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113th session  
Agenda item 3

C 113/3/5  
29 October 2014  
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## STRATEGY, PLANNING AND REFORM

### Monitoring of performance

#### Report on the status of the objectives of the Secretariat's Business Plan 2014-2015

#### Note by the Secretary-General

##### SUMMARY

*Executive summary:* This document reports on the implementation status of the activities to achieve the divisional objectives of the Secretariat's Business Plan for the 2014-2015 biennium, as at 30 June 2014

*Strategic direction:* 4

*High-level action:* 4.0.3

*Planned output:* 4.0.3.1

*Action to be taken:* Paragraph 9

*Related documents:* C 113/3; C/ES.27/D and C/ES.27/3

### Introduction

1 At its twenty-seventh extraordinary session, the Council noted the Secretariat's Business Plan and it further approved the report of the thirteenth session of the Ad Hoc Council Working Group on the Organization's Strategic Plan (C/ES.27/3), which noted that reports on performance delivery against both the High-level Action Plan and the Secretariat's Business Plan would be submitted to the Council periodically (C/ES.27/D, paragraph 3.2 (x)).

### Summary

2 As the Secretariat mostly engages in annual or continuous processes that are carried out throughout the biennium, the majority of actions to achieve the divisional objectives have an implementation status of around 50 per cent for the current year as the status is reported as at 30 June 2014. This implies that the Secretariat is on track to deliver the planned activities to achieve the divisional objectives according to the time frame envisaged in drafting the Secretariat's Business Plan. Significantly, no delays were observed that led to disruptions in providing support activities for meetings.

3 For all cases with progress in the implementation of activities below 50%, most of the planned activities had been scheduled for the second half of 2014 or 2015 at the beginning of the biennium. The implementation of these activities will be taking place as planned.

4 Where the implementation status is listed as being not yet embarked on, actions had been scheduled for the second half of 2014 or 2015 according to the time frame envisaged in drafting the Secretariat's Business Plan.

5 The assessment of the activities to achieve the divisional objectives in the context of the success indicators, baseline comparator and the pre-defined assessment criteria has not yet been conducted, as such analysis can only be carried out at the end of the biennium. Nevertheless, a preliminary assessment of the activities that have already progressed shows that, overall, the Secretariat is on track to complete the majority of activities with a performance assessment of excellent or good. The final assessment of the Secretariat's performance will be presented at the end of the 2014-2015 biennium.

6 A detailed report that provides the progress in implementing the planned activities for each deliverable/action component can be found in the annex. The report in the annex is based on the structure of the plan as set out in annex 4 to document C/ES.27/3, but with an additional column setting out the implementation status of activities planned for 2014 as reported on 30 June 2014.

#### **Further development of the Secretariat's Business Plan**

7 As this is the first iteration of the Secretariat's Business Plan in the current format, there are certain issues that need further improvement. There is need for a more consistent approach to identify the divisional objectives and evaluate the achievements across divisions. Additionally, there is a need for a closer analysis of the Secretariat's ability to conduct a performance assessment in the context of the pre-defined performance criteria of all the actions to achieve the divisional objectives.

8 The process of refining the Secretariat's Business Plan will also take into account the report of the external consultant contracted to carry out a fundamental review of the Strategic Plan (C 113/3). That report includes a section about the further development of the Secretariat's Business Plan and offers several specific suggestions on how to improve the structure of the Business Plan as well as the ability to monitor the progress towards achieving the divisional objectives. The Secretariat will commence work on the restructuring of the Business Plan in 2015.

#### **Action requested of the Council**

9 The Council is invited to take note of the information provided.

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**ANNEX  
(English only)**

**SECRETARIAT'S BUSINESS PLAN**

**Assessment of the Achievement of Divisional Objectives as at 30 June 2014**

**Office of the Secretary-General**

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>OSG DO1 – Timely organization, preparation and running of IMO meetings; accurate documents and briefs preparation; timely reporting</b>									
All	Preparation of framework of discussion in the forthcoming Assembly, Council and its working groups (including CWGSP CWGRM and SG-RAR), in consultation with the Chairmen; as well as relevant involvement in all committee and sub-committee meetings, including intersessional working groups, as necessary	14 & 15	Documentation submitted to the Secretary-General, CWGSP, Council, Assembly and other IMO organs	Target dates met	100 % on time	100 % on time	85 % on time	Yes	50% completion  Work relating to the official Programme of Meetings on schedule – 55% complete
	Providing assistance to Member Governments in documentation, submission/receipt and processing for meetings	14 & 15	Timely delivery of documents to the Documents Section						50% completed, in relation to meeting documentation, 55% of Programme concluded
	Preparation of necessary Secretariat notes/documents – and follow-up action	14 & 15	Documents delivered as necessary within set deadlines						Progress = 50% completion in accordance with work schedule
	Preparation of briefs	14 & 15	Briefs delivered and approved within set deadlines						In relation to meeting briefs, 55% of Programme concluded
	Preparation of summary of decisions and other working papers	14 & 15	Documents delivered and approved within set deadlines						In relation to SofD and working papers, 55% of Programme concluded

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Participation in the meetings providing Secretarial services and assistance to delegations	14 & 15	Files prepared and documents circulated within set deadlines					In relation to meeting documentation, 55% of Programme concluded	
<b>OSG DO2 – Timely organization and delivery of workflow within OSG</b>									
4	Enhanced efficiency and productivity through streamlined processes and procedures using ICT	14 & 15	Documentation of the Office of the Secretary-General processed within established deadlines and archived electronically and physically	Target dates met and follow-up implemented. OSG budget allotments used efficiently	100 % on time	90 % on time	85 % on time		50% progress on work schedule for the year
	Correspondence, speeches and papers of the Secretary-General processed within established deadlines	14 & 15	Correspondence log and office archives maintained and in use						50% progress on work schedule for the year
	Briefs/files for missions/meetings prepared on time.	14 & 15	Briefs for missions/meetings in use by the Secretary-General and others, as appropriate						50% progress on work schedule for the year
	Meetings/decisions of senior management committee arranged, recorded, disseminated and followed up	14 & 15	Documentation and records of SMC meetings processed and decisions implemented within set deadlines						50% progress on work schedule for the year
	Preparation of leave reports, travel requests etc. on SAP, management of budget allotments. Managing, budgeting and administering multi-donor trust fund	14 & 15	Reports delivered as necessary and within budget						50% progress on work schedule for the year

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>OSG DO3 – Continuous monitoring/development of Strategic Plan and High-level Action Plan through results-based and risk management</b>									
4	Statistical and other analyses carried out on developments in the maritime sector. Development of a database on performance indicators. Strengthened statistical resources in support of policy research and decision-making	2015	Electronic system/database for updating the performance indicators developed and in use by all stakeholders	Target dates met for periodic reports on delivery of planned outputs and Divisional Business Plans and outcome of risk management exercise	100% on time	90% on time	85% on time		Not embarked (planned for 2015)
	Implementation of the results-based budget 2014-2015 and further matters under Review and Reform as well as of results-based management, including Improved linkages between the High-level Action Plan and the Divisional Business Plans	14 & 15	Delivery of results within assigned budget					Yes	50% progress on work schedule for the year
	Maintenance, implementation and monitoring of IMO's risk management framework	2014	Successful completion of the Secretariat's Risk Management Exercise					Yes (but monitoring required)	Progress > 50%
<b>OSG DO4 – Implementation of Djibouti Code of Conduct activities</b>									
2	Establishment of a regional information sharing network and development of a regional maritime surveillance system	14 & 15	ISN in place and being used widely. Coastal surveillance systems linked via the ISN into a region-wide surveillance picture	Delivery of activities to time and budget	90%+	60%-89%	Less than 60%		75%
	Organizing workshops, seminars and training courses to enhance regional counter-piracy expertise; development of training material and a regional training coordination system. Project manage the building of a regional training centre	14 & 15	A needs based programme of training established annually and delivered within budget to as wide a regional audience as possible	As above	90%+	60%-89%	Less than 60%		90%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Review and updating of existing national legislations or the adoption of new legislative frameworks	14 & 15	As many DCoC States as possible adopt piracy into their national law. Somali law is brought up to date to match the Somali national maritime resource strategy	As above	90%+	60%-89%	Less than 60%	65%	
	Enhancement of the capacity and capability of States to develop, implement, maintain and update measures and arrangements for repressing piracy and armed robbery against ships in the western Indian Ocean and the Gulf of Aden. Establish a regional governing body to administer the Djibouti Code of conduct	14 & 15	Regional acceptance of the work implemented by IMO under the DCoC and takes responsibility for administering the information sharing network, and for regional training for the future. Handover of DCoC responsibilities to a regional organization	As above	90%+	60%-89%	Less than 60%	65%	
<b>OSG DO5 – Preparation of public outreach materials and organization of promotional events</b>									
11	Documents, reports and statistics relevant to outreach and events	14 & 15	Documents delivered and approved within set deadlines	Target dates met	100%	90%	85%	50% progress on work schedule for the year	
	Speeches, articles, papers and press briefings checked and approved	14 & 15	Documents checked and approved within set deadlines	Target dates met	100%	90%	85%	50% progress on work schedule for the year	
	Briefs for the Secretary-General prepared for attendance at CEB and other UN meetings, including follow-up to Rio+20, as well as the Concept for a Sustainable Maritime Transportation System and other relevant forums. Joint programmes, meetings and press conferences with UN and other international organizations, as well as industry and civil society interests	14 & 15	IMO recommendations recognized/agreed by other UN and international organizations	Number of recommendations issued and agreed	100%	90%	85%	50% progress on work schedule for the year	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Support activities to celebrate WMD, two IMO award schemes and other events arranged by the Secretary-General	14 & 15	Related functions planned, preparations checked, rehearsals checked	Number of functions delivered on time	100%	90%	85%	50% progress on work schedule for the year	
	Documents, reports, guidelines, position papers, benchmarking surveys relevant to outreach and events. Attendance in the annual forum (UN RIAS, UNEG, CII and Ethics) and JIU focal point meeting	14 & 15	Completed surveys, comments on handbook, norms and standards, guidelines, position papers and other reports issued by the group. Attended the annual meetings	Number of surveys, handbooks, guidelines, position papers, benchmarking and other reports during the year. Five (5) meetings during the year	80% and above	50% to 79%	Below 50%	50% progress on work schedule for the year  IOEO Progress < 50% (meetings in 2nd half of 2014)	
<b>OSG DO6 – Timely response and contribution to activities of the Joint Inspection Unit (JIU)</b>									
1	Completed questionnaire by relevant division Directors. Written comments on the JIU issued reports and work programme. Council document on the topic "Joint Inspection Unit". Report on the follow-up of JIU recommendations applicable to the Organization	14 & 15	Completed questionnaire, comments on reports and work programme, report on follow-up of recommendations were submitted to JIU on time. All JIU Final Reports were submitted and reported to Council	Number of JIU Reviews carried out and Final Reports issued during the year	100%	70% and above	Below 70%	Progress > 50%	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
<b>OSG D07 – Timely planning and implementation of internal audits and related follow-up</b>									
4	Approved annual plan and work programme by the Secretary-General. Reports and certifications as a result of special, regular and follow-up audit, financial reviews and other verifications. Reports resulting from Investigation, inquiry or study. Report on the summary of responses from ex-post evaluation questionnaires. Advices, views and opinions given to management. Execution of annual plan and work programme for the year	14 & 15	Completion and reporting of all planned special project and regular audits, reviews, certification and other assurance services; investigation; ex-post evaluation; and consulting services. Issuance of reports and acceptance by management of recommendations to improve effectiveness and efficiency of operations, compliance with regulations, rules, policies and procedures, integrity and accuracy of financial information and safeguarding of assets. Timely and full implementation of recommendations	IOS Annual Plan and Work Programme for 2014 and 2015	90% to 100%	70% to 89%	Below 70%	Yes	Progress > 50%
<b>OSG D08 – Initial implementation of financial disclosure programme</b>									
4	Report on the Financial Disclosure review process. Framework, guidelines and procedures for conducting the Financial Disclosure review process. Terms of Reference of the Ethics function	14 & 15	Compliance with the Financial Disclosure requirements of all enlisted staff members. Approved Terms of Reference of the Ethics function by the Secretary-General	Total number of staff required to participate in the Financial Disclosure programme	100%	80% and above	Below 80%		Progress > 50%



