



GEBCO

Update on GEBCO Governance Review –



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Process so far

- Initial governance review requested by parent organizations (IHO and IOC)
- Executive Council decision EC-55/3.1 (2022)
- Establishment of the GEBCO Governance Review Project Team (Chair IHO rep, Vice Chair IOC rep)
- Presentation of interim report at IOC 32nd Assembly and IHO Assembly
- Discussion of recommendation at GEBCO intersessional meeting
- Completion in April 2024 and presentation of report to IOC and IHO governing bodies (May/June)

Governance Framework

Governance Framework: Evaluate the presence of a well-defined governance framework within GEBCO. Ensure that **roles, responsibilities, and authorities are clearly defined**, and that there is alignment between project and program governance structures.

Benefit Realization: Assess GEBCO's approach to defining, tracking, and realizing the benefits of its initiatives. Ensure that **benefit realization plans** are in place and that they align with the organization's mission and objectives.

Documentation and Record-Keeping: Examine **GEBCO's documentation practices, including records of decisions, project plans, and governance meeting minutes**. Ensure that documentation is thorough and accessible.

Governance Structure: Assess GEBCO's existing governance structure, including roles, responsibilities, and decision-making bodies. Ensure that the structure aligns with best practices and promotes accountability.

Stakeholder Engagement: Evaluate how GEBCO engages with its stakeholders, including government agencies, international organizations, and the public. Ensure transparency and consider the needs and expectations of various stakeholders.



GEBCO

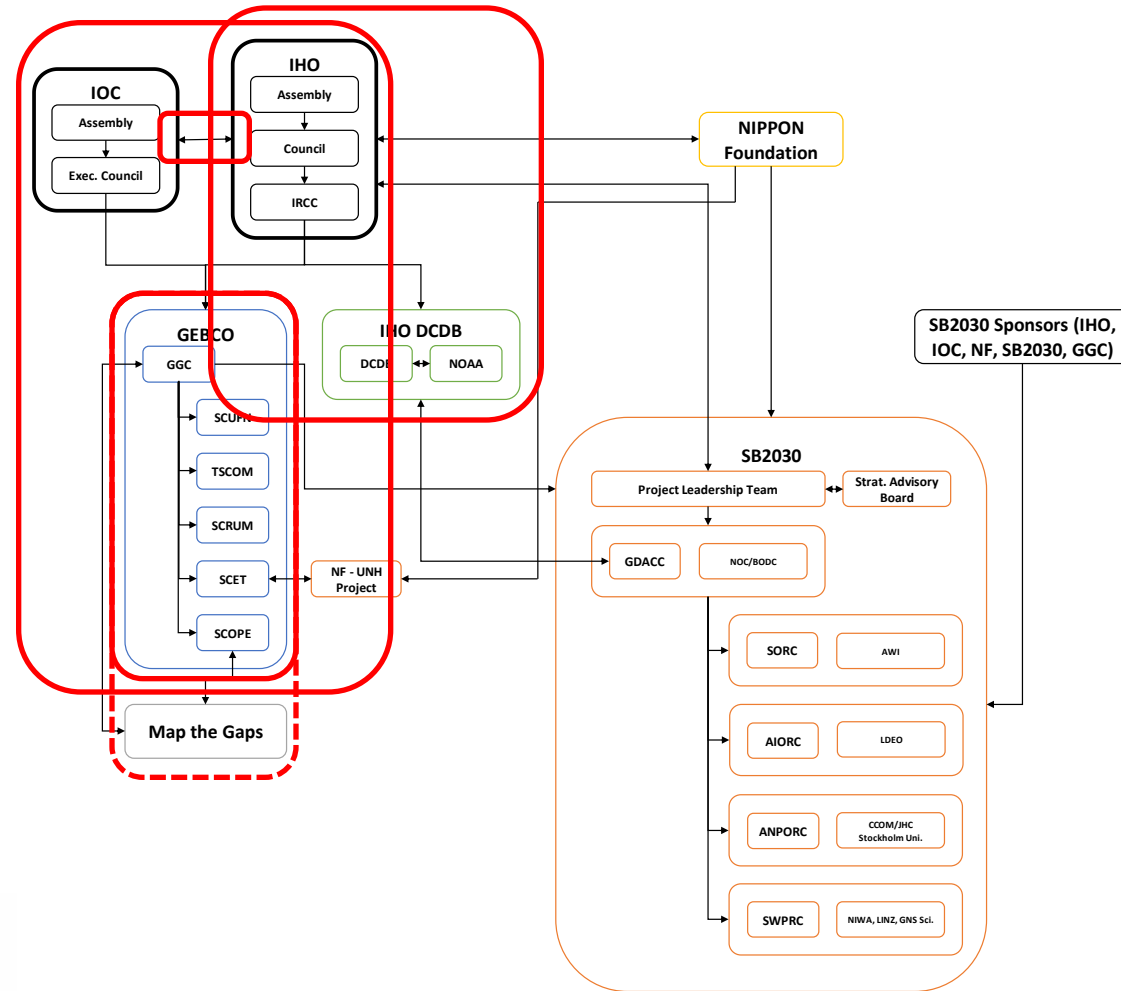
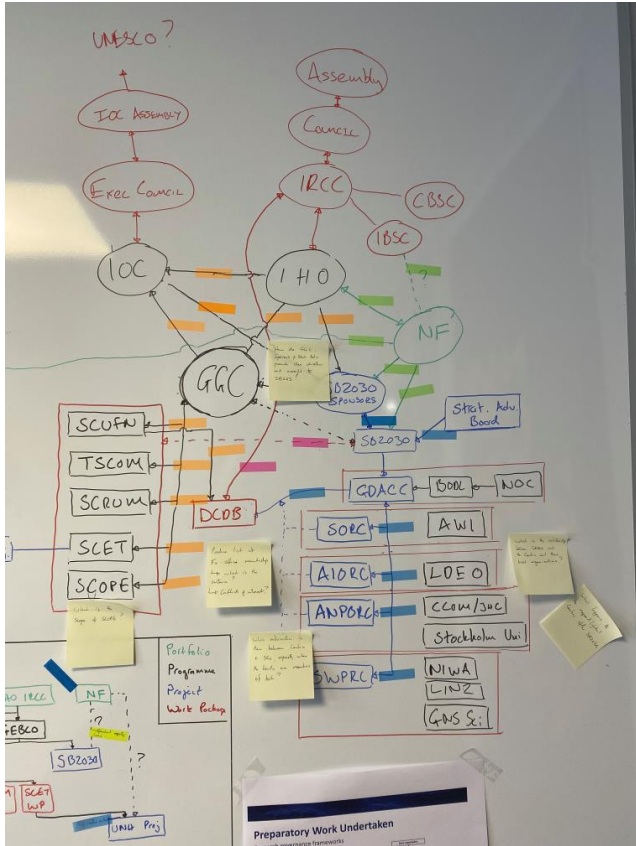


