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COUNCIL
102nd session
Agenda item 3

C 102/3(a)
8 May 2009
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STRATEGY AND PLANNING

(a) Monitoring of performance

Report of the ninth session of the *Ad hoc* Council Working Group on the Organization's Strategic Plan

Note by the Secretary-General

SUMMARY

<i>Executive summary:</i>	This document reports on the outcome of the ninth session of the <i>Ad hoc</i> Council Working Group on the Organization's Strategic Plan (CWGSP 9), held from 27 to 29 April 2009
<i>Strategic direction:</i>	4
<i>High-level action:</i>	4.5.1
<i>Planned output:</i>	4.5.1.1
<i>Action to be taken:</i>	Paragraph 9
<i>Related documents:</i>	C 101/D (paragraphs 3.1 to 3.3); C 101/3; C 100/3; resolutions A.989(25) and A.990(25)

General

1 The *Ad hoc* Council Working Group on the Organization's Strategic Plan (hereinafter referred to as "the Working Group") met from 27 to 29 April 2009, under the chairmanship of the Council Vice-Chairman, Mr. D. Ntuli (South Africa).

2 The meeting was attended by representatives from the following Member Governments:

ARGENTINA
BAHAMAS
BELGIUM
BRAZIL
CHILE
CYPRUS

DENMARK
FRANCE
GERMANY
IRAN (ISLAMIC REPUBLIC OF)
JAPAN
MARSHALL ISLANDS

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NORWAY
PANAMA
SOUTH AFRICA
SPAIN

SYRIAN ARAB REPUBLIC
THAILAND
UNITED KINGDOM
UNITED STATES

3 In accordance with paragraph 12 of the Guidelines on the organization and method of work of the Council (Circular letter No.2601), regarding, *inter alia*, the reports of the Council's working groups, this document is submitted "in Summary-of-Decisions format to keep such reports as short as possible".

Adoption of the agenda (agenda item 1)

4 The Working Group approved its Provisional Agenda (CWGSP 9/1).

Guidelines on the application of the Strategic and High-level Action Plans: report of the Correspondence Group (agenda item 2)

5 The Working Group noted the information set out in documents CWGSP 9/2, CWGSP 9/2/1 and CWGSP 9/2/2, as well as that provided orally by the Coordinator of a correspondence group and the delegations of Chile and the Netherlands, providing, in accordance with the requests of the Council and paragraph 4 of resolution A.990(25), draft guidelines on the application of the Strategic Plan and the High-level Action Plan, together with a related draft Assembly resolution.

6 In particular, the Working Group:

- .1 agreed that the further work carried out by the correspondence group intersessionally provided an excellent basis for the finalization of the guidelines on the application of the Strategic Plan and the High-level Action Plan;
- .2 accepted the propositions set out in paragraph 2.14 of document CWGSP 9/2 and, consequently, decided to use the amended draft guidelines in document CWGSP 9/2/1, which took account of those propositions, as the basis for its final drafting work;
- .3 agreed that the guidelines on the application of the Strategic Plan and the High-level Action Plan are not intended to micro-manage the work of any IMO organ;
- .4 agreed also that issues such as agenda management should continue to be dealt with at the level of individual IMO organs and appropriately addressed in their Guidelines on the organization and method of work;
- .5 further agreed that the latter Guidelines will need to be revised to ensure full consistency with the guidelines on the application of the Strategic Plan and the High-level Action Plan;
- .6 finalized and approved the draft guidelines on the application of the Strategic Plan and the High-level Action Plan attached at annex 1, together with a related draft Assembly resolution, for submission to the 102nd session of the Council, for consideration and approval, and onward transmission to the twenty-sixth session of the Assembly, for adoption;

- .7 agreed that there would, at a future session of the Working Group (CWGSP 10), be a need to develop a 'migration plan' detailing the practical steps required to support the effective transition from current arrangements to full implementation of the guidelines on the application of the Strategic Plan and the High-level Action Plan throughout the Organization; and
- .8 as a first step in the aforementioned 'migration plan', the draft guidelines at annex 1 should be presented and explained to the Meeting of Chairmen to be held during the eighty-sixth session of the Maritime Safety Committee.

Long-term strategy for the reduction of costs of international meetings (agenda item 3)

7 The Working Group noted the information set out in document CWGSP 9/3, as well as that provided orally by the Secretariat, providing an analysis of identified options for a long-term strategy for the reduction of costs of international meetings and agreed, at this time, to make the recommendations to the Council set out at annex 2, for its consideration and approval.

Any other business (agenda item 4)

8 The Working Group noted the information set out in document CWGSP 9/4, as well as that provided orally by the Secretariat, on the request of the United Nations General Assembly, in resolution 63/232, for the UN system's strategic planning cycles to be aligned with the new quadrennial cycle for the General Assembly's comprehensive policy reviews of operational activities for development, and agreed that no change to the period of validity of the Organization's Strategic Plan or to the frequency of its updating is required at this stage.

Action requested of the Council

- 9 The Council is invited to consider the outcome of the ninth session of its *Ad hoc* Working Group on the Organization's Strategic Plan and, in particular, to:
- .1 consider and approve the draft guidelines on the application of the Strategic Plan and the High-level Action Plan attached at annex 1, together with a related draft Assembly resolution, for onward transmission to the twenty-sixth session of the Assembly for adoption (paragraph 6.6);
 - .2 note the Working Group's views on the need for a 'migration plan' detailing the practical steps required to support the effective transition from current arrangements to full implementation of the aforementioned guidelines throughout the Organization (paragraphs 6.7 and 6.8);
 - .3 consider and approve the Working Group's recommendations on identified options for a long-term strategy for the reduction of costs of international meetings set out at annex 2 (paragraph 7);
 - .4 note the Working Group's conclusion in response to the request of the United Nations General Assembly in resolution 63/232 (paragraph 8); and
 - .5 approve the report in general.

ANNEX 1

DRAFT ASSEMBLY RESOLUTION A.....(26)
GUIDELINES ON THE APPLICATION OF THE STRATEGIC PLAN AND
THE HIGH-LEVEL ACTION PLAN OF THE ORGANIZATION

THE ASSEMBLY,

RECALLING the directives contained in resolutions A.500(XII) and A.900(21) concerning coordination of the work of the committees by the Council to ensure consistency with the overall goals of the Organization, taking into account the views of the committees on priorities and their responsibilities for substantive technical and legal matters,

RECALLING ALSO the Assembly's commitment, in resolution A.777(18), to improving the work methods and organization of work of the Organization,

RECALLING FURTHER resolutions A.989(25) and A.990(25), by which it approved, respectively, the Strategic Plan for the Organization for the six-year period 2008 to 2013 and the High-level Action Plan of the Organization and priorities for the 2008-2009 biennium,

RECALLING IN PARTICULAR its request to the Council, in resolution A.990(25), to develop, on a priority basis and through its *Ad hoc* Working Group on the Organization's Strategic Plan, guidelines for all IMO organs on the application of the Strategic Plan and the High-level Action Plan, including guidance for the assessment of work programme items and for the format and content of reports on work carried out by the respective bodies of the Organization,