## Maritime Safety Division

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>MSD DO1 – Timely organization, preparation and running of IMO meetings; accurate documents and briefs preparation; timely reporting</b>									
All	Meeting documents Briefs Reports Follow-up circulars, regulations, guidance, etc.	14 & 15	Timely and accurate deliverables	Main report issued in 3 weeks Annexes and follow up completed in 5 weeks	Timelines met	One week delay	More than one week delay	Yes	Progress > 50 %
<b>MSD DO2 – Timely organization and execution of Member State audits and timely evaluation of information communicated under STW</b>									
2	Audits Audit reports Evaluations Evaluation reports	14 & 15	Number of audits and evaluations undertaken to plan Number of audit and evaluation reports to plan	7 audits per year 20 evaluations per year 7 audit reports per year 20 evaluation reports per year	To plan	75% or more to plan	Less than 75% to plan		Audits < 50% Evaluations < 50% Note: there is a lag between audits/evals  Audit reports > 50% Eval reports > 50%
<b>MSD DO3 – Timely implementation of maritime safety – and security – related technical co-operation activities to meet Member States needs</b>									
3	Workshops Seminars Conferences Presentations Equipment Services	14 & 15	Numbers delivered to plan and budget	Planned numbers	To plan	75% or more to plan	Less than 75% to plan		Progress > 50 %
<b>MSD DO4 – Provision of timely and accurate technical information, advice and services to Member States on safety</b>									
5	Circulars Databases Information Advice Analyses	14 & 15	Timely and accurate information Comprehensive dataset	Circs, info and advice issued within 2 weeks Availability of up to date information	Baseline target met Data availability 100%	Less than 1 week delay more than 75%	More than 1 week delay less than 75%		Progress > 50 %

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>MSD DO5 - Provision of timely and accurate technical information, advice and services to Member States on security</b>									
6	Circulars Databases Information Advice Analyses	14 & 15	Timely and accurate information Comprehensive dataset	Circs, info and advice issued within 2 weeks Availability of up to date information	Baseline target met Data availability 100%	Less than 1 week delay more than 75%	More than 1 week delay less than 75%	Progress > 50%	
<b>MSD DO6 – Provision of timely and accurate technical information, advice and services to Member States on facilitation and efficiency issues</b>									
8	Circulars Databases Information Advice Analyses	14 & 15	Timely and accurate information Comprehensive dataset	Circs, info and advice issued within 2 weeks Availability of up to date information	Baseline target met Data availability 100%	Less than 1 week delay more than 75%	More than 1 week delay less than 75%	Progress > 50%	
<b>MSD DO7 – Timely implementation of GBS verification scheme</b>									
10	Verifications Reports	14 & 15	Verifications delivered to plan	4 per year planned	To plan	75% or more to plan	Less than 75% to plan	Yes Progress > 50%	
<b>MSD DO8 – Organize and support organizational initiatives and activities; liaison with UN and other bodies</b>									
1 & 11	Information Symposia Presentations Liaison statements Attendance	14 & 15	Effective representation and liaison	Commitments met	Commitments met to plan	75% or more to plan	Less than 75% to plan	Progress > 50%	
<b>MSD DO9 – Delivery of DOs on time and to budget; provision of support to internal bodies and activities</b>									
4	Reports on delivery of Dos Staff regulations-related groups Review and reform groups TC panel group Contracts Committee	14 & 15	DOs met within budget All groups supported and attended	All DOs met within budget Attendance, as requested, on groups, panels, boards etc.	All DOs met All groups supported and attended	75% or more met	Less than 75% met	Progress > 50%	

## Marine Environment Division

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
<b>MED DO1 – Timely organization, preparation and running of IMO meetings; accurate document and brief preparation; timely reporting</b>									
All	Preparation of meeting documents for the forthcoming IMO meetings (Assembly, Council, Committees, Sub-Committees, LC/LP, etc.)	14 & 15	Planned output achieved to target date timely and accurate reports	Target dates met. Main report issued in 3 weeks Annexes issued in 5 weeks Follow-up action in 7 weeks	Targets dates met Report, annexes, follow-up action in time	One session delayed One week delay in reports, annexes and follow-up action	More than one session delayed More than one week delay in reports, annexes and follow-up action	Yes	Progress > 50%
	Preparation of briefs for the forthcoming IMO meetings (Assembly, Council, Committees, Sub-Committees, LC/LP, etc.)								Progress > 50%
	Preparation of Final Reports for the forthcoming IMO meetings (Assembly, Council, Committees, Sub-Committees, LC/LP, etc.)								Progress > 50%
	Preparations of Follow-up Circulars, draft Regulations, Guidance's, etc.								Progress > 50%
<b>MED DO2 – Timely implementation of protection of the environment and related technical co-operation activities to meet Member States needs</b>									
3	Planning preparation and conducting of workshops and seminars	14 & 15	All planned activities delivered to plan and budget	100% of the activities to be completed to plan and budget	90-100% completed to plan and budget	75-90% completed to plan and budget	Less than 75% completed to plan and budget		Progress ≤ 50% (majority of activities planned for 2nd half of 2014)
	Planning preparation and conducting of conferences and other events								Progress ≤ 50% (majority of activities planned for 2nd half of 2014)
	Preparation and submission for funding of major projects								Progress ≤ 50% (majority of activities planned for 2nd half of 2014)

