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Agenda item 14

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**CONSIDERATION OF THE STRATEGY AND POLICY OF THE ORGANIZATION,
INCLUDING THE REPORT OF THE WORKING GROUP**

**Submitted by
Canada, Cyprus, Denmark, Singapore, the Netherlands, Sweden and the United Kingdom**

SUMMARY

Executive summary: This document proposes a way forward with respect to further elaboration of the Strategic Plan

Action to be taken: Paragraph 8

Related documents: Circular letter No.2390, annex 1 and C 90/14/Add.1

1 Reference is made to document C 90/14/Add.1 by the Secretary General, containing the report of the second intersessional meeting of the *ad hoc* Council Working Group on the Organization's Strategic Plan.

2 In the action paragraph (paragraph 3) of document C90/14/Add.1, the Council is invited to consider the outcome of the second intersessional meeting of the Council Working Group, to approve the report in general and, in particular, action 4: to consider the Chairman's summing-up of progress to date and decide on the way forward with respect to further elaboration of the Strategic Plan.

3 In paragraph 5.16 of the report of the second meeting of the *ad hoc* Council Working Group (C90/14/Add.1, annex) the Chairman of the Working Group, in summing up the discussion, decided to include in the report to the Council the example objectives, as drafted, and to request the Council to decide whether to task the Working Group with developing objectives, baselines, benchmarks and performance indicators at a future meeting, or to forward the work done so far to the Committees for comment. This request to Council is also reflected in the action paragraph (paragraph 11.1.6) of the annex to document C 90/14/Add.1.

4 In the view of the submitting Members of Council an effective, efficient and timely way forward to the further elaboration of the Strategic Plan would be to task the *ad hoc* Working Group, in accordance with the timetable in its Terms of Reference, to continue its outstanding work before the 23rd Assembly i.e. November 2003. It is therefore proposed that the *ad hoc* Working Group be reconvened between this June and November 2003 to continue its work on a draft of the Strategic Plan in accordance with the revised Terms of Reference and timetable with a view to reporting to the 22nd extraordinary session of Council and the 23rd Assembly concurrently.

5 In the view of the submitting Members of Council it is preferable to forward the work done so far to the *ad hoc* Working Group instead of to the Committees to avoid delay of the development of the Strategic Plan. This course of action would also, in the view of the submitting Members of Council, simplify the process that leads to such a Plan.

6 With reference to the report of the second meeting of the *ad hoc* Working group, in particular paragraphs 5.8 and 5.9 of that report (C 90/14/Add.1, annex) it is the view of the submitting Members of Council that the Strategic Plan should be at once comprehensive and concise, and that it should only incorporate:

- * a mission statement for the Organization;
- * trends, developments and challenges in the shipping and maritime world;
- * strategic directions in which the Organization shall go, based on the emerging trends, developments and challenges;
- * defined, measurable objectives to be met to fulfil the strategic directions; and
- * performance indicators for the measurement of performance of the Organization and its objectives.

7 The submitting Members of Council therefore propose to Council to revise the Terms of Reference for the *ad hoc* Council Working Group as proposed in the annex to this submission, noting that further work has to be done within the specified timeframe in the revised Terms of Reference which will include:

- * the translation of the strategic directions into high level action plans;
- * a prioritisation of the areas of work; and
- * a projection of the Organization's prospective resource requirements.

The submitting Members of Council are of the opinion that the annexes 2, 3, 4, 6 and 7 to the report of the second meeting of the *ad hoc* Council Working Group provide a good basis for the further work of the Working Group and for timely finalization of the Strategic Plan, in accordance with the proposed amended Terms of Reference.

Action requested by the Council

8 The Council is invited to consider the proposals in paragraphs 4, 6 and 7 and to decide as appropriate.

ANNEX

REVISED TERMS OF REFERENCE FOR THE *AD HOC* COUNCIL WORKING GROUP

1 The *Ad Hoc* Council Working Group on the Organization's Strategic Plan will prepare for the Council's consideration a draft strategic plan for the Organization. The Plan shall cover, according to the decision of the 22nd Assembly, a five-year period. The Plan shall also outline the strategy of the Organization for the years following the initial five-year period.

~~2 The Strategic Plan shall incorporate a mission statement for the Organization. Further, the Strategic Plan shall take account of the emerging trends, developments and challenges in the shipping and maritime world, i.e. safety, technology development, marine environment, globalization and maritime security. The Strategic Plan shall establish the strategic directions, including defined objectives, in which the Organization shall go, based on the aforementioned emerging trends, developments and challenges. The strategic directions shall be translated into high-level action plans, including a prioritisation of areas of work with assessment of achieved results, covering a five-year period. The Strategic Plan shall provide a projection of the Organization's prospective resource requirements.~~

The further development of the Strategic Plan shall be based on the Strategic Plan as provided for in document C 90/14/Add.1 and relevant decisions of Council 90, and shall include defined measurable objectives. The Plan shall also include performance indicators for the measurement of the performance of the Organization and its objectives.—The Strategic Plan shall also cater for flexibility, when necessary.

3 The *Ad Hoc* Council Working Group shall formulate its proposals within the framework of the IMO Convention and take into account Assembly resolution A.909(22), with particular reference to operative paragraph 2. The work of the *Ad Hoc* Council Working Group will be guided in particular by resolutions A.900(21) "Objectives of the Organization in the 2000s" and A.901(21) "IMO and Technical Co-operation in the 2000s".

4 The *Ad Hoc* Council Working Group shall also propose a mechanism for the review and up-date of the Strategic Plan.

5 In making proposals, the *Ad Hoc* Council Working Group will take into account the following timetable:

~~November 2002: Council 89 — Establish broad planning guidelines for the Work Programme and Budget for the biennium 2004-2005~~

~~— Review outline of a draft five-year plan 2004-2008~~

June 2003: Council 90 - Review Secretary-General's proposals for Work Programme and Budget for 2004-2005 based on the current working programmes ~~Review draft five-year plan 2004-2008~~

- November 2003 – Council ES.22 and Assembly 23 - Consider and adopt Work Programme and Budget for 2004-2005 based on the current working programmes and consider the draft Strategic Plan for ~~2004-2008~~ the five-year period.
- Between A23 and Council 93 (Nov 2004)- Development of high level action plans;
Prioritization of the areas of work
A projection of the Organization's prospective resource requirements.
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* ~~in the above text deletions of the original text are crossed out~~ whilst new text is underlined.