REAFFIRMING:

- that the Organization's Strategic Plan contains key strategic directions enabling IMO to achieve its mission objectives; and
- that the High-level Action Plan has been developed to enable the Organization to effectively address those strategic directions by identifying high-level actions that are necessary for the achievement of IMO's objectives and the priorities over a biennium resulting from those identified actions, thereby providing the linkage between the Organization's strategy, the work of the various IMO organs and the biennial budget,

RECOGNIZING the need for a uniform basis for the application of the Strategic Plan and the High-level Action Plan throughout the Organization, and for the strengthening of existing working practices through the provision of enhanced planning and management procedures that are flexible, manageable, proportional, transparent and balanced,

HAVING CONSIDERED the recommendations of the Council, at its [one hundred and second] session, for the adoption of guidelines on the application of the Strategic Plan and the High-level Action Plan,

1. APPROVES the Guidelines on the application of the Strategic Plan and the High-level Action Plan, set out in the annex to the present resolution;

2. REQUESTS the Council and the committees to review and revise, during the 2010-2011 biennium, the guidelines for the organization and method of their work taking account of the Guidelines on the application of the Strategic Plan and the High-level Action Plan;
3. REQUESTS the Secretary-General to review and adjust present processes and work methods within the Secretariat in the light of the Guidelines on the application of the Strategic Plan and the High-level Action Plan; and to develop practical means with the aim of facilitating and supporting the implementation of the Guidelines throughout the Organization;
4. DIRECTS the Council to keep the annexed Guidelines under review.

ANNEX

DRAFT
GUIDELINES ON THE APPLICATION OF
THE STRATEGIC PLAN AND THE HIGH-LEVEL ACTION PLAN

1 INTRODUCTION

1.1 The Strategic Plan for the Organization, as revised and adopted by the Assembly, sets out:

- .1 the mission statement of IMO;
- .2 the trends, developments and challenges, in the shipping and maritime world, which the Organization faces in fulfilling its mission;
- .3 the broad strategic directions towards which IMO will work in addressing the identified trends, developments and challenges; and
- .4 performance indicators for the measurement of the Organization's performance against the strategic directions.

The Strategic Plan covers a six-year period and is an expression of the Member States' commitment to ensuring the fulfilment of the Organization's aims and objectives in a uniform manner on a global basis, and to setting clear priorities for the purpose of achieving them.

1.2 The High-level Action Plan of the Organization, as revised and adopted by the Assembly, sets out:

- .1 the high-level actions necessary to achieve the strategic directions included in the Strategic Plan; and
- .2 the priority outputs that are planned to be delivered by the Organization over a two-year period, as a result of undertaking the high-level actions.

The High-level Action Plan provides the linkage between the Organization's strategy and its day-to-day work and, therefore, constitutes IMO's work programme for a biennium and the basis of its biennial budget.

1.3 At its twenty-fifth session the Assembly adopted resolution A.990(25) on High-level Action Plan of the Organization and Priorities for the 2008-2009 biennium. Operative paragraph 4 of that resolution requests the Council, on a priority basis and through its *Ad hoc* Working Group on the Organization's Strategic Plan (CWGSP), to develop guidelines for all IMO organs on the application of the Strategic Plan and the High-level Action Plan (hereinafter "the Guidelines"), including guidance for the assessment of work programme items and for the format and content of reports on work carried out by the respective bodies of the Organization. Operative paragraph 5 of the resolution then requests the Council and the committees to review and revise the guidelines for the organization and method of their work in the light of the Guidelines developed by the Council.

2 DEFINITIONS

2.1 For the purposes of the Guidelines, the following definitions will apply:

- .1 “IMO organs”: the organs of the Organization as defined in Article 11 of the IMO Convention;
- .2 “Planned output”: a product planned in the High-level Action Plan to be delivered by the Organization during a biennium;
- .3 “Unplanned output”: a product that may be agreed by IMO organs to be delivered during a biennium after the adoption of that biennium’s High-level Action Plan;
- .4 “Agenda”: a list of planned outputs for discussion at a particular meeting;
- .5 “Biennial agenda”: a list of planned outputs to be delivered during a biennium by an individual IMO organ; and
- .6 “Post-biennial agenda”: a list of accepted outputs to be delivered or initiated beyond a current biennium.

3 PURPOSE, AIM AND OBJECTIVES

3.1 The purpose of the Guidelines is to provide a uniform basis for the application of the Strategic Plan and the High-level Action Plan throughout the Organization.

3.2 The aim is to strengthen existing working practices through the provision of enhanced planning and management procedures that are flexible, manageable, proportional, transparent and balanced.

3.3 The Guidelines are therefore formulated to achieve the following objectives:

- .1 to align and strengthen the planning and reporting processes by more clearly linking agenda setting and reporting to the Strategic Plan and High-level Action Plan;
- .2 to strengthen the linkage between the planned outputs and the resources required to deliver the outputs;
- .3 to facilitate the efforts of the Council and the committees in controlling and monitoring the Organization’s work;
- .4 to promote a greater understanding and assimilation of the interconnections between the Strategic Plan and High-level Action Plan and the planned outputs;
- .5 to promote a new culture and discipline in adherence to the planning procedures and guidelines;
- .6 to promote objectivity, clarity and realistic timeframes in the establishment of biennial agendas by the IMO organs and their subsidiary bodies;

- .7 to ensure maximum possible participation of all Member States and organizations with observer status in all of the Organization's work; and
- .8 to establish responsibilities and promote involvement in the planning and reporting processes.

3.4 Nothing in these Guidelines should prohibit the Organization from taking immediate action on urgent matters if the risk of not acting will adversely impact on the Organization's ability to meet its objectives.¹

4 APPLICATION

4.1 The Guidelines shall be strictly applied by all IMO organs.

4.2 The Guidelines will be kept under review by the Council and will be updated as necessary in the light of experience gained in their application.

4.3 The Council and the committees shall review, align and revise their own guidelines for the organization and method of work taking account of these Guidelines.

5 STRATEGIC PLANNING PROCESSES: HIGH-LEVEL ACTION PLAN

5.1 The Organization's Strategic Plan includes a number of key strategic directions to enable IMO to achieve its mission objectives. In order for the Organization to effectively address those strategic objectives, the High-level Action Plan has been developed, which identifies the actions required and provides the linkage between the Organization's strategy and the work of the various IMO organs.

5.2 The High-level Action Plan thus identifies the high-level actions necessary to achieve the strategic objectives in the Strategic Plan, as well as the priorities for a biennium in response to those identified actions.

5.3 All IMO organs should at all times be conscious of the status and purpose of the Strategic Plan and the High-level Action Plan as well as of the strict linkages between the High-level Action Plan and the budget for the corresponding biennium.

5.4 The Council, the committees and the Secretariat should identify, in a timely manner, the products to be included as planned outputs in the High-level Action Plan for the coming biennium, as such identification provides a basis for making an estimate of the budget required for that biennium.