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Management and implementation of major projects								Progress ≤ 50% (majority of activities planned for 2nd half of 2014)
<b>MED DO3</b> – Provision of timely and accurate technical information, advice and services to Member States on prevention of marine pollution (oil, chemical, sewage and garbage)									
2 & 13	Preparation and dissemination of Circular Letters and technical information related to prevention of marine pollution (oil, chemical, sewage and garbage)	14 & 15	Timely production, accurate information, comprehensive dataset, analyses	Circs, info, guidelines and advice issued within 2 weeks with full, complete and accurate data	Baseline target met zero corrections full dataset, no errors	1-2 weeks delay, minor corrections, omissions or errors	More than 2 weeks delay, major corrections, omissions or errors		Progress > 50%
	Development and maintenance of databases relevant to prevention of marine pollution (oil, chemical, sewage and garbage)								Progress > 50%
	Preparation and dissemination of technical advice/assistance and guidelines on prevention of marine pollution (oil, chemical, sewage and garbage)								Progress > 50%
	Preparation and dissemination of analysis and statements regarding prevention of marine pollution (oil, chemical, sewage and garbage) as requested by the Member States								Progress > 50%
<b>MED DO4</b> – Provision of timely and accurate technical information, advice and services to Member States on preparedness, response and cooperation in case of oil pollution and hazardous and noxious substances incidents									
2 & 3	Preparation and dissemination of Circular Letters and technical information related to preparedness, response and cooperation in case of oil pollution and hazardous and noxious substances incidents	14 & 15	Timely production, accurate information, comprehensive dataset, analyses	Circs, info, guidelines and advice issued within 2 weeks with full, complete and accurate data	Baseline target met zero corrections, full dataset, no errors	1-2 weeks delay, minor corrections, omissions or errors	More than 2 weeks delay, major corrections, omissions or errors		Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Development and maintenance of databases relevant to preparedness, response and cooperation in case of oil pollution and hazardous and noxious substances incidents								Progress > 50%
	Preparation and dissemination of technical advice/assistance and guidelines on preparedness, response and cooperation in case of oil pollution and hazardous and noxious substances incidents								Progress > 50%
	Preparation and dissemination of analysis and statements regarding preparedness, response and cooperation in case of oil pollution and hazardous and noxious substances incidents as requested by the Member States								Progress > 50%
<b>MED DO5</b> – Provision of timely and accurate technical information, advice and services to Member States on air pollution and energy efficiency measures									
7 & 8	Preparation and dissemination of Circular Letters and technical information related to air pollution and energy efficiency measures	14 & 15	Timely production, accurate information, comprehensive dataset, analyses	Circs, info, guidelines and advice issued within 2 weeks with full, complete and accurate data	Baseline target met zero corrections, full dataset, no errors	1-2 weeks delay, minor corrections, omissions or errors	More than 2 weeks delay, major corrections, omissions or errors		Progress > 50%
	Development and maintenance of databases relevant to air pollution and energy efficiency measures								Progress > 50%
	Preparation and dissemination of technical advice/assistance and guidelines on air pollution and energy efficiency measures								Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Preparation and dissemination of analysis and statements regarding air pollution and energy efficiency measures as requested by the Member States								Progress > 50%
<b>MED DO 6 – Provision of timely and accurate technical information, advice and services to Member States on ship recycling</b>									
2 & 7	Preparation and dissemination of Circular Letters and technical information related to ship recycling	14 & 15	Timely production, accurate information, comprehensive dataset, analyses	Circs, info, guidelines and advice issued within 2 weeks with full, complete and accurate data	Baseline target met zero corrections, full dataset, no errors	1-2 weeks delay, minor corrections, omissions or errors	More than 2 weeks delay, major corrections, omissions or errors		Progress > 50%
	Preparation and dissemination of technical advice/assistance and guidelines on ship recycling								Progress > 50%
	Preparation and dissemination of analysis and statements regarding ship recycling as requested by the Member States								Progress > 50%
<b>MED DO7 – Provision of timely and accurate technical information, advice and services to Member States on biosafety</b>									
7 & 13	Preparation and dissemination of Circular Letters and technical information related to biosafety	14 & 15	Timely production, accurate information, comprehensive dataset, analyses	Circs, info, guidelines and advice issued within 2 weeks with full, complete and accurate data	Baseline target met zero corrections, full dataset, no errors	1-2 weeks delay, minor corrections, omissions or errors	More than 2 weeks delay, major corrections, omissions or errors		Progress > 50%
	Development and maintenance of databases relevant to biosafety								Progress > 50%
	Preparation and dissemination of technical advice/assistance and guidelines on biosafety								Progress > 50%
	Preparation and dissemination of analysis and statements regarding biosafety as requested by the Member States								Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
<b>MED DO8</b> – Provision of timely and accurate technical information, advice and services to Member States on dumping of wastes and other matter									
2 & 7	Preparation and dissemination of Circular Letters and technical information related to dumping of wastes and other matter	14 & 15	Timely production, accurate information, comprehensive dataset, analyses	Circs, info, guidelines and advice issued within 2 weeks with full, complete and accurate data	Baseline target met zero corrections, full dataset, no errors	1-2 weeks delay, minor corrections, omissions or errors	More than 2 weeks delay, major corrections, omissions or errors	Progress > 50%	
	Development and maintenance of databases relevant to dumping of wastes and other matter							Progress > 50%	
	Preparation and dissemination of technical advice/assistance and guidelines on dumping of wastes and other matter							Progress > 50%	
	Preparation and dissemination of analysis and statements regarding dumping of wastes and other matter as requested by the Member States							Progress > 50%	
<b>MED DO9</b> – Organize and support organizational initiatives and activities; liaison with other bodies									
11	Planning and organization of symposia, exhibitions, congresses and other outreach events on environment protection	14 & 15	Aims met to plan and budget	Timely delivery of information symposia, etc.	Aims met to plan and budget	Aims met	Outside aims, plan and budget	Progress > 50%	
	Preparation and dissemination of media releases							Progress > 50%	
<b>MED DO10</b> – Participation in and contribution to UN system-wide environmental initiatives through maintaining productive relationships with other UN bodies (DOALOS, UNEP, UNFCCC, IAEA, ICAO, UNGA-ICP, Rio+20 follow-up)									
1 & 11	Participation and contribution to UN organized environmental initiatives	14 & 15	Aims met to plan and budget, number of contributions/inputs to UN system-wide environmental initiatives increased and new	All activities to be completed in time and budget	Baseline target met, productive relations maintained, joint resources mobilised	Baseline target partially met, productive relations maintained	Baseline target missed, meetings not attended, cooperation decreased	Progress > 50%	
	Production of mission reports, contribution documents and other technical/scientific papers							Progress > 50%	

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			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Development of UN system-wide common initiatives, contingency plans, etc.		partnerships established						Progress > 50%
	Resource mobilization and joint development of major projects related to environment								Progress > 50%
	Report to MEPC as appropriate								Progress > 50%
<b>MED DO11</b> – Administrative and/or technical support to IMO regional centres (REMPEC, REMPEITC) and to other regional agreements not managed by IMO (ROPME/MEMAC, NOWPAP/MERRAC, SPREP, SACEP, PERSGA/MERRAC, Black Sea, CPPS, etc.) including those jointly managed with the oil and shipping industries									
1 & 11	Coordination and management of the IMO's centres activities	14 & 15	Execution rate of established management plans of IMO supported centres and of established Regional Activity Plans (MoUs) as well as any other industry led arrangements	All planned outputs executed in time and budget	90-100% completed to plan and budget	75-90% completed to plan and budget	Less than 75% completed to plan and budget		Progress > 50%
	Development and management of regional activity plans (MoUs) for the implementation of IMO environmental Conventions								Progress > 50%
	Joint implementation of regional activity plans in conjunction with regional organizations (ROPME/MEMAC, NOWPAP/MERRAC, SPREP, SACEP, PERSGA/MERRAC, Black Sea, CPPS, etc.)								Progress > 50%
	Joint implementation of activities developed in conjunction with the oil and shipping industry								Progress > 50%
<b>MED DO12</b> – Coordination and support of all the GESAMP activities including IMO led WGs and its Executive Committee									
1 & 11	Organizations and support of the IMO led WGs meetings and dissemination of their outputs	14 & 15	Timely dissemination of the outputs of the IMO led WGs and implementation of the Executive Committee decisions	All WGs outputs timely disseminated and Executive Committee's decisions implemented	Aims met to plan and budget	Aims met	Outside aims, plan and budget		Progress > 50%
	Organization and support of the GESAMP Executive Committee meetings and implementation of its decisions								Progress > 50%



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			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Implementation of fundraising strategy to support GESAMP activities		Financial support for GESAMP related activities	Financial support for GESAMP activities secured (£100k/year)	£100k/year or more	£50 to 100k/year	Less than £50k/year	Yes	Progress > 50%
<b>MED DO13</b> – Delivery of DOs on time and to budget; provision of support to internal organizational bodies and activities, participation in regular panels, boards, etc.									
4	Production of regular reports, statistical information and statements	14 & 15	Business plan divisional objectives met, all group supported and attended, internal documents produced	All Divisional Objectives met, attendance, as requested on groups, panels, boards, etc. and all internal documents produced	All Divisional Objectives met, all groups supported and attended and all internal documents produced	70% met	40% met	Yes	Progress > 50%
	Participation in staff regulations-related groups and contribution to the timely delivery of their outputs								Progress > 50%
	Production of internal documents and information to support regular activities (financial, HR, procurement, SAP, etc.)								Progress > 50%

### Legal Affairs and External Relations Division

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>LED DO1</b> – To ensure the smooth running of IMO meetings through the provision of effective and efficient logistical support and related services									
All	Preparatory work for the forthcoming IMO meetings: Assembly, Council, LEG, MSD, MEPC, FAL, LL and III in consultation with the Chair	14 & 15	Smooth running of meetings including: Timely delivery of accurate documentation; and Timely and effective responses to ad-hoc requests prior to and during meetings	Target dates met	100% delivery with no disruption	100% delivery with small disruption	Non-completion of some/part of meetings/sessions or some disruptions due to poor Secretariat assistance	Yes	Progress > 50%
	Assist Member Governments, IGOs and NGOs in documentation, submission/receipt and processing for meetings								Progress > 50%
	Preparation of Secretariat notes/documents/briefs								50%
	Preparation of draft reports and other working papers								Progress > 50%
	Participation in the meetings providing Secretariat services and assistance to delegations.								50%
	Assist Member States in the election of officers for the Assembly, Council, the Legal Committee and international/diplomatic conferences								50%
	Secretariat assistance including: Examination of credentials for the delegations attending the Assembly, the Council, the Committees and all Conferences, preparation of reports on credentials and voting lists for those meetings	14 & 15	Approval of the credentials report	Target dates met	100% delivery with no disruption	100% delivery with small disruption	Non-completion of some/part of meetings/sessions or some disruptions due to poor Secretariat assistance	Yes	Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Assist Member States re the election of Members of the Council (enquiries, preparation of documents and managing elections)	14 & 15	Members elected						Progress ≤ 50% (majority of activity anticipated in 2nd half of 2014)
<b>LED DO2 – Promote the role of IMO and ensure co-ordination with Governments, the UN system, intergovernmental organizations (IGOs) and non-governmental organizations (NGOs)</b>									
1	Coordinate IMO's activities and relations with other agencies within the UN system	14 & 15	All deliverable targets met in a timely, accurate and appropriate manner, including input into requests for contributions, assistance and participation in meetings	Target dates met	100% delivery with no disruption	100% delivery with no disruption	Non-achievement of deliverables		50%
	Circulate internally and respond to invitations to meetings and requests for IMO input;								50%
	Correspondence and meetings related to legal issues (stakeholder liaison; DOALOS; UNCLOS; implementation of IMO treaties; terrorism; piracy; IMO/ILO and IMO/IOPC Funds secretariat cooperation)								Progress ≤ 50% (anticipate closer coordination with DOLAS in 2nd half of 2014)
	Attendance at and representation of IMO at the UN Communications Group, UN Editors' Group, UN Inter-Agency Meeting on Knowledge Sharing and Information Management and other UN fora as appropriate	14 & 15	Meetings attended and new initiatives implemented (if appropriate)	Number of meetings attended	IMO represented at all meetings	IMO represented at some meetings	No IMO representation at any meetings	50%	
Liaise with Member States on a variety of issues, including assist and prepare letters for the accreditation of Permanent Representatives of Member States to IMO and the Foreign Office and other protocol letters;	14 & 15	Successful accreditation of Perm Reps	Number of accreditations	100% delivery of timely and accurate documentation	Part delivery of timely and accurate documentation	Non delivery of timely and accurate documentation	50%		

