fi">rainer.mustaniemi@traficom.fi</a> )
Sweden / C/HSSC ( <a href="mailto:Magnus.Wallhagen@sjofartsverket.se">Magnus.Wallhagen@sjofartsverket.se</a> )	USA – Justi ( <a href="mailto:jonathan.justi@noaa.gov">jonathan.justi@noaa.gov</a> )	France ( <a href="mailto:laurent.kerleguer@shom.fr">laurent.kerleguer@shom.fr</a> )
UK ( <a href="mailto:Helena.Patton@UKHO.gov.uk">Helena.Patton@UKHO.gov.uk</a> )	Japan ( <a href="mailto:iao@jhod.go.jp">iao@jhod.go.jp</a> )	Nigeria ( <a href="mailto:hof@nha.gov.ng">hof@nha.gov.ng</a> / <a href="mailto:info@nha.gov.ng">info@nha.gov.ng</a> )
USA - Borbash ( <a href="mailto:matthew.borbash2.civ@us.navy.mil">matthew.borbash2.civ@us.navy.mil</a> )	UK ( <a href="mailto:Helena.Patton@UKHO.gov.uk">Helena.Patton@UKHO.gov.uk</a> )	Sweden / C/HSSC ( <a href="mailto:Magnus.Wallhagen@sjofartsverket.se">Magnus.Wallhagen@sjofartsverket.se</a> )
		UK ( <a href="mailto:Helena.Patton@UKHO.gov.uk">Helena.Patton@UKHO.gov.uk</a> )
		VC/IRRC - Jencks ( <a href="mailto:Jennifer.Jencks@noaa.gov">Jennifer.Jencks@noaa.gov</a> )



# From SPRWG3 (as of Feb 12)

## Current Status: Where are we in our work?

Mid-Stream Update during active Drafting Team work phase, focusing on developing and refining our three goals, targets, and Strategic Performance Indicators (SPIs)

→ We collect comments for the second part of the Drafting Period

## Immediate Next Steps

- Drafting Teams continue work with focus on defining SPIs and Targets for respective elements
- February 23rd deadline for Drafting Teams
- Chair Team continues work for additional 2.5 weeks following Drafting Team conclusion

## Path to HSSC and IRCC and after

- Key Deliverable: 3 finalized Goals, Narrative, Targets, and SPIs to HSSC (21 March) and IRCC (14 April) for comment
- SPRWG4 Meeting post-IRCC (Tentatively End June)
- Focus on incorporating HSSC & IRCC feedback and finalizing proposal for Council C-9

# GOAL 1

**working TITLE:**

"Evolve and sustain hydrography to ensure safety and efficiency of modern maritime navigation"

**working NARRATIVE:**

"The IHO will lead and accelerate maritime navigation's digital transformation by developing and maintaining innovative hydrographic standards, unifying data services, and implementing coordinated strategies that respond to user requirements and align with IMO's e-navigation concept. We will guide the evolution of geospatial services while upholding the highest standards of maritime safety and efficiency in an increasingly automated and digitally connected maritime environment."

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## GOAL 2

**working TITLE:**

"Enhance and promote hydrography to advance science, benefit society, and support sustainable marine development"

**working NARRATIVE:**

"Hydrography is fundamental to advancing our understanding and management of the world's oceans – extending beyond traditional navigation. The IHO and its Member States will promote and expand hydrographic data and services to support critical ocean science, environmental protection, and sustainable blue economy initiatives. Through active collaboration with international bodies, the IHO will support integrated marine spatial data infrastructures, advance innovative survey methods, and implement interoperable data standards. These efforts will enable comprehensive understanding and responsible management of our oceans and seas for the benefit of society"

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## GOAL 3

### **working TITLE:**

"Strengthen the foundation of the global hydrographic community through implementation of a robust, dynamic technical infrastructure and a highly qualified workforce"

### **working NARRATIVE:**

"Hydrographic knowledge is increasingly critical in the next generation of global navigation services, global earth science knowledge, and global ocean management. To meet these growing demands, we will build robust and sustainable technical and human capacities across the global hydrographic community through coordinated capacity building, strategic partnerships, and knowledge sharing. The IHO will support hydrography's digital transformation by establishing resilient infrastructure, developing diverse technical expertise, and cultivating strong international cooperation to ensure the continued evolution and effectiveness of hydrographic and maritime services worldwide."

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# SPRWG3 – LOOKING AHEAD

- Each Goal Drafting team will have completed input phase on February 23
  - The SPRWG Chairs team is now reconciling feedback
  - Special attention on reviewing Targets and SPIs- avoid redundancy, not too many, readily measurable and practical
- SPRWG will submit the **same** Draft of the 3 Goals to:
  - **HSSC on 21st March**
  - **IRCC on 14th April**
- Following feedback from IRCC and HSSC-
  - Late June – July:
    - SPRWG adjudicates comments received from HSSC & IRCC by correspondence
    - SPRWG begins updating (as warranted) other sections of the IHO SP (preamble, challenges, implementation, etc...)
- August: Submit final draft to Council C-9

## Conclusion

- All IHO MS can monitor & review documents associated with the work of the SPRWG through the IHO portal and the SPRWG webpage
  - [https:// portal.iho.int](https://portal.iho.int)
  - <https://iho.int/en/sprwg-0>
- East Asia Commission region
  - SPRWG members from the EAHC region are China, Indonesia, and Japan
  - IRCC chair will share the DRAFT revision of the plan with RHCs prior to discussion at IRCC17 (June 3-5, Monaco)
- The revision the current Plan for the 2027-2032 period
  - Is limited in scope
  - If approved at C-9, will be finalized and presented Assembly A-4

***Your support in this process is greatly appreciated!***

## SWPHC is invited to:

- Note the progress made by the SPRWG in the revision of the IHO Strategic Plan 2027 to 2032
- Review the Draft Goals 1, 2 and 3 during SWPHC22 meeting
- Note the IHO Strategic Plan 2027 to 2032 will be discussed at IRCC17, June 2025
- Consider an intersessional meeting of the SWPHC for Members to provide their feedback to the SWPHC Chair to present at IRCC17
- Take any other action considered necessary