5.5 In the process of constructing the High-level Action Plan, due account should be taken, *inter alia*, of: (a) planned outputs the delivery of which have been postponed from a prior biennium; (b) final outputs that may need to be produced following the delivery of related interim outputs in a prior biennium; (c) any specific requirement to review the effectiveness of planned outputs delivered in a prior biennium; (d) accepted outputs on the post-biennial agendas; and (e) new planned outputs.

¹ Refer to the IMO Risk Management Framework (C 100/3(b), Appendix 1).

5.6 Decisions on the inclusion of planned outputs in the High-level Action Plan for the coming biennium should be guided by the strategic directions and high-level actions established in the Strategic Plan and the High-level Action Plan, and should take due account of:

- .1 the anticipated workload of the IMO organs involved in the delivery of the output;
- .2 the demonstrated urgency to deliver the output;
- .3 the personnel and budgetary resources available;
- .4 the potential adverse impact of a decision as to whether or not to include an output on the ability of the Organization to meet its objectives².

5.7 Adoption by the Assembly of the High-level Action Plan and the corresponding budget for the biennium implies that the Assembly has verified and was satisfied that there is a reasonable match between the two and that the available resources and the meetings programme warrant the delivery of the outputs planned in the High-level Action Plan.

5.8 Such planned outputs may be revised during the biennium by the relevant Committee, taking into account the provisions of paragraph 5.6, if subsequently endorsed by the Council.

5.9 Annex 1, diagram 1, provides an overview of the Organization's overall planning hierarchy and its links to related processes, and indicates the scope of the Guidelines.

5.10 Annex 1, diagram 2, provides an overview of the Organization's strategic planning process and its related planning and reporting flows during the course of a biennium.

6 MANAGEMENT AND CONTROL

6.1 Management and control of the planning of, and reporting on, the implementation of the Strategic Plan and the High-level Action Plan are critical elements to measure the Plans' effectiveness and transparency. Consequently, it is important that proper management and control mechanisms are in place to ensure that:

- .1 both biennial agendas and agendas are clearly linked to the Strategic Plan and the High-level Action Plan;
- .2 the competing demands of the Strategic Plan and the High-level Action Plan can be prioritized within the resource constraints of the Organization and its membership;
- .3 the Organization's response to changes in the environment within which it operates is consistent with the Strategic Plan and the High-level Action Plan; and
- .4 monitoring and reporting is such that progress on biennial agendas is explicitly linked to progress on the production of planned outputs.

6.2 In order to provide a transparent link between the Strategic Plan and the Organization's work the following principles should be applied:

² Refer to the IMO Risk Management Framework (C 100/3(b), Appendix 1).

- .1 the planned outputs included in the High-level Action Plan should explicitly form the basis of the biennial work of all the IMO organs and the budget of the Organization;
- .2 the agendas and biennial agendas of all IMO organs should only contain planned outputs included in the High-level Action Plan;
- .3 the biennial agendas for all IMO organs should follow format 1 set out in annex 2;
- .4 for outputs with a target completion date beyond the current biennium, the High-level Action Plan should specify the planned interim output at the end of the biennium;
- .5 target completion dates in the biennial agenda format at annex 2 (format 1) should specify the year of planned completion within the current biennium;
- .6 continuous items are discouraged but in those cases where they are deemed inevitable, efforts should be made to specify their expected interim outputs at the end of the current biennium; and
- .7 documents submitted to committees and sub-committees should clearly and substantively demonstrate the direct relation between the proposals therein and the planned output to be accomplished under the relevant agenda item, based on the High-level Action Plan.

6.3 In order to maintain a balance between effective control and the need for flexibility in addressing emerging trends, developments and challenges within the Organization's mandate, any decision to include unplanned outputs in the current High-Level Action Plan, in accordance with section 8, should be endorsed by the Council.

6.4 In order to ensure transparent and efficient monitoring and reporting, and in accordance with section 9, a uniform format should be used for reports on the status of planned outputs. The Secretariat should also use that format in reporting to the Council on the status of its planned outputs.

7 RESPONSIBILITIES

7.1 Member States and the Secretariat should ensure consistency and discipline in the administrative management of the planning and reporting cycle.

7.2 Accordingly, the Chairman, Vice-Chairman and Secretary of the Council, committees and sub-committees have a specific responsibility for the effective management of the planning and reporting cycle and for the consistent and rigorous application of these Guidelines and their own guidelines on organization and methods of work.

7.3 In order to fulfil the function in paragraph 7.2 a well-established co-operation and coordination is expected between the Chairman, Vice-Chairman and Secretary of the Council, committees and sub-committees by all available means, including face-to-face meetings and teleconferences as deemed necessary.

8 UNPLANNED OUTPUTS³

General

8.1 All IMO organs, in determining inclusion of unplanned outputs, should at all times be guided by the strategic directions and high-level actions established in the Strategic Plan and the High-level Action Plan for the Organization, and should in particular take due account of:

- .1 the potential impact inclusion of an unplanned output may have on the timely delivery of outputs planned in the current High-level Action Plan;
- .2 the potential impact inclusion of an unplanned output may have on the workload of the IMO organs involved;
- .3 the personnel and budgetary resources available; and
- .4 the potential adverse impact of a decision as to whether or not to accept a proposal for inclusion of an unplanned output on the ability of the Organization to meet its objectives⁴.

8.2 In considering possible unplanned outputs required of the Secretariat, the Secretary-General should follow a process consistent with the principles outlined in paragraphs 8.3 to 8.18 and should report to the Council on those unplanned outputs in accordance with paragraph 8.13.

Submission of proposals for unplanned outputs

8.3 To enable IMO organs to carry out a proper assessment of proposals for inclusion of unplanned outputs, submissions containing such proposals should, at a minimum, contain the information – including demonstration and documentation – specified in the table at annex 4.

Preliminary assessment of proposals for unplanned outputs

8.4 In order to facilitate consideration of proposals for inclusion of an unplanned output by an IMO organ, its Chairman should undertake a preliminary assessment of such proposals. The Chairman should, for that purpose, be supported by the Vice-Chairman and the Secretariat and should consult the Chairman of any subsidiary body concerned.

8.5 The outcome of the preliminary assessment should be submitted to the IMO organ concerned for approval, and should include the Chairman's appraisal of:

- .1 whether the proposal complies with the requirements for the submission of proposals for unplanned outputs, as specified in paragraph 8.3 and in annex 4;
- .2 whether the proposal complies with the criteria specified in paragraph 8.6;
- .3 whether the demonstrated urgency of the proposal requires its inclusion in the biennial agenda; and, if so,

³ This section is summarized in diagrammatic form in annex 1.

⁴ Refer to the IMO Risk Management Framework (C 100/3(b), Appendix 1).

- .4 to what extent the general criteria specified in paragraph 8.1 should be taken into account.