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GEBCO Organogram



Summary

- All relationships codified
- Relationships bounded in red have been described and analyzed
- Findings listed with potential solutions provided if appropriate

Governance Framework

Risk Management: Review GEBCO's risk management practices, including the identification, assessment, mitigation, and monitoring of risks. Ensure that risks are adequately addressed to protect the organization's mission and objectives.

Performance Measurement: Examine the key performance indicators (KPIs) and metrics used by GEBCO to measure project and program success. Ensure that these measurements align with organizational goals.

Decision-Making Processes: Assess the clarity and effectiveness of decision-making processes within GEBCO, particularly at the governance and executive levels. Ensure that decisions are well-informed and transparent.



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Financial Review

The following activities have been undertaken:

- Review of internal IHO management processes
- New procedures developed
- Full audit of the GEBCO fund(s)
- Assessment and adoption of recommendations of the Funding Strategy – subject to strategy development
- Consideration of IHO Project team on Seeking External Funding Sources

Work undertaken to date

Status of project team work items:

- Establishment of Project Team – **Complete**
- Map organizational and functional structure – **Complete**
- Identify relationships and conduct governance instrument gap analysis – **Complete (phase 1)**
- Assess instruments and work plans of GEBCO bodies to identify initial findings – **Complete (Except SB2030)**
- Financial review – **Initial review complete**
- Legal review – **Initial consultation undertaken**
- Final summary report and **continuous improvement process development** – **1st Draft complete**

Findings – Parent Organisations

Finding Ref.	Type	Detail	Recommendation
IHO - IOC 1	Instrument	MoU between two organisations is out of date and predates SB2030 and the UN Ocean Decade	Review and update MoU
IHO – IOC2	Instrument	No mechanism to transfer funds between parent organisation	Develop partnership arrangement

Findings – GGC

Finding Ref.	Type	Detail	Recommendation
GGC 1	Instrument	ToRs largely fit for purpose but should be reviewed in light of Strategy to ensure that objectives are consistent	Review ToRs to ensure alignment with strategy
GGC 2	Process	No portfolio board and lack of programme structure	Consider when approving future versions of WPs
GGC 3	Membership	Membership (especially Ex-Officio) is potentially problematic in that there is the possibility for conflict of interest where committee members are the recipient of GEBCO project funds	Consider the make up of the GGC membership against new strategy and governance norms
GGC 4	Finance	No formal guidance on financial management and accountability	Note and include in financial review. Get external advice

Key governance instruments that require attention

The following Governance instruments have been identified as either missing or require revising:

Finding Ref.	Type	Detail	Recommendation
INSTR1	Instrument	MoU between IHO and IOC is out of date	Review and revise
INSTR2	Instrument	Governance documents for SB2030 no longer reflect the current operational reality of the programme.	Review governance documents and update as required
INSTR3	Instrument	There is no formal agreement between SCOPE/GEBCO and Map The Gaps that sets out roles responsibilities etc.	Agree the nature of the relationship(s) and formalize in an appropriate instrument
INSTR4	Instrument/Process	Lack of clarity about the enduring role of the directing team for the NF UNH Course.	Depending how this is incorporated into SCET, consideration should be given to ToRs

Key findings for discussion:

The Key Cross cutting findings that have been identified are summarized as:

- The need for a Programme Management Board
- The need for a finance committee
- The need for discipline in the structuring of work plans to observe programme hierarchy norms
- Review how the membership of the GGC is constituted
- Review how the membership of the SCs are constituted

Potential implications at IOC level:

- New partnership instrument with parent organisation (IHO)
- Revision of Terms of reference and rules of procedure of GEBCO Guiding Committee
- Other ?