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Deal with any new applications for IMO membership		Successful and accurate completion of administrative processes	Number of applications processed	100% delivery of timely and accurate documentation	Part delivery of timely and accurate documentation	Non delivery of timely and accurate documentation	Not embarked (no applications received)	
	Provision of assistance in the development of agreements of cooperation with IGOs and NGOs applying for consultative status, and other matters	14 & 15							Progress > 50%
<b>LED DO3 – Provide advice to the Secretary-General, other divisions and Member States on legal issues</b>									
2	Memoranda, verbal advice and assistance in drafting of contracts, MoUs, etc., and in the context of meeting support (e.g. UNCLOS; IMO conventions; piracy; seafarer rights; administrative law and procedure)	14 & 15	Comprehensive, accurate and reliable provision of advice and supporting documentation		Timely delivery of excellent quality advice	Late delivery of good quality advice	Late delivery of poor quality advice	Yes	50%
3	Input into and feedback on mission planning, mission outcome and capacity building; and participation in missions	14 & 15	Provision of Revised Terms of Reference, Mission Reports and supporting documentation. Improved implementation of the Regulations	Number of activities delivered.	Timely delivery of excellent quality advice	Late delivery of good quality advice	Late delivery of poor quality advice		50%
<b>LED DO5 – Manage Depositary functions</b>									
4	Acknowledgement of deposits; provision of advice; issue of circulars to Member States; maintenance of databases relating to treaty status information; updating of database of scanned certified treaty texts; preparation and transmissions of certified copies	14 & 15	Documentation and smooth functioning of depositary system	Number of instruments processed	Fully implemented	Partially implemented	Not implementation	Yes	50%
<b>LED DO6 – Promote the objectives, work and activities of IMO</b>									
1	Keep LED parts of website updated	14 & 15	Content regularly evaluated and updated	Website content kept up to date	Fully implemented	Partially implemented	Not implemented		50%
	Disseminate information on the objectives, work and activities of IMO, including:	14 & 15	Widespread and favourable coverage of IMO in all target media	Favourable media coverage for IMO.	All media interactions result in favourable	Some media interactions result in favourable	No media interactions result in favourable		50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Write and distribute press releases and briefings;				coverage for IMO	coverage for IMO	coverage for IMO	50%	
	Arrange press conferences, background briefings, press, television and radio interviews;							50%	
	Respond to information requests;							50%	
	Research and write articles on the work of IMO and related topics							50%	
	Give talks and presentations on the work of IMO							50%	
	Manage and develop, as appropriate, IMO's presence in social media	14 & 15	Numbers of relevant interactions on social media platforms	Number of interactions with IMO social media activities	All social media interventions achieve high numbers of relevant interactions on social media platforms	Some social media interventions achieve high numbers of relevant interactions on social media platforms	No social media interventions achieve high numbers of relevant interactions on social media platforms	50%	
	Research, write and disseminate summary reports of all IMO meetings;	14 & 15	Media presence at, and coverage of, IMO meetings and events is seamless and effective	Number of summary reports	All IMO meetings and events receive seamless and effective media-related support	Some IMO meetings and events receive seamless and effective media-related support	No IMO meetings and events receive seamless and effective media-related support	50%	
	Provide media-related support for IMO meetings and other events;							50%	
	Research and write speeches for the Secretary-General to external fora	14 & 15	Timely and acceptable speeches provided to SG	Target dates met	All speech requests met with timely and accurate response	Some speech requests met with timely and accurate response	No speech requests met with timely and accurate response	50%	
	Produce and disseminate background material and resources promoting and explaining the work of IMO, including:	14 & 15	Comprehensive and representative set of background materials produced	Number of materials produced	90-100% of background materials produced within timelines	75-90% of background materials produced within timelines	Less than 75% of background materials produced within timelines	50%	
	Print quarterly magazine;							50%	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	"Media" section of the IMO public access website;							50%	
	Online photographic library; films and audio content;							50%	
	Research and write speeches and articles on the work of IMO and related topics;							50%	
	Assist in the production of other materials for exhibitions and events as required							50%	
	Organize and manage media campaigns, as required, such as Day of the Seafarer	14 & 15	Widespread and favourable coverage of campaigns in all target media	Favourable media coverage for IMO	All campaigns achieve widespread and favourable coverage in targeted areas	Some campaigns achieve widespread and favourable coverage in targeted areas	No campaigns achieve widespread and favourable coverage in targeted areas	50%	
	Develop information resources in the Maritime Knowledge Centre (MKC):	14 & 15	Alignment with, and adherence to, recognized best practices and standards within the library and information profession	Number of activities delivered	Fully implemented	Partially implemented	Not implemented	Progress ≤ 50% (plans for development to be established in 2nd half of 2014)	
	Review existing MKC services, practices, policies and workflow							Progress ≤ 50% (Comprehensive review of visions and missions to be approved by SMC – October)	
	Conduct information audit of MKC target audience – IMO stakeholders, staff, external researchers, interns	14 & 15	Understanding of the needs and expectations of the diverse user groups served by MKC	Audit and related follow-up completed				Progress ≤ 50%	
			Education of target audience on various issues relating to information acquisition, dissemination and management		Fully implemented	Partially implemented	Not implemented	50%	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Integrate appropriate technology and applications into MKC workflow, services and content delivery	14 & 15	Evaluation, selection, purchase and implementation of a Library Management System (LMS) which meets requirements as an online catalogue for the public and as a Technical Services tool for MKC staff	Activities planned, delivered and followed up	Fully implemented	Partially implemented	Not implemented	Progress ≤ 50% (proposals subject to approval by SMC/Council)	
Use of social media to gather and disseminate MKC information internally and globally – (CAB, news intelligence, web site updates). Adoption of new subscription models whenever possible				Progress ≤ 50%					
	Develop and maintain a core collection of information resources for IMO stakeholders, staff, external researchers, interns	14 & 15	User centred information resources and services	Collection updated	Fully implemented	Partially implemented	Not implemented	50%	
Institution wide desktop digital access to core information resources				Progress ≤ 50%					
	Provide reference, orientation and document delivery services to the MKC target audience	14 & 15	Development of new services; Timely and authoritative response to enquires	All enquiries and requests answered	Fully achieved	Partially achieved	Not achieved	50%	
	Develop and maintain the MKC intranet pages and the MKC pages of the IMO website	14 & 15	Content regularly evaluated and updated	Intranet and website pages updated	Fully implemented	Partially implemented	Not implemented	50%	
	Investigate potential partnerships with WMU Library, UN libraries Consortium and other relevant library or special interest groups, e.g. The UN Atlas of the Oceans	14 & 15	Increased access to a range of relevant information resources and services	Report of investigations	Fully delivered	Partially delivered	Not delivered	Progress ≤ 50% (more interaction expected in 2nd half of 2014))	
	Prepare briefs for missions of the Secretary-General	14 & 15	Timely delivery of authoritative information	Target dates met	Fully delivered	Partially delivered	Not delivered	50%	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Run and manage the IMO internship programme;	14 & 15	Smooth running of the internship and visits programmes	Programme activities delivered	Fully implemented	Partially implemented	Not implemented	50%	
	Organize and coordinate arrangements for group visits to IMO							50%	
	Coordinate activities and make necessary arrangements, including preparation of documentation, for World Maritime Day, the Parallel Event celebrations, the International Maritime Prize, the Bravery Award and other events:	14 & 15	Smooth running of events and timely delivery of documentation	Number of functions.	Fully delivered	Partially delivered	Not delivered	Progress ≤ 50% (majority of events in 2nd half of 2014)	
	Coordinate IMO participation in meetings and other initiatives:	14 & 15	Successful accreditation of IMO officers to meetings, and timely delivery of correspondence	Number of meetings to which IMO has been invited and in which it participates	Fully delivered	Partially delivered	Not delivered	50%	
	Circulate internally, coordinate input and respond to requests for IMO participation in meetings and sponsorship of events and documents							50%	