Assessment of proposals for unplanned outputs

8.6 Before deciding to include an unplanned output in its biennial agendas, the IMO organ concerned should carry out a comprehensive and thorough assessment of such proposals. The assessment should at least include a test against the following criteria:

- .1 Is the subject addressed by the proposal considered to be within the scope of IMO's objectives and the Strategic Plan for the Organization?
- .2 Does the proposal contribute to the high-level actions established in the High-level Action Plan?
- .3 Does the proposal involve the exercising of functions conferred upon a Committee by or under any international convention or related instrument?
- .4 Has a need – or, in the case of proposals calling for new conventions or amendments to existing conventions, a *compelling* need – for the measure been demonstrated and documented?
- .5 Has an analysis been provided that demonstrates and documents the practicality, feasibility and proportionality of the proposed measure?
- .6 Has the analysis of the issue sufficiently addressed the cost to the maritime industry as well as the relevant legislative and administrative burdens?
- .7 Do the benefits *vis-à-vis* enhanced maritime safety, maritime security or protection of the marine environment expected to be derived from the inclusion of the proposed unplanned output justify such action?
- .8 Do adequate industry standards exist or are they being developed, thereby reducing the need for action within IMO?
- .9 Has the intended output been properly specified in SMART terms (specific, measurable, achievable, realistic, time-bound)?
- .10 Does the proposal properly demonstrate the urgency of the action proposed, and does it plausibly demonstrate that and why the unplanned output should be included in the biennial agenda?
- .11 Would a decision not to accept the proposal pose an unreasonable risk to the Organization's overall objectives?⁵

⁵ Refer to the IMO Risk Management Framework (C 100/3(b), Appendix 1).

Decision on acceptance and inclusion of unplanned outputs

8.7 Based on its assessment in accordance with paragraph 8.6, having taken due account of the Chairman's appraisal of the proposal, the IMO organ may decide:

- .1 to include the proposed unplanned output, together with a target date for completion, in its biennial agenda, if and after it has been satisfied that the implications for the present workload and planning may be considered acceptable; or
- .2 to include the proposed unplanned output, together with the timescale for completion, in its post-biennial agenda, if the implications for the present workload and planning are considered to be unacceptable; or
- .3 upon its conclusion that the proposal is *not* within the scope of the current Strategic Plan and should, therefore, not be accepted for inclusion, to invite the proponent(s) to submit the proposal to the Council, including a substantiated proposal for adjustment of the Strategic Plan.

8.8 Upon a decision by an IMO organ to include a proposed unplanned output in its post-biennial agenda, the IMO organ should include the output and the timescale for completion in its proposals for the High-level Action Plan of the next biennium.

Decision on inclusion in the biennial agenda of subsidiary bodies

8.9 Upon consideration of a proposal for an unplanned output to be included in the biennial agenda of a subsidiary body, an IMO organ may decide:

- .1 to agree in principle with the proposal and its inclusion in the biennial agenda, and to leave the detailed consideration of the technical aspects of the proposal and the development of appropriate requirements and/or recommendations to the subsidiary body or bodies concerned; or
- .2 to agree in principle with the proposal, but request the subsidiary body or bodies concerned to consider the proportionality and feasibility of the proposal on a preliminary basis, and to advise the parent organ as to whether, in its opinion, the unplanned output should or should not be included in the subsidiary body's biennial agenda; or
- .3 to agree in principle with the proposal, but request the subsidiary body or bodies concerned to prepare a comprehensive plan of work in accordance with paragraph 8.12, and to advise the parent organ on the efficient organization of the work to be undertaken.

8.10 A decision of an IMO organ to include an unplanned output in the biennial agenda of a subsidiary body should include clear and detailed instructions for the work to be undertaken by, and the final output expected from, the subsidiary body or bodies concerned, preferably by establishing the terms of reference under which such work should be undertaken. Such instructions or terms of reference should also specify the output expected at the end of the current biennium.

8.11 A decision of an IMO organ to include an unplanned output in the work of more than one subsidiary body should:

- .1 designate the subsidiary body that is to coordinate the work so as to avoid duplication, maintain consistency in the standards being developed and ensure effective communication between the subsidiary bodies concerned;
- .2 ensure that the coordinating subsidiary body can complete the work by the date decided;
- .3 ensure that only those subsidiary bodies essential for the completion of the work will be involved, in order to avoid superfluous work and documentation; and
- .4 ensure that the work is included in the biennial agendas of all the subsidiary bodies concerned.

8.12 For unplanned outputs involving more than one subsidiary body and for which extensive work is required, such as the revision of conventions or the preparation of codes, the Chairman of the coordinating subsidiary body, in consultation with the Chairmen of the other subsidiary bodies involved, and with the support of the Secretariat, may be invited to prepare a comprehensive and coherent plan of work in order to advise the parent body on the efficient organization of the work to be undertaken.

Other principles on unplanned outputs

8.13 The committees and the Secretariat should report on their decisions on proposals for inclusion of unplanned outputs in their regular reports to the Council, for its endorsement and in order to facilitate the monitoring by the Council of the delivery of the current biennial agendas and the planning of the future work.

8.14 Proposals for the inclusion of unplanned outputs should never be submitted to a sub-committee. A sub-committee should not undertake work on unplanned outputs or expand planned outputs unless directed or authorized to do so by its parent body.

8.15 Proposals for the inclusion of unplanned outputs, submitted by non-governmental organizations, should be co-sponsored by Governments.

8.16 Follow-up action in response to specific requests for action emanating from the Assembly and diplomatic conferences convened by IMO, UN conferences and bodies, regional intergovernmental conferences and other international and intergovernmental organizations, etc., should be evaluated in the light of these Guidelines, unless they are specifically identified as, and demonstrated to be, urgent matters.

8.17 The High-level Action Plan may specify certain IMO activities that are dictated by the need to take action on specific areas of maritime safety, maritime security, environmental protection and maritime law, irrespective of any order of priority.

8.18 Following the decision by an IMO organ to include an unplanned output in its biennial agenda, the relevant IMO organ must, in keeping with the provisions of resolution A.998(25), initiate the assessment of capacity-building and technical assistance pertaining to that item, by following the corresponding prescribed procedure.

9 FORMAT AND CONTENT OF REPORTS

9.1 Reports on the status of planned outputs included in the High-level Action Plan should follow the tabular format set out in annex 3 and should constitute or be annexed to the reports of each session of the sub-committees and the committees, and the biennial report of the Council to the Assembly. Such reports should separately identify unplanned outputs accepted for inclusion in the biennial agendas.

9.2 In preparing its own report, each organ should consolidate therein all reports on the status of planned outputs which it has received since its previous report.

9.3 The committees should establish and maintain post-biennial agendas, using format 2 set out in annex 2. These should be annexed to the reports of each session.

ANNEX 1

Strategic planning processes (diagrams)

DIAGRAM 1: IMO'S STRATEGIC PLANNING PROCESS – OVERVIEW

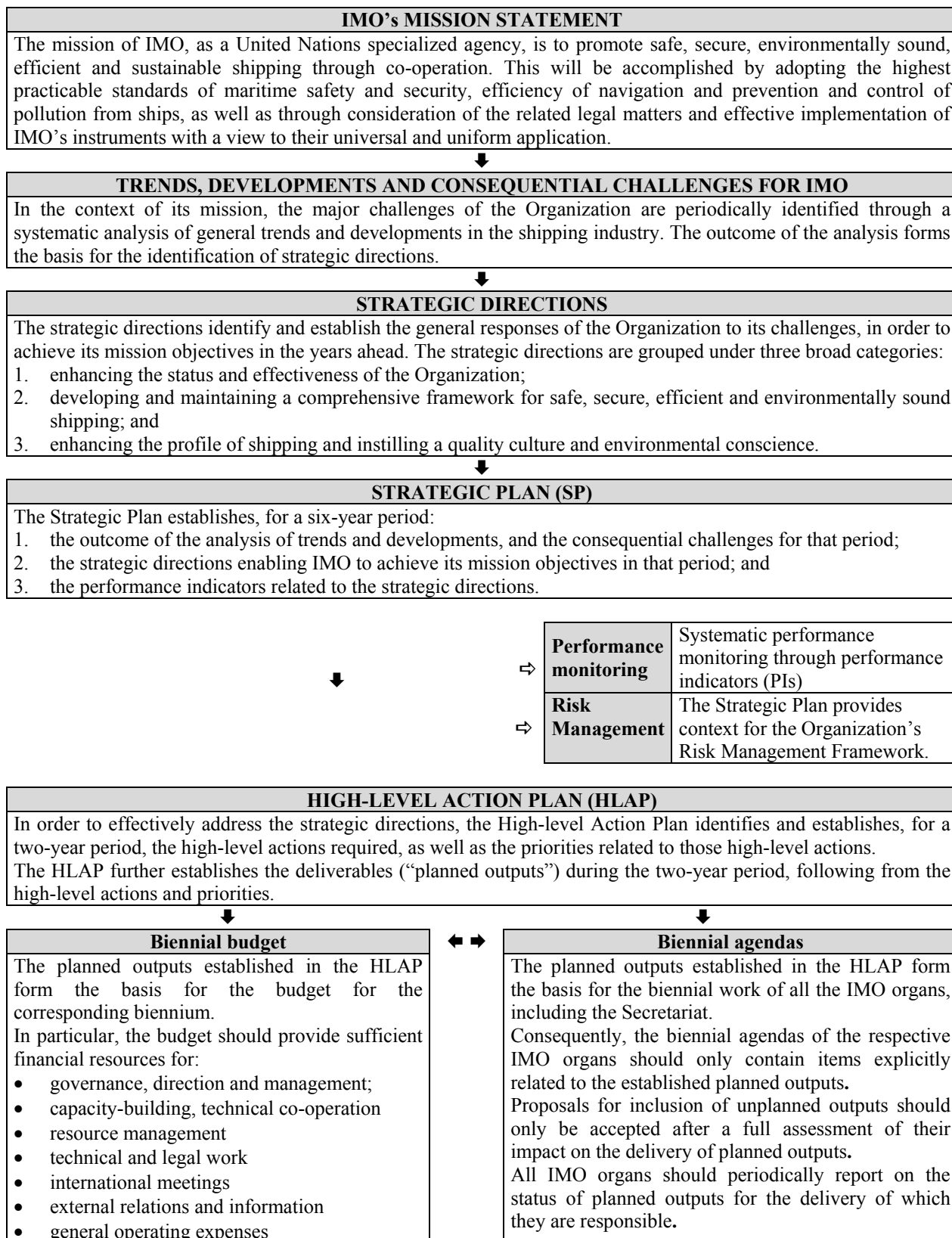


DIAGRAM 2: IMO'S STRATEGIC PLANNING PROCESS – STEERING AND REPORTING FLOWS

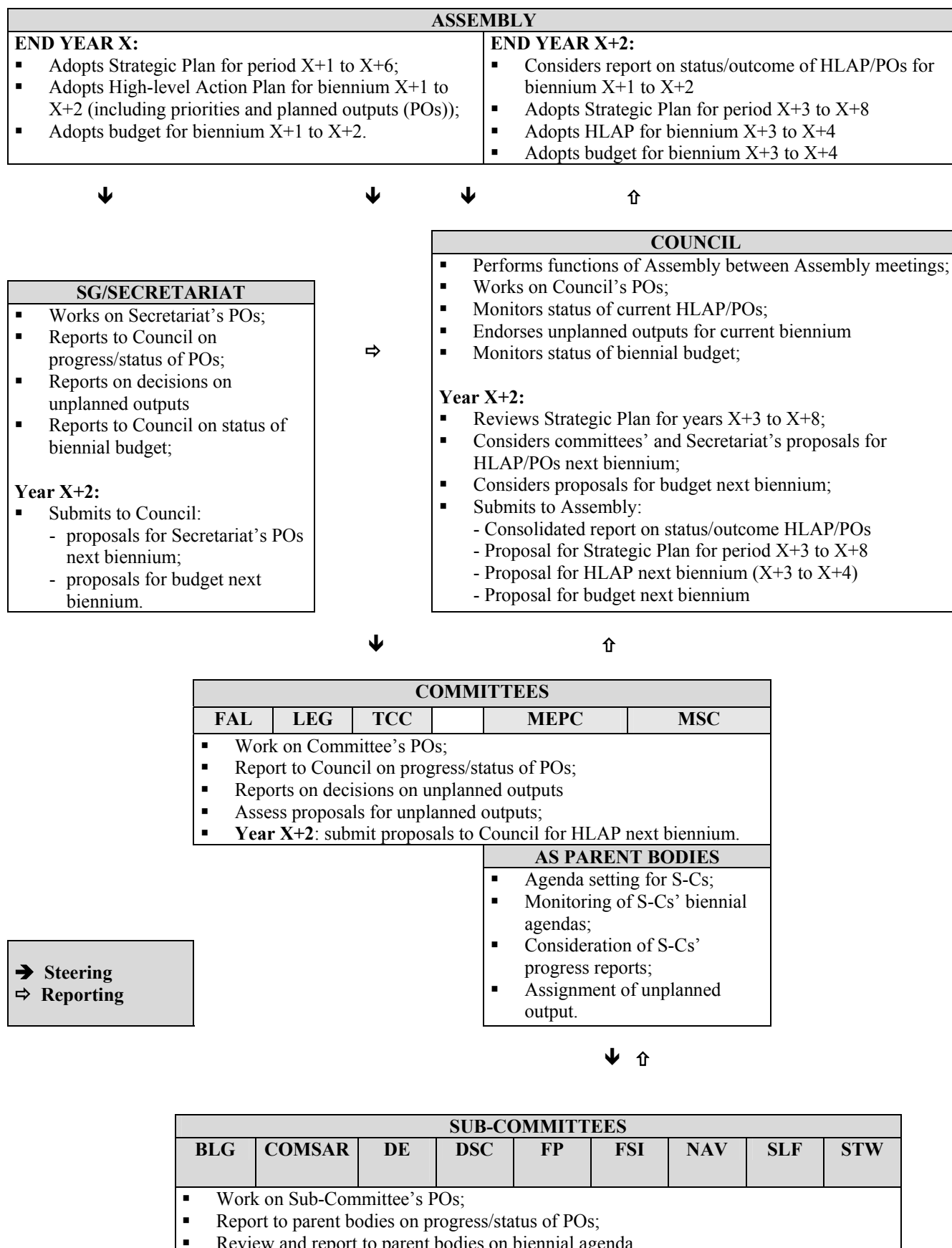
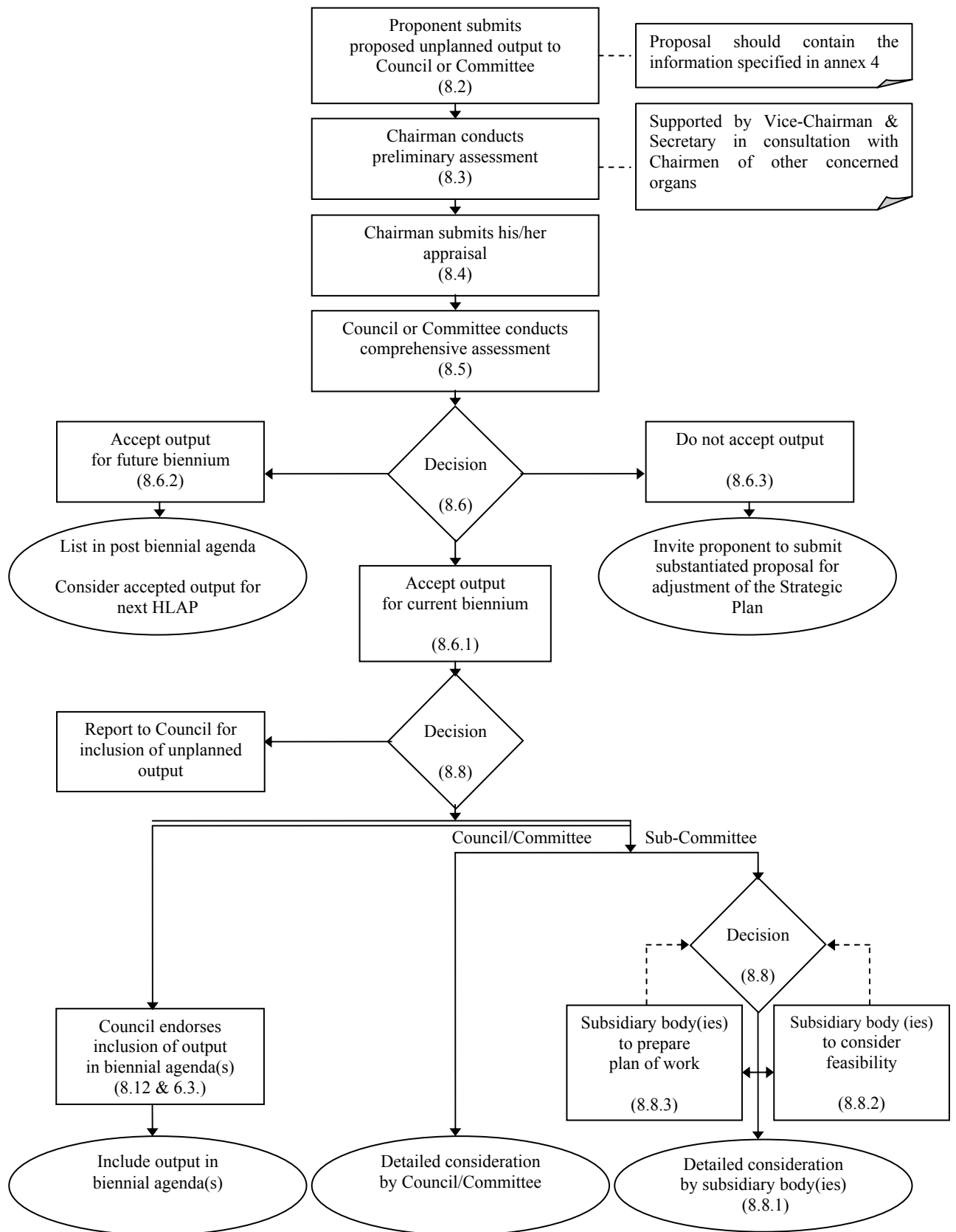


DIAGRAM 3: MANAGEMENT OF UNPLANNED OUTPUTS



ANNEX 2

Format 1: for biennial agendas

(BLG as an example)

BULK LIQUIDS AND GASES (BLG)				
PLANNED OUTPUTS 2008-2009 (resolution A.990(25))		Parent body	Involved sub-committees	Target completion date (TCD)
Number	Description			
1.1.2.1	IACS Unified Interpretations	MSC		
1.3.3.1	Hazard profiles and evaluation of newly submitted substances to be incorporated into the IBC Code	MEPC		
2.1.1.2 7.1.2.2	Development of guidelines for uniform implementation of the 2004 BWM Convention	MEPC		
5.2.1.1	Interim guidelines for gas-fuelled engine installations in ships (co-ordinated by BLG)	MSC	FP-DE	
5.2.3.1	Review of MSDS for MARPOL Annex I cargoes and marine fuels	MSC		
7.3.1.1	Review of MARPOL Annex VI and the NO _x Technical Code	MEPC		
7.1.2.13	Application of the requirements for the carriage of bio-fuels and bio-fuel blends	MEPC		

Format 2: for post-biennial agendas of committees

[NAME OF COMMITTEE]							
ACCEPTED POST-BIENNIAL OUTPUTS				Parent body	Involved sub-committees	Timescale	Remarks
Number	Reference to Strategic Directions	Reference to High-level Actions	Description				

ANNEX 3

Uniform reporting format on the status of planned outputs (example)

Planned output number in the High-level Action Plan for 2008-2009 ^a	Description	Target Completion Date (year) ^b	Coordinating organ(s)	Responsible organ(s)	Status of output for Year 1 ^c	Status of output for Year 2 ^c	References ^d