## Technical Cooperation Division

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>TCD DO1</b> – To ensure the smooth running of IMO meetings through the provision of effective and efficient logistical support and related services									
All	Preparation of framework of discussion in the forthcoming IMO meetings (Assembly, Council, TCC, MSC, MEPC, LEG and FAL) in consultation with the Chair	14 & 15	Completion of meeting/s	Planned number of all associated meeting weeks	100% delivery with no disruption	100% delivery with small disruption	Non-completion of some/part of meetings/sessions or some disruptions	Yes	Completed
	Providing assistance to Member Governments in documentation, submission/receipt and processing for meetings								Completed
	Preparation of necessary Secretariat notes/documents								Completed
	Preparation of briefs								Completed
	Preparation of draft reports and other working papers								Completed
	Participation in the meetings providing Secretarial services and assistance to delegations								Completed
<b>TCD DO2</b> – Maximize the impact of the ITCP through effective and efficient implementation, with special focus on the Millennium Development Goals (MDGs), with particular emphasis on Africa									
1 and 3	Analysis, demonstration and promotion of the linkage between a safe, secure, efficient and environmentally friendly maritime transport infrastructure, the development of global trade and world economy and the achievement of the MDGs	14 & 15	Report on the linkage between the ITCP and the MDGs	Relevant document submitted to TCC	Document accepted by TCC	Significant issues raised by TCC, resolved by time of the session	Significant issues raised by TCC, not resolved by time of the session		Completed
		14 & 15	Increased ratifications of IMO instruments	Number of ratifications of IMO instruments	10% increase of ratifications	Less than 10% increase of ratification	No new ratifications		Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Capacity-building aspects of the Voluntary IMO Member State Audit Scheme implemented through the ITCP	14 & 15	Increased number of developing countries volunteering for audit	Number of developing countries volunteering for audit	3 developing countries volunteered for the audit	Less than 3 developing countries volunteered for the audit	No developing countries volunteered for the audit	Progress > 50%	
		14 & 15	Increased number of trained auditors	Number of trained auditors	10% increase of trained auditors	Less than 10% increase of trained auditors	No new trained auditors	Not embarked (all activities planned for 2nd half of 2014)	
	Contribution to the regional maritime SAR services and networks	14 & 15	Increased number of developing countries providing SAR services	Number of developing countries providing SAR services	5% increase of number of developing countries providing SAR services	Less than 5% increase of number of developing countries providing SAR services	No increase of number of developing countries providing SAR services	Progress < 50%	
		14 & 15	Increased number of regional SAR agreements	Number of regional SAR agreements	5% increase of number of regional SAR agreements	Less than 5% increase of number of regional SAR agreements	No increase of number of regional SAR agreements	Progress > 50%	
	Ongoing development of joint environmental programmes with GEF, UNEP, World Bank, IPIECA, EC and donors	14 & 15	Strengthened environmental programmes contributing to the effective implementation of relevant IMO conventions and the protection of the marine environment	Programmes on protection of the marine environment included in ITCP	90 to 100% of the activities to be completed to plan and budget	75-90% of the activities to be completed to plan and budget	Less than 75% of the activities to be completed to plan and budget	Progress < 50%	
	Enhanced regional maritime capacities at middle and senior management levels	14 & 15	Increased number of fellowships provided, with particular emphasis in Africa, SIDS and LDCs at WMU, IMLI, IMSSEA and under ITCP global programmes	Number of trained personnel from WMU, IMLI and IMSSEA	5% increase of trained personnel from WMU, IMLI and IMSSEA	Less than 5% increase of trained personnel from WMU, IMLI and IMSSEA	No increase of trained personnel from WMU, IMLI and IMSSEA	Progress > 50%	
	Promotion and implementation of the linkage between the ITCP and the MDGs for sustainable development	2015	MDG-related programmes developed and approved for implementation through the ITCP for 2016-2017	Relevant document submitted to TCC	Document accepted by TCC	Significant issues raised by TCC, resolved by time of the session	Significant issues raised by TCC, not resolved by time of the session	Not embarked (planned for 2015)	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Planning and delivery of activities to address the emerging needs of SIDS and LDCs	14 & 15	Maritime developmental needs of developing countries addressed, in particular SIDS and LDCs through ITCP	TC activities planned for SIDS and LDCs	90 to 100% of the activities to be completed to plan and budget	75-90% of the activities to be completed to plan and budget	Less than 75% of the activities to be completed to plan and budget		Progress < 50%
	TC Fund and donor programmes managed and delivered	14 & 15	Quarterly status reports of TC delivery produced and analysed	Total number of activities and expenditure rate of the TC Fund	90 to 100% of the activities to be completed to plan with high expenditure rate of the TC Fund	75-90% of the activities to be completed to plan with moderate expenditure rate of the TC Fund	Less than 75% of the activities to be completed to plan with low expenditure rate of the TC Fund		Progress > 50%
		14 & 15	Approved biennial report on ITCP implementation for 2012-2013 and annual report on 2014	Relevant document submitted to TCC	Document accepted by TCC	Significant issues raised by TCC, resolved by time of the session	Significant issues raised by TCC, not resolved by time of the session	Yes	Progress > 50%
	Effective identification of regional needs for inclusion in the ITCP for 2016-2017 through the analyses of Country Maritime Profiles	2015	Approval by TCC of the ITCP for 2016-2017 and, by the Council, of required TC Fund support	The ITCP for 2016-2017 submitted for approval by TCC and Council	ITCP & TC Fund allocation for 2016-2017 approved by TCC and Council	Significant issues raised by TCC, resolved by time of Council	Significant issues raised by TCC, not resolved by time of Council	Yes	Not embarked (planned for 2015)
<b>TC DO 3– Fostering the sustainable financing and delivery of the ITCP</b>									
3, 4	Co-operation with FAO, ILO, IHO, ICAO, IALA and WMO to Deliver as One	14 & 15	Joint activities agreed and delivered	Number of joined activities	90 to 100% of the activities to be completed to plan and budget	75-90% of the activities to be completed to plan and budget	Less than 75% of the activities to be completed to plan and budget		Progress < 50% (majority of activities planned for 2nd half of 2014)
	Improvement of partnerships arrangements for technical cooperation	14 & 15	Maintained or increased number of partnership arrangements	Number of partnership arrangements	Increased number of partnerships	Number of partnerships maintained	Number of partnerships reduced with 10%	Yes	Completed
	Reports on the TC Fund, voluntary trust funds, bilateral funds, cash contributions and in-kind support under the ITCP	14 & 15	Timely reports to donors and cash contributors, reports to TCC on voluntary trust funds, bilateral funds and in-kind support under the ITCP	Reports sent to donors and relevant documents submitted to TCC	All reports accepted by the donors and document accepted by TCC	Significant issues raised by donors or TCC, resolved by time of the session	Significant issues raised by donors or TCC, not resolved by time of the session		Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Implementation of the approved mechanism on sustainable financing of the ITCP	14 & 15	Potential donors identified and contacts established	Increased financial and in-kind support for the ITCP	More than 20% of ITCP financed by donors	Less than 20% of ITCP financed by donors	No financial and in-kind support secured for the ITCP	Yes	Completed
	Updated IMO website and Intranet on TC matters	14 & 15	Success stories uploaded on the TC website	Regular updates of the TC website and the Intranet	TC website and the intranet updated immediately after any change	TC website and the intranet updated on a monthly base	TC website and the intranet not updated		Progress > 50%
Updated E-compendium of Maritime Training Institutions			Progress < 50%						
Partnership arrangements uploaded on the Intranet			Completed						
<b>TC D DO4 – Strategic Direction/Result 3): Develop measures to address emerging issues and new instruments</b>									
3	Capacity-building mechanism for new measures or instruments, as called under resolution A.998(25)	14 & 15	Increased ratification of recently adopted instruments	Number of ratifications of recently adopted instruments	10% increase of ratifications	Less than 10% increase of ratification	No new ratifications	Yes	Progress > 50%
	Inclusion of emerging issues in the ITCP	14 & 15	Identification of region specific activities for biofouling, GHG, ship recycling, HNS and STCW Amendments	Newly identified TC activities included in the PIDs	90 to 100% of the new TC activities to be completed to plan and budget	75-90% of the new TC activities to be completed to plan and budget	Less than 75% of the new TC activities to be completed to plan and budget		Progress > 50%
	Fielding of specialised technical advisory missions to inform Administrations regarding emerging issues	14 & 15	Increased awareness of implementation mechanisms for specific new instruments	Number of requests for technical assistance on implementation of new instruments	90 to 100% of the requests reviewed and appropriate technical advisory missions organized	75 to 90% of the requests reviewed and appropriate technical advisory missions organized	Less than 75% of the requests reviewed and appropriate technical advisory missions organized		Not embarked (no requests for assistance)