2.1.1.1	Review of the Code for the investigation of marine casualties and incidents	2007 (for FSI) 2008 (for MSC)	MSC/MEPC	FSI	Completed	Completed	Resolutions MSC.255(84) and MSC.257(84); MSC-MEPC.3/Circ.2

Example used: Output 2.1.1.1 from resolution A.990(25) – New or amended mandatory IMO instruments: Safety and security topics (MSC) – Revised Code for the investigation of marine casualties and incidents adopted and implemented through the collection of investigation reports.

Notes:

- a When individual outputs contain multiple deliverables, the format should report on each individual deliverable.
- b The target completion date (TCD) should be specified as a year, or indicate that the item is continuous. The TCD should not indicate a number of sessions.
- c The entries under the “Status of output” columns are to be classified as follows:
 - “completed” signifies that the outputs in question have been duly finalized;
 - “in progress” signifies that work on the related outputs has been progressed, often with interim outputs (for example, draft amendments or guidelines) which are expected to be approved later in the same biennium;
 - “ongoing” signifies that the outputs relate to work of the respective IMO organs that is a permanent or continuous task; and
 - “postponed” signifies that the respective IMO organ has decided to defer the production of relevant outputs to another time (for example, until the receipt of corresponding submissions).
- d If the output consists of the adoption/approval of an instrument (e.g., resolution, circular, etc.), that instrument should be clearly referenced in this column.

ANNEX 4

**Information required in submissions of proposals
for inclusion of an unplanned output**

(Reference: draft Guidelines, paragraph 8.3)

1	IMO's objectives	Provide evidence whether and how the proposal: <ul style="list-style-type: none"> • is within the scope of IMO's objective; • is strictly related to the scope of the Strategic Plan and contributes to the implementation of the high-level actions established in the Strategic Plan.
2	(Compelling) need	Demonstrate and document: <ul style="list-style-type: none"> • the need for a proposed measure; • the compelling need for a proposal for a new convention or an amendment to an existing convention.
3	Analysis of the issue	Provide an analysis of the proposed measure, including a plausible demonstration of its practicability, feasibility and proportionality.
4	Analysis of implications	Provide an analysis of the implications of the proposal, addressing the cost to the maritime industry as well as the relevant legislative and administrative burdens.
5	Benefits	Provide evidence that the benefits <i>vis-à-vis</i> enhanced maritime safety, maritime security or protection of the marine environment expected to be derived from the inclusion of the new item justify the proposed action.
6	Industry standards	Provide information on whether adequate industry standards exist or are being developed.
7	Output	Specify the intended output in SMART terms (specific, measurable, achievable, realistic, time-bound) ⁶
8	Priority/urgency	Provide, with reference to the current Strategic Plan and High-level Action Plan, evidence on: <ul style="list-style-type: none"> • the urgency of the proposed unplanned output • the date that the proposed unplanned output should be completed • timescale needed for the IMO organ to complete the work
9	Action required	Specify the action required by the IMO organ

⁶ If a final output cannot be specified in the submission for a proposal for inclusion of an unplanned output, an interim output to be produced before the end of the current biennium should be specified in SMART terms.

ANNEX 2

**RECOMMENDATIONS ON IDENTIFIED OPTIONS FOR A
LONG-TERM STRATEGY FOR THE REDUCTION OF COSTS OF INTERNATIONAL MEETINGS**

Table 1 – Recommended options

No.	Short- and medium-term measures for quick implementation	Advantages	Disadvantages	Recommendations
1 – Documentation				
1.3	Use font size 11 for all documents	Printing volumes are reduced, generating cost savings on paper, machinery and components, and energy use. Complies with UN System green meetings advice.	Reading difficulties for delegations and Secretariat, including eyesight deterioration of translators/revisers, word processors and proof-readers, potentially resulting in lower productivity.	Should be implemented. Typeface choice should be reconsidered and potential health impacts should be monitored.
1.4	Stop sending documents to Member States in hard copy, unless explicitly requested	Printing volumes and postage costs are reduced, generating cost savings. Complies with UN System green meetings advice.	None, as the measure is a voluntary 'opt in'.	Should be implemented.
1.5	Stop circulating background documents (full study reports, etc.)	Papers "annexing" such background documents should, instead, refer the reader to a website. Volume of translation, word processing and printing reduces, thereby generating cost and energy savings. Complies with UN System green meetings advice.	Delegations without internet access may be unable to access such documents.	Agreed for background documents from other organizations, which should be made accessible via a website. However, IMO background documents should continue to be translated.
1.6	All background documents (full study reports, etc.) should be issued as INF papers	If background documents still need to be circulated, this should be done in their original language <i>only</i> and never translated, so as to reduce costs. Complies with UN System green meetings advice.	Delegations without knowledge of the original language would be unable to benefit from the contents.	
1.7	Stop making documents available during the meetings themselves (see items 2.3 to 2.5 below)	Printing volumes and paper wastage are reduced. Complies with UN green meetings goals. (Note: following closure of MEPC 58, two skips were filled with unwanted documents left behind by delegations.)	Delegations unable to bring their own copies to the meeting, for whatever reason, would be disadvantaged.	Should be implemented.

No.	Short- and medium-term measures for quick implementation	Advantages	Disadvantages	Recommendations
1.13	Further enhancement of IMODOCS server capacity at Headquarters to facilitate downloading of documentation	Delegations would have more rapid access documents.	Considerable investment has already been made to improve IMODOCS, but further resources may be required.	Should be implemented.
2 – Conduct of meetings and organization and method of work				
2.1	Use electronic means, rather than printed materials for pre-meeting (and follow-up) communications	Reduction in materials and human resources required. Complies with UN System green meetings advice.	No significant disadvantages.	Should be implemented.
2.2	Pens/paper to be provided to delegations once only at the beginning of a meeting	Reduction in material and human resources required. Complies with UN System green meetings advice.	Cost of savings is transferred to delegations.	Should be implemented.
2.3	Strictly enforce double-sided printing and photocopying and minimize use of colour copies	Reduction in material resources required as well as printing/energy costs. Complies with UN System green meetings advice.	No significant disadvantages.	Should be implemented.
2.4	Promote increased use of laptops by delegations	Reduces requirement for documentation to be made available during meetings (i.e. session documents and working papers). Complies with UN System green meetings advice.	Not all delegations are able to bring laptops to the meetings.	Should be implemented, noting the potential need for investment in access to power points.
2.6	Encourage delegations to bring a USB memory stick to all meetings so that they can be provided with all material and to avoid printing	Reduces requirement for documentation to be made available during meetings (i.e. session documents and working papers). Complies with UN System green meetings advice.	Would require additional investment in equipment as well as materials.	Should be implemented, in addition to further enhancements in wireless LAN access.
2.10	Strictly enforce existing, revised or new rules and guidelines as regards document size, format, deadlines	The Assembly and Council have on numerous occasions called for strict compliance with existing guidelines so as to ensure delivery of the work programme. Strict compliance also reduces documentation, translation and printing costs.	None, as existing, revised or new rules and guidelines concerning organization and method of work are the product of consensus decisions.	Should be implemented.
2.11	Make timescales for completion of work realistic	Decreased pressure on delegations and Secretariat in handling simultaneously large numbers of items.	None, as work would be carried out on the basis of agreed timescales, whether short or long.	Should be implemented.

No.	Short- and medium-term measures for quick implementation	Advantages	Disadvantages	Recommendations
2.12	Strictly enforce prospective guidelines on the application of the Strategic and High-level Action Plans	Strengthened management of work of IMO organs, resulting in efficiencies. Limitation of agenda items. Establishment of realistic timescales, which, in turn would limit the need for working/correspondence groups and intersessional meetings. Improved/streamlined reporting flows.	None, as the prospective guidelines would be the product of consensus decisions.	Should be implemented.
2.13	Prioritize work using the Risk Management Framework (i.e. what would be the impact on IMO of not addressing a particular issue during a given biennium?)	A longer-term option to be considered during the 2010-2011 biennium by CWGRM under its revised terms of reference.	None, as consensus decisions on priorities would be taken on the basis of proper risk analysis, and issues emerging thereafter could still be considered.	Should be implemented.
3 – Raising awareness, and use, of alternative methods				
3.1	Continuously raise delegations' awareness of the need to reduce the budgetary and environmental impact of meetings	'Green' awareness translates into reduced resources and waste, resulting in cost/energy savings. Complies with UN System green meetings advice.	No significant disadvantages.	Should be implemented.
3.2	Provide advice to delegations on how to minimize paper (documents, reports and publications) and offset their carbon footprint	'Green' awareness translates into reduced resources and waste, resulting in cost/energy savings. Complies with UN System green meetings advice.	No significant disadvantages.	Should be implemented.
3.3	Promote increased use of virtual meetings and videoconferencing (i.e. for correspondence or intersessional groups)	Reduction in carbon footprint from travel. Complies with UN System green meetings advice.	Not all delegations have access to videoconferencing technology.	Should be implemented, where practicable.