## Administrative Division

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
<b>AD DO1 – To ensure the smooth running of IMO meetings through the provision of effective and efficient logistical support and related services</b>									
All	Preparation of meeting documents, briefs and notes for the forthcoming IMO meetings (Assembly and Council, etc.) Preparation of draft reports and working papers, if any, during IMO meetings (Assembly and Council)	14 & 15	Completion of meetings with seamless preparation	Target dates set by the Office of the Secretary-General	Targets dates met one month before the meeting date	Moderate delay	Significant delay	Yes	Progress > 50%
	Participation in the meetings providing Secretarial services and assistance to delegations								Progress > 50 %
	Support of ICT systems during the meetings (All meetings)	14 & 15	Completion of meeting/s with no disruption	Normal operation of the system	No disruption	Small disruption but immediate back-up and recovery	Significant disruption with delayed recovery	Yes	Progress > 50%
<b>AD DO2 – Support to the work of the Organization (i.e. regular processing activities such as invoicing, recruiting, procuring, etc.)</b>									
4	Timely and accurate payment of invoices, salaries, travel claims, etc.	14 & 15	No complaints from suppliers/staff/travellers. Limited IOS and external audit observations	3,600 payment requests, 350 staff, 850 trips	95% travel and invoices paid within terms, 99% payroll accuracy, all audit observations actioned	90-95% travel and invoices paid within terms, 97-99% payroll accuracy, 1-2 agreed audit observations outstanding	<90% travel and invoices paid within terms, <97% payroll accuracy, 3+ agreed audit observations outstanding		Progress > 50%
	Monies invested in line with relevant policy	14 & 15	No loss of capital during period	Monthly treasury placements of £30m-£40m portfolio	No loss of capital, return of 0.4% achieved over the year	No loss of capital, return of 0.2-0.4% achieved over the year	Loss of capital, or rate of return below 0.2%	Yes	Progress > 50%
	Relevant and timely advice, information or relevant action provided to budget holders to sort out budgetary issues	14 & 15	Budgetary issues resolved	Two days target for non-significant issues and one week for complex and significant issues	Target days met or earlier	Moderate delay in response	Significant delay in response		Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Timely recruitment of staff and non-staff personnel (temporary employees and consultants)	14 & 15	Recruitments completed as planned	Contracts are issued within the [six] months of the recruitment request from staff and [two weeks] for non-staff	Target periods met or earlier	Moderate delay in recruitment	Significant delay in recruitment	Progress > 50%	
	Manage and implement the staff development/training programme	14 & 15	Significant knowledge gaps are bridged	Staff trained and courses offered in previous biennium	Attendance levels above 80% and evaluation >8/10	Attendance levels above 60% and evaluation >6/10	Attendance levels below 40% and evaluation below 4/10	Progress > 50%	
	Career development support process and succession plans	14 & 15	Suitable recruitment/appointment of staff to vacant positions	[3] Professional and [5] General Service staff per year	Target numbers met or higher	Moderately below the target	Significantly (more than 50%) below the target	Not embarked	
	Management of posts including the conduct of a classification exercise	14 & 15	Staff are clearly assigned to posts that have been suitably classified under the UN system standards	One classification exercise conducted during the year	Classifications conducted on time and with suitable documentation and reporting	Minor delays in classification and or reporting not properly conducted	Delays in classification exercise and reporting inadequate	Progress > 50%	
	Management of the staff performance appraisal process including performance recognition programme	14 & 15	Performance appraisals are conducted in a suitable and timely fashion and cases of superior and under performance are acted upon	Historic completion rates of performance appraisals	95% of performance appraisals submitted and the annual Merit recognition conducted	65% of performance appraisals submitted and the annual Merit recognition conducted	Less than 50% of performance appraisals submitted	Progress > 50%	
	Management of the internal justice system, including cases of appeals and harassment	14 & 15	Timely operation of the internal justice system	Cases are handled within three month from the date of formal complaint	Informal conflict resolution prior to formal complaint; or full implementation of any administrative or disciplinary measures set up by the fact-finding team	Partial or slightly delayed implementation of any administrative or disciplinary measures set up by the fact-finding team	No or significantly delayed implementation of any administrative or disciplinary measures set up by the fact-finding team	Progress > 50%	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Timely and accurate processing of pension and medical (including ASHI)/life insurance plans for retirees	14 & 15	No complaints from retirees	Pension Fund Secretariat Management Charter	Pension and ASHI arrangements made within one month following separation from IMO	Pension and ASHI arrangements made within one and half month following separation from IMO	Pension and ASHI arrangements made within two months following separation from IMO		Progress > 50%
	Timely and transparent procurement of goods and services, in accordance with FRFR and Procurement Manual, that provides value for money	14 & 15	Praise/Complaints from internal clients or vendors; observations from auditors	IOS Report on Procurement, February 2009; external audits (all years)	Praise from internal clients, vendors and auditors	No complaints from internal clients or vendors; no observations from auditors	Complaints from internal clients or vendors; observations from auditors		Progress > 50%
	Review of all vendors for performance and appropriate categorization	2014	Performance of vendors, availability of vendors; praise/complaints from internal clients	Register of Approved Suppliers and Contractors (Register)	All vendors, whether on Register or not, rated excellent by internal clients; no difficulty identifying suitable vendors for all contracts	All vendors, whether on Register or not, rated good or better by internal clients; all vendors rated less than good removed from Register; no difficulty identifying suitable vendors for most contracts	Several vendors rated less than good by internal clients even after review; difficulty identifying suitable vendors for some contracts		Progress > 50%
	Review of IMO General Terms & Conditions	2014	Contract discussions with vendors; legal disputes	IMO General Terms & Conditions (GT&C)	GT&C accepted without demur by all vendors as document underlying contract	GT&C accepted, with minor modifications and/or alongside contract, by most vendors	GT&C rejected by significant number of vendors		Progress > 50%
	Fully documented and error-free control of asset inventory	14 & 15	All items accounted for, handled and valued in accordance with IPSAS	[1,000] individual assets on register	All items physically verified in annual check; valuation	Less than 1% of assets not accounted for in physical verification; no	More than 1% of assets not accounted for in physical verification;		Progress > 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria					
					Excellent	Good	Poor			
						correctly reported; all processes correctly documented	material errors in valuation or documentation	material error/s in valuation; some processes incorrectly/incompletely documented		
	Effective and efficient information and communication systems in support of administrative and management processes	14 & 15	Smooth running of ICT systems	Calls resolved within one day for minor issues/requests and one week for complicated issues out of 8000 calls to Helpdesk each year		All support calls resolved within target dates or earlier	80% of support calls resolved within [1 week]	Fewer than 80% of support calls resolved within [1 week]	Yes	Progress > 50%
	Permanent fix for SAP system design faults, misconfigurations, gaps, etc.	14 & 15	No or minimal impact on IMO business due to SAP system faults and bugs and problems are resolved as per agreed service level agreement (SLA) proportional to the severity and urgency of incidences	Service delivery report and scorecard (2013)		All incidence calls resolved within their respective SLAs and no more than [10] calls open at any time	80% of calls resolved within their respective SLAs and no more than [25] calls open at any time	Less than 80% of calls resolved within their respective SLAs or over [25] calls open at any time Considerable impact on IMO business	Yes	Progress > 50%
	Training and workshops to SAP users quality assurance and user acceptance support and coordination	14 & 15	Prompt resolution to user requests and support calls and improved use of the SAP system due to targeted training	User support and training statistics (2013)		All user support requests is resolved within 3 hrs; Effective coordination of IMO and CGI team is achieved; On-time training is provided to all new users; Refresher training is given to existing users	80% of calls resolved within under 5 hrs and no more than [5] calls open at any time; Training is limited to new users only	Less than 80% of calls resolved within under 5 hrs and more than [5] calls open at any time; Access is given to new users with no training and SAP use orientation		Progress > 50%



SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>AD DO3 – Control and monitoring of financial and human resources (i.e. payments and accounts, donor reporting, performance management and leave recording system, etc.)</b>									
	Introduction of revised month end control procedures following SAP best practice	14 & 15	Month end pack completed to deadline	Month end pack by working day 12 each month for March-November	All month end packs March-November completed and reviewed to deadline	Delays for 1-2 month end packs	Delays for 3 or more month ends	Progress > 50%	
	IPSAS-compliant financial statements and donor reporting in line with agreements	14 & 15	Unqualified audit report, no donor queries on reporting	Annual financial statements	Unqualified audit opinion, no significant financial audit issues	Unqualified opinion, 1-5 significant new/unexpected financial audit recommendations	Qualified audit opinion or in excess of 5 significant new/unexpected financial audit observations	Completed	
	Production of periodic budgetary performance reports and periodic assessment of approved budgets to contain them within the approved level	14 & 15	Annual expenditure is contained within the appropriation approved	Approved budgets	3% or more overall saving is achieved	Up to the budgets approved	Overruns are made	Progress > 50%	
	Budget structures constructed each year for expenditure control and IPSAS/RBB reporting	14 & 15	Availability of budget-expenditure status reports through SAP	Being ready for 1 January each year	Target met or earlier	Being ready in the first two weeks of January	Not completed by the first four weeks of January and delays cause issues with delivery	Progress > 50%	
	Timely and accurate determination, processing and update of personnel information including leave, entitlements and basic personnel data	14 & 15	Accurate processing of entitlements and other personnel information	[350] staff (HQ, field and temporary) to administer	No errors in entitlements identified in IOS or External Audit review; Very little complaints/corrections	Error rate of <3% in IOS or External Audit review	Error rate of >3% in IOS or External Audit review	Progress > 50%	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Implementation of an APO and secondees recruitment drive each year	14 & 15	Increased work programme delivery capacity of the Organization directly funded by donor countries	Annual requirement of APOs and secondees	80% of planned recruitment realised	60% of planned recruitment realised	less than 50% of planned recruitment realised	Progress > 50%	
	Re-tendering of SAP contract (support, hosting and system development)	2015	Contract(s) for SAP support and hosting let to provider that offers best VFM	Existing contract ends May 2015, tendering to complete in advance to allow for cut-over if necessary	Tendering completed and transition to new service provider (if necessary) completed without significant drop in service levels	Tendering completed and transition to new service provider (if necessary) completed, but with delays and/or significant drops in service levels	Tendering not completed or major and ongoing loss of service	Not embarked upon procurement (scheduled for Q3 2014 – Q1 2015)	
	Maximize Trading Fund surplus	14 & 15	Publishing sales and CAF revenues vs. costs	Results in 2012 and 2013	Surplus is [33%] of turnover or higher; net subsidy to CAF is under £100k	Surplus is at least [20%] of turnover; net subsidy to CAF is under £125k	Surplus is less than [10%] of turnover; net subsidy to CAF exceeds £150k	Yes Progress > 50%:	
<b>AD DO4 – Enhancement of systems, processes and procedures (i.e. reviewing and updating systems, processes, procedures, rules, etc.)</b>									
4	Statement on Internal Control	2014	Policies and procedures in place to support the publication of a Statement on Internal Control	Being ready for 2015	Ready for implementation 1 January 2015	Minor work remains, implementation during 2015 still expected	Not implemented	Yes Progress < 50% (adopted in principle by the SMC for implementation in 2015)	
	Paperless/scanned invoice processing from suppliers	2015	Use of scanned or soft-copy invoices	Being ready in 2015 for all types of payments	Fully implemented, paper invoices used across all payment types	Fully implemented with the exception of 1-2 payment types	Not implemented	Not embarked (Planned for 2015)	
	Introduction of accounting for and reporting on in-kind support provided by donors and recipients	2015	Policies and procedures in place to allow reporting on in-kind support in the financial statements	Being ready for implementation from 1 January 2016	Ready for implementation 1 January 2016	Minor work remains, implementation during 2016 still expected	Not implemented	Yes Not embarked (Planned for 2015)	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Introduction of service standards for all core financial services provided (payroll, invoice processing, travel management, donor reporting)	2014	Agreed Service Standards issued with procedures in place to monitor their implementation	Being ready for implementation from 1 January 2015	Ready for implementation 1 January 2015	Minor work remains, implementation during 2015 still expected	Not implemented	Progress > 50%	
	Introduction of payroll for temporary staff. Explore and test/develop various alternative SAP functions/transactions in respect of the payroll for such staff	14 to 15	Interim review for the introduction of temp payroll (2014); Fully tested configuration (2015)	Being go-live by 1 March 2015	Target date met	Minor work remains, implementation during 2015 still expected	Not implemented	Progress < 50%	
	Revised and updated Financial Regulations and Financial Rules (FRR), Staff Regulations and Staff Rules (FRR), Procurement Manual, Budget Manual and Travel Manual and related processes and procedures in light of SAP changes or UN-wide harmonization	14 & 15	Revision/updates completed	Current ones	Fully revised/updated	Partially revised/updated	Not revised/updated	Completed	
	Result-based budget proposals for the 2016-2017 biennium	2015	Proposals approved by the Secretary-General	Outline submission to C 114 and main submission to C/ES 28 and A.29	Budget outline accepted by Council, detailed budget approved by Assembly	Significant issues raised by Council, resolved by time of Assembly	Significant issues raised by Council, not resolved by time of Assembly, budget not approved	Not embarked (planned for 2015)	
	Progress made toward carbon-neutral operation of Secretariat, in line with green initiatives of UN	14 & 15	Emission reduction plan developed and adopted	Figures on energy consumption presented in annual GHG inventory 2008-2011	Carbon footprint is reduced to zero	Carbon footprint is reduced year on year	Carbon footprint increases year on year	Progress > 50%	
	Enhanced information and knowledge management and PaperSmart office (SharePoint and IMODOCs)	14 to 15	Deployment of SharePoint systems and implementation of new modules on IMODOCs systems	50% being ready by the end of 2015	50% implementation	30% implementation	Not implemented	Progress > 50%	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Progressive improvement in access to IMO services and meetings	14 to 15	Implementation of unified communication for improved collaboration and cost effective communication; Ability to participate remotely at IMO meetings; Availability of mobile access to IMO online services	Being ready by 31 Dec. 2015	Full implantation on time and to budget	80% implementation	Not implemented	Progress > 50%	
	GISIS enhancement with new modules and e-Reports	2015	New modules developed on GISIS for e-Reports	50% progress by 31 Dec. 2015	50% implemented on time and on budget	30% d, some delays or over budget by less than 10%	Not implemented	Progress > 50%	
	Improved ICT facilities for capacity building and implementation of Conventions:	2015	Implementation of e-learning for selected ITCP activities and creation of portal for these activities	Being ready by 31 Dec. 2015	Full implantation on time and to budget	50% implementation	Not implemented	Progress > 50%	
	Set up and implement Business Intelligence System – phase I (2014) and phase II (2015)	14 & 15	On-time set-up of the BI program and installation of BI infrastructure (P. I); Availability of reports/analytics and ability to measure and manage IMO's KPIs (P. II)	BI Programme launch by end Dec 2014 (P. I); 10 reports to be developed (P. II)	BI program is launched and governance structure is fully operational (P. I); 10 new reports developed, tested and delivered, with users trained (P. II)	BI program is partially developed and operational (P. I); 10 new reports developed, tested and delivered, with users trained (P. II)	No progress is made in implementing the BI system (P. I); 10 new reports developed, tested and delivered, with users trained (P. II)	Progress > 50%	
	Implementation of improved, automated and integrated business processes; adopt best practices in IMO's business processes	14 & 15	No or minimal paper based, off-system or manual processing	Number of manual, off-system, non-standard processes as of end of 2013	No manual business processes; documents are transmitted and archived digitally	90% of processes are done within the system; with 25% of business processes handled in paper format	More than 50% of business processes are manual. Use of paper is pervasive	No Completed	

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Monthly and annual service reviews and SLA performance metrics, with proposals for service improvement action plans	14 & 15	The business case made for outsource is thoroughly achieved; users are satisfied with SAP service delivery	2013 monthly service delivery assessment scorecard	Improvement plan proposed by SAP Unit is implemented fully; CGI service delivery assessment score is 8 out of 10 on monthly basis	75% of improvement proposals are implemented; CGI service delivery assessment score is 7 out of 10 on monthly basis	Poor management of outsource contract; No remedial action is proposed and followed upon	Progress > 50%	
<b>AD DO5 – Infrastructure provision (i.e. building management, IT and SAP provision)</b>									
4	Refurbishment of lifts and escalators	2014	Safe and efficient functioning of lifts and escalators	Full performance of lifts and escalators being ready by end of 2014	Lifts and escalators restored to full function ahead of schedule and/or under budget	Lifts and escalators restored to full function on schedule and to budget (including contingency)	Lifts and escalators not restored to full function, restored behind schedule or over budget	Yes	Progress > 50%:
	Resolved issues surrounding water feature on 4th floor terrace	2014	Amenity value of water feature and terrace	Performance of water feature immediately after HQ refurbishment	Water feature restored to full operation or replaced by other amenity of equal value at low or no cost to Organization	Water feature restored to full operation or replaced by other amenity of equal value at moderate cost to Organization	Water feature not restored to full operation and not replaced by other amenity of equal value; restored or replaced at high cost to Organization		Progress < 50% (project delayed)
	Re-tendering of building-maintenance contract	2014	Letting of contract	Current contract	Contract let on schedule and under budget; outstanding value for money achieved	Contract let on schedule and within budget; good value for money achieved	Contract let late or over budget; poor value for money achieved		Completed

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Regular major maintenance of Headquarters building	14 & 15	All systems operational at all times with no breakdowns	Detailed maintenance plan provides basis for assessment	Fully implemented on time and on budget	Fully implemented, some delays or over budget by less than 10%	Not implemented, or costs exceed budget by more than 10%	Yes	Completed
	ICT resource management including Cloud computing; Digital signatures; and meeting support	14 & 15	Feasibility study on development of IMO Private Cloud and Maritime Community Cloud; Digital signatures for secure and reliable operations; Improved meeting support – translation assistance, document processing, audio and video recording	Full implementation being ready by Dec 2015	Full implementation	60% implementation	No implementation		Progress > 50%
	Enhancement of information technology infrastructure	14 & 15	Progressive implementation of the enhancement plan Replacement of 25% of desktop hardware per year Replacement/refreshment of servers	Full implementation being ready by 2nd half of 2015 25% desktop machines to replace (88 replacements per year) System availability of 99% in working hours	Full implementation by target periods The 25% target met or higher System availability of 99% in working hours	60% implementation Less than the 25% target System availability 97-99% of working hours	No implementation No or very low replacement System availability less than 97% of working hours	Yes	Progress > 50%
	Continuous provision of adequate, secured and stable SAP system and infrastructure (applications and interfaces)	14 & 15	No or minimal system downtime during office hours, secured system with role-based access	99% availability of system at all times; 2013 disaster recovery simulation	System down less than 1% during working hours;	System down 1% to 3% during working hours	System down more than 3% during working hours		Progress > 50%
<b>AD DO6 – Organizational outreach in the area of administration (finance, budget, human resources, ICT, procurement/facility management, publishing...)</b>									
1	Production of IMO News	14 & 15	Publication of IMO News on time and to budget	Budget, previous years' performance	All issues of IMO News published on time and under budget; print mailing list	All issues of IMO News published on time and within budget; print mailing list reduced issue by	Some issues of IMO News published late or over budget; print mailing list increased;		Completed

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
					reduced to absolute minimum; advertising and other offset revenues more than cover production and mailing costs	issue; advertising and other offset revenues cover [50%] of production and mailing costs	advertising and other offset revenues cover less than [25%] of production and mailing costs		
	All new sales publications published in appropriate electronic format/s; achievement of complete back-catalogue of publications in electronic format/s	2014	Publications catalogue	Publications catalogue at end 2012	All new publications produced in all appropriate electronic formats; entire back catalogue available in all appropriate electronic formats in all official languages	All new publications produced in all appropriate electronic formats; majority of back catalogue available in all appropriate electronic formats in all working languages	Some new publications not produced in any electronic formats; significant portion of back catalogue not available in appropriate electronic formats at all	Completed	
	Provision of statistics, reports and comments to Council, Assembly, CEB, JIU and ICSC	14 & 15	Timely preparation/submission of the IMO documentation	IMO HR data provided within the UN common system	Data and information provided within one month prior to the meetings	Data and information provided within half a month prior to the meetings	Data and information provided on the last day of the deadline	Progress > 50%	
	Participating at the UN Common system development meetings such as FB Network, HR Network, ICT Network, HLCM and the ICSC meetings	14 & 15	Timely preparation/submission of the IMO documentation	IMO data provided within the UN common system	IMO input provided within one month prior to the meetings	IMO input provided within half a month prior to the meetings	IMO input provided on the last day of the deadline	Progress > 50%	