Table 2 – Options not recommended

No.	Short- and medium-term measures for quick implementation	Advantages	Disadvantages	Recommendations
1 – Documentation				
1.1	Establish maximum number of pages per document	Volume of translation, word processing and printing reduces, thereby generating cost and energy savings ⁷ and facilitating assimilation of document contents for delegates. Complies with UN System green meetings advice for carbon neutrality.	Documents may not be as comprehensive as desired by authors. A single topic might then be divided into several documents.	Not recommended. However, Member States and organizations should be urged to reduce the size of documents and the Secretariat should raise awareness of the financial impact of documentation.
1.2	Establish maximum number of pages per meeting	Volume of translation, word processing and printing reduces, thereby generating cost and energy savings and facilitating assimilation of document contents for delegates. Complies with UN System green meetings advice.	Not all agenda issues may be covered by the maximum number of pages for a given meeting.	Not recommended.
1.8	Establish a maximum number of copies of working papers distributed to delegations	Printing volumes and paper wastage are reduced. Complies with UN System green meetings advice.	Delegations with more members than the maximum number of copies allowed would be disadvantaged.	Not recommended. However, delegations should be encouraged to specify the number of copies they require.
1.9	Stop translating working papers	Meetings of working/other groups are generally conducted in one working language <i>only</i> (usually English) and their draft reports are considered/approved <i>only</i> in that language. Their final reports could therefore be submitted in that same language. It is generally the technical annexes to such reports that require approval by the plenary meeting and, accordingly, end up in the (translated) report of the session.	Delegations attending plenary only, without knowledge of the language of the working paper in question, would be disadvantaged.	Not recommended.

⁷ Such savings – applicable variously to the items listed in this table (in particular items 1.1 to 1.13) – encompass staff costs (work hours, overtime payments, late night transport, etc.), materials (machinery, components, paper, etc.) and energy use at Headquarters (due to reduction in overall volumes and in overtime work requiring no heating, air conditioning, lights, equipment usage, etc.).

No.	Short- and medium-term measures for quick implementation	Advantages	Disadvantages	Recommendations
1.10	Prepare meeting reports <i>after</i> the session, then circulate and agree the text	There would be potential reductions of meeting time for delegations and certainly in the volume of documentation made available during the meeting. Delegations would, however, have greater time to consider and comment on draft reports from home.	Delegations would leave a meeting without an account of the decisions taken. An additional burden might fall on the Chairman and Vice-Chairman if instructed to finalize reports. Possible delay in the implementation of decisions.	Not recommended.
1.11	Reduce the size of meeting reports, irrespective of when they are prepared/agreed	Reports could simply contain a 'record of decisions' taken, the status of planned outputs and the approval of new outputs. Volume of translation, word processing and printing reduces, thereby generating cost and energy savings and facilitating assimilation of document contents for delegates. If a 'record of discussions' is still required, a CD* containing the taped discussions could be distributed to delegations. Complies with UN System green meetings advice.	Delegations would no longer have a 'record of discussions'. The alternative of providing the taped discussions on CD* would require some investment in technology and material and the costs/environmental impact would have to be assessed and compared to the current practice. Providing taped discussions on CD* may lead to a lack of control over the dissemination of discussions.	Not recommended.
1.12	Stop Council summary records	Volume of précis writing, translation, word processing, printing reduces, thereby generating cost and energy savings. If a 'record of discussions' is still required, a CD* containing the taped discussions could be distributed to delegations.	Delegations would no longer have a 'record of discussions'. The alternative of providing the taped discussions on CD* would require further investment in technology and materials and the costs/environmental impact would have to be assessed and compared to current practices. Providing taped discussions on CD* may lead to a lack of control over the dissemination of discussions.	Not recommended.

* Alternatively, audio downloads from the IMO website or use of podcast technology.

No.	Short- and medium-term measures for quick implementation	Advantages	Disadvantages	Recommendations
2 – Conduct of meetings and organization and method of work				
2.5	As an addition to 2.4, consider introducing paperless meetings, by loaning laptops to delegations	Reduces requirement for documentation to be made available during meetings (i.e. session documents and working papers). Complies with UN System green meetings advice.	Possibly impractical for IMO as it would require considerable investment in materials and the costs/environmental impact would have to be assessed and compared to current practices.	Not recommended at this stage, in view of the potential level of investment required.
2.7	Stop introductions to agenda items and documents	Improved use of meeting time, facilitating wider discussion, decision-making and accomplishment of work.	No significant disadvantages.	
2.8	Establish time limits for interventions	Improved use of meeting time, facilitating wider discussion, decision-making and accomplishment of work.	Delegations would need to be concise and disciplined. Might require investment in technology – i.e. traffic light system: green (speak), amber (time is running out), red (cut off imminent).	Not recommended. However, it may be necessary to limit introductions and interventions as their length has a direct impact on the cost-efficiency of meetings.
2.9	Introduction of special software which allows delegates to share and amend papers during meetings	This would be advantageous if session reports are still to be prepared/considered before the end of a meeting. Complies with UN System green meetings advice.	Would require some analysis of impact on working practices and investment to acquire/install/maintain the software and its supporting technology.	Not recommended at this time. Further analysis to be carried out by the Secretariat.
2.14	Reduce duration or frequency of meetings, for example: Assembly – 8 days per session (+ 2 days for extraordinary Council)? Council – 4 days per session? MSC – 5 days per session? LEG – one per year?	Volume of interpretation, translation, word processing and printing reduces, thereby generating cost and energy savings and facilitating assimilation of document contents for delegates. Improved use of meeting time, facilitating wider discussion, decision-making and accomplishment of work.	Possible adverse effect on the decision-making process.	Not recommended at this time. Any changes in the established duration of meetings should be based on resource requirements. The strategic planning process and results-based budgeting will help to more appropriately allocate resources for meetings.
3 – Raising awareness, and use, of alternative methods				
3.4	Consider reviewing the rules governing relations with IGOs and NGOs with a view to making them stricter and/or charging them for participation in IMO's work	Restricting the number of IGOs and NGOs has beneficial impact only on the costs of documentation distributed during meetings, as they do not otherwise receive IMO documents. A fee would raise some revenue to offset the cost of participation by such organizations.	Difficult to implement (what is the acceptable maximum number of organizations; what is an acceptable fee for their participation; if a fee is reciprocally applied to IMO any revenue benefits might be cancelled out, etc.).	Not recommended.

No.	Short- and medium-term measures for quick implementation	Advantages	Disadvantages	Recommendations
3.5	Increase use of computer-assisted translation	This is already being applied and could be further augmented to supplement the limited resources presently handling increased documentation volumes.	Would require additional investment and running costs.	Not recommended at this time. Feasibility study to be carried out by the Secretariat.