## Conference Division

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
<b>CD DO1</b> – Ensure all IMO international meetings both at HQ and externally are run efficiently and effectively: provision of linguistic services (translation, word processing)									
All	Organisation, planning and timely provision of quality translation services as required by the Organization, within the deadlines agreed	14 & 15	Timely translation of all IMO meeting documentation, conventional instruments, reports and other substantive documents and correspondence to a high degree of quality in the 6 official languages (approximately 50,000 pages) including editing and revision as appropriate	2012 figures of just under 40,000 pages for translation work in Spanish and French and 3,000 pages for non-working languages	Translation work completed in a timely manner and to highest quality both in substance and editorial content with no complaints from delegates	Translation work completed to a satisfactory quality with some non-critical delays in the production of documents or minor editorial mistakes	Translation work completed late and of poor quality with many complaints from delegates	Yes	Progress about 50% (From 50,000 pages projected for the biennium, approximately 18,084 pages were translated, all translation and editing is completed within established deadlines)
	Provision of efficient word processing and formatting at the IMO quality standard of texts of all documents received from Member Governments, the Secretariat and Translation Sections. Management of end to end process for the preparation of publication-ready documentation by the non-working languages of the Organization	14 & 15	Timely word processing of all IMO meeting documentation, conventional instruments, reports and other substantive documents and correspondence to a high degree of quality in the 6 official languages	2012 figures of just under 85,000 pages for word processed and formatted pages	Word processing work completed in a timely manner and to highest quality with no complaints from delegates	Word processing work completed to a satisfactory quality with some non-critical delays in the production of documentation or with minor editorial complaints	Documents processed late and of poor quality with complaints from delegates and end users	Yes	Progress about 50% (approximately 45,420 pages were word processed, IMO meetings documents are processed within established deadlines)
	Provision of accurate and complete referencing work delivered in a timely manner to support the translation of documents, and of up-to-date and accurate content in IMOTERM, IMO's terminology database	14 & 15	Timely provision of accurate and complete references for IMO documentation	N/A	Fast turnaround of documents processed with complete and accurate references	Turnaround of documents with some non-critical delays and with satisfactory references	Incomplete and inaccurate references provided. Substantial delays in turnaround of documents	Yes	Progress about 50%



SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
<b>CD D02</b> – Ensure all IMO international meetings both at HQ and externally are run efficiently and effectively: provision of documentation services (printing, circulation, management)									
All	Efficient processing of all documentation ensuring compliance with deadlines set for the meetings and implementation of PaperSmart policies agreed by the Council to reduce printing	14 & 15	Availability of all IMO meeting documentation for the meetings (approximately 80,000 pages with a reduction from 4,500,000 impressions)	2012 figures for printing and impressions (80,510 pages, 4,909,597 impressions)	All documentation processed within deadlines and reducing the number of impressions through the implementation of PaperSmart measures	All documentation processed within deadlines or non-critical delays and maintenance or small reduction of number of impressions	Delays in the production and distribution of documentation and increase in the number of impressions	Yes	Progress about 50% (Approximately 35,000 pages were printed)
	Efficient dissemination of the IMO documents including their timely placement on IMODOCS	14 & 15	Ensure all documentation is placed on IMODOCS	2012-2013 Programmes of meetings with scheduled update of documents	Timely and accurate placement of all documentation on IMODOCS	Accurate placement of all documentation of IMODOCS in a timely manner or with minimum, non-critical delays	Incomplete and delayed documentation and information placed on IMODOCS	Yes	Progress 50%
<b>CD D03</b> – Ensure all IMO international meetings both at HQ and externally are run efficiently and effectively: provision of logistics services (conference room/facilities, audio/video)									
All	Provision of appropriate meeting rooms and facilities, including audio visual services and efficient registration of delegates in accordance with the IMO programme of meetings and relevant IMO guidelines	14 & 15	Meetings held efficiently and effectively to the satisfaction of Member States and other participants in the meetings	Delivery of 2012 & 2013 Programmes of Meetings	Meetings held above expectations in accordance with the Programme of Meetings – highly appropriate and timely meeting room management and registration of participants using the latest technology available	Meetings successfully held in accordance with the Programme of Meetings – appropriate and timely meeting room management and adequate registration of participants	Meetings not completed due to failure of these services – inappropriate room allocation according to Programme of Meetings and with critical delays or avoidable oversights in registering participants	Yes	Progress 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
All	Organisation, planning and provision of full interpretation for meetings as required by the IMO programme of meetings and Council decisions regarding sessions of interpretation and in accordance with the relevant rules of procedures and the AIIC Agreement	14 & 15	Meetings successfully held in accordance with programme of meetings and with the required high quality interpretation services	2012-2013 Programmes of Meetings & Council 110 D	Full interpretation hired in advance and provided according to requirements and no complaints from delegates	Full interpretation provided according to requirements and no critical complaints from delegates	No full interpretation provided according to requirements or interpretation of poor quality with complaints from delegates	Yes	Progress 50%
	Provide direction, guidance and support to the Division in servicing IMO meetings effectively and efficiently	14 & 15	Meetings held smoothly, efficiently and effectively in accordance with the Programme of Meetings and to the satisfaction of Member States and other participants	Delivery of 2012 & 2013 Programmes of Meetings	Meetings pre-planned and prepared in accordance with the Programme of Meetings, appropriately managed to deal with all issues, foreseeable and unforeseen efficiently and effectively	Meetings held in accordance with the Programme of Meetings with minor issues resolved in a timely and effective manner, not unduly affecting the delivery of the meetings	Meetings poorly serviced due to failure to respond effectively or efficiently to queries, with critical failures with foreseeable issues and a high volume of complaints from delegates	Yes	Progress 50%
<b>CD DO5</b> – Outreach programmes, facilitate information dissemination									
1 & 11	Full participation in IAMLADP, JIAMCATT and other relevant meetings, sharing of knowledge, development of knowledge sharing databases (such as IMOTERM) and implementation of common policies within the UN System	14 & 15	In relevant fora and increased efficiencies in IMO practices, in particular Accessible, complete and accurate platforms for knowledge sharing, full participation and exchange of information in conference management and translation practices	N/A	Successful implementation of common policies of conference management and translation, expansion of terminological and information content in IMOTERM and increased traffic to knowledge databases	Implementation of some common policies of conference management and translation and maintenance of knowledge databases	Inadequate implementation of common policies of conference management and translation, incomplete or obsolete knowledge databases and no communication or participation with stakeholders		Progress 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators				Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014	
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good			Poor
	Development, with appropriate support from IT Services, of an improved IMODOCS platform which is easy to navigate and which enables wider dissemination of electronic meeting materials, including the implementation of an electronic document management system for internal use within the Secretariat	14 & 15	Development, in conjunction with IT Services, an IMODOCS platform which is easier to navigate and which enables the wider dissemination of electronic meeting materials. Implementation of an electronic document management system for internal use within of the Secretariat with reporting capabilities which reduces the amount of paper circulated in the Organization	Current IMODOCS interface and DRITS database reporting capabilities	Easily navigable and user-friendly IMODOCS with complete information, fully automated reporting capabilities and more efficient and effective meetings document management	Complete IMODOCS, satisfactory reporting capabilities from a new document management system	Deficient navigation capabilities in IMODOCS and insufficient reporting and tracking capabilities of the new document management system	Yes	Progress 50%
	Technical editing and speech-writing for officers of the Organization at all levels, based on extensive appropriate research, for delivery at internal and external IMO meetings and events	14 & 15	Accurate, consistent and comprehensive material in full conformity with Organization policies for delivery to a wide variety of audiences and with appropriate technical input for each occasion	N/A	Speeches that fully enhance and inform the occasion	Adequate speeches that fall short owing to inconsistency or insufficient preparation	Poorly researched or contradictory speeches that are difficult to understand		Progress 50%
<b>CD DO6</b> – General management by Director's office, including rental of conference rooms									
4	Daily management of administrative and financial matters by all Sections and Units in the Division	14 & 15	Timely provision of financial information and management of personnel issues	N/A	Timely provision of resources for servicing the meetings and efficient and effective management of financial and personnel matters in the Division	Adequate provision of resources for servicing the meeting and adequate management of financial and personnel matters in the Division	Inadequate provision of resources for servicing the meeting and mismanagement of financial or personnel matters in the Division		Progress 50%

SD	Deliverables/Action components to achieve Divisional Objectives	Year	Key Result Indicators					Risk Events	Implementations status of activities to achieve the divisional objectives for 2014 as at 30 June 2014
			Success Indicators	Baseline Comparator	Pre-defined Assessment Criteria				
					Excellent	Good	Poor		
	Rental and management of conference room requests from UN system organizations and external organizations, charging rental as necessary	14 & 15	Good occupancy rates and maximal rental income derived from leasing out the Conference rooms	2012 room occupancy of 130 weeks for Committee Rooms & Main Hall	High room occupancy throughout the year and high rental yield from leasing the committee rooms to external organizations	Room occupancy comparable to baseline and adequate rental yield from leasing the committee rooms to external organizations	Low room occupancy and low or no rental yield from leasing the committee rooms to external organizations	Progress 50%	

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