



AD HOC COUNCIL WORKING GROUP ON  
THE ORGANIZATION'S STRATEGIC PLAN  
10th session  
Agenda item 4

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## REVIEW OF THE ORGANIZATION'S STRATEGIC PLAN

### Possible future developments in the Strategic Plan

#### Note by the Secretariat

#### SUMMARY

<b>Executive summary:</b>	This document submits, for consideration over time, preliminary thoughts on the possible rationalization of the Strategic Plan's current strategic directions, to synchronize them with an alternative performance measurement framework, and suggests how sections 3 and 4 of the annex to resolution A.989(25) might change if such synchronization were to be applied.
<b>Strategic direction:</b>	4
<b>High-level action:</b>	4.3.1
<b>Planned output:</b>	4.3.1.1
<b>Action to be taken:</b>	Paragraph 14
<b>Related documents:</b>	CWGSP 10/2(b); CWGSP 10/4; resolution A.989(25); CWGSP 8/5

#### Introduction

1 In considering documents CWGSP 10/2(b) and CWGSP 10/4, the *Ad hoc* Council Working Group on the Organization's Strategic Plan (hereinafter the Working Group) will be invited to decide on whether to maintain, with small modifications, the performance indicators (PIs) as currently set out in the Strategic Plan (resolution A.989(25)), or rationalize them into the set of Key Performance Indicators (KPIs) shown in Table 1 of the first above-mentioned document and in annex 3 of the second.

2 Should the latter option be selected for application as of the next biennium, one potential consequence over the longer-term (i.e. beyond the 2010-2011 biennium), would be to also rationalize the Strategic Plan's strategic directions (SDs). This was envisaged by the Working Group at its eighth session, when it agreed that the Secretariat should "further analyze the possibility of more fundamental changes to performance measurement in the context of developments in the Strategic and High-level Action Plans, including for the purposes of gauging progress towards the achievement of IMO's mission, taking into account the preliminary work presented in annex 3 of document CWGSP 8/5"<sup>1</sup>.

<sup>1</sup> See paragraph 11.3 of document C 101/3.

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3 Accordingly, the present document sets out, for the Working Group's consideration, some initial thoughts on how, over time, the SDs might also be rationalized in consonance with the rationalization of the PIs, thereby harmonizing or synchronizing the two elements. It goes without saying that the considerations that follow constitute but one possible avenue to be explored, should that be the wish of the membership. In this regard, the annex to this document then provides, by way of illustration, one possible outcome of such rationalization, harmonization or synchronization, by showing how sections 3 (SDs) and 4 (PIs) of the current Strategic Plan might consequently change.

### **An option to synchronize the SDs with an alternative performance measurement framework**

4 An alternative way of measuring organizational performance is suggested and elaborated upon in document CWGSP 10/2(b). If extended to a logical consequence, this alternative would require changes to, and the simplification of, the current structure of the SDs (and eventually the associated high-level actions and biennial priorities in the High-Level Action Plan) to facilitate performance measurement and reduce duplication of outputs. Such changes would essentially entail the use of an alternative way of translating IMO's mission and objectives<sup>2</sup> into the set of six questions, measurement areas and KPIs suggested previously in document CWGSP 8/5 and further developed in document CWGSP 10/2(b).

5 The questions are:

- How well do the IMO standards achieve their desired effect?
- How well is the need to create/adapt standards recognized and action taken accordingly?
- How well do the IMO Member States implement, comply with and enforce the IMO standards?
- How well does IMO assist its Member States to implement, comply with and enforce its standards?
- How effective and efficient is the work carried out to meet IMO's Strategic Directions?
- How well does IMO perform in terms of public outreach and its obligations to the public?

6 The associated measurement areas would relate to the Organization's interests in:

- safety;
- pollution;
- security;
- implementation and enforcement of legislation;
- technical co-operation and capacity building;
- financial performance and position; and
- outreach to the public;

while the related KPIs would cover:

- for safety: lives lost (seafarers and passengers); and ships lost;
- for pollution: tonnes of oil discharged per tonne mile; and grams of CO<sub>2</sub> released per tonne mile of cargo carried by sea;
- for security: number of security-related incidents on ships subject to SOLAS chapter XI-2; and number of piracy incidents to total number of vessels engaged on international voyages;
- for implementation and enforcement of legislation: average ratification rate for all Member States and all conventions; average ratification rate for world tonnage and all conventions; average PSC detention rate for all PSC regimes; and average PSC non-compliance rate for all PSC regimes;
- for technical co-operation and capacity building: number of advisory missions; number of training events; number of trainees in IMO institutions and IMO-sponsored training events; number of partnerships with governments, organizations and industry; and total expenditure;

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<sup>2</sup> That is: enhancing the status and effectiveness of the Organization; developing and maintaining a comprehensive framework for safe, secure, efficient and environmentally sound shipping; and enhancing the profile of shipping, quality culture and environmental conscience.

- for financial performance and position: Member State collection rate; and assets less liabilities in the Organization’s Funds; and
- for public outreach: not yet defined.

7 The application of the foregoing would eventually require a different way of looking at the existing SDs, with a view to synchronizing them with the alternative measurement framework presented. In this regard, Table 1 below provides a comparison of the current SDs and shows how they might, through several combinations, be re-cast to constitute alternative SDs fitting in with that framework. This allocation of SDs is based partly on qualitative judgement and partly on some quantitative evidence and its main benefits are, on one hand, the synchronization of the SDs with the areas of measurement for the KPIs and, on the other, a decrease in SDs from 13 to seven.

8 The high-level measurement of progress being made against the seven SDs would be provided by the new KPIs with more sophisticated methods (as developed in documents CWGSP 8/5 and CWGSP 10/2(b)) being applied to answer the six questions listed in paragraph 5, some of which might be applied yearly while others every 3, 4 or 5 years.

**Table 1: Alternative strategic directions in comparison with current ones**

<b>Alternative SDs (short format version)</b>	<b>Current SDs in resolution A.989(25) (converted to short format version)</b>
SD1: Enhance implementation and enforcement of legislation as the primary technical forum for the shipping industry	SD1: Remain primary international forum SD2: Foster compliance SD8: Enhance efficiency of shipping
SD2: Provide technical co-operation and capacity building	SD3: Strengthen capacity building SD9: Pay attention to SIDS and LDCs
SD3: Enhance safe shipping	SD5: Enhance safety SD10: Establish goal-based standards SD12: Enhance quality of shipping
SD4: Enhance secure shipping	SD6: Enhance security SD12: Enhance quality of shipping
SD5: Reduce pollution from shipping	SD7: Reduce environmental impact SD13: Enhance environmental conscience
SD6: Increase outreach to the public and industry stakeholders	SD11: Raise the profile of shipping SD12: Enhance quality of shipping
SD7: Ensure efficient work of the Secretariat with adequate financial resources and respond effectively to trends	SD4: Respond effectively to trends (with additional Secretariat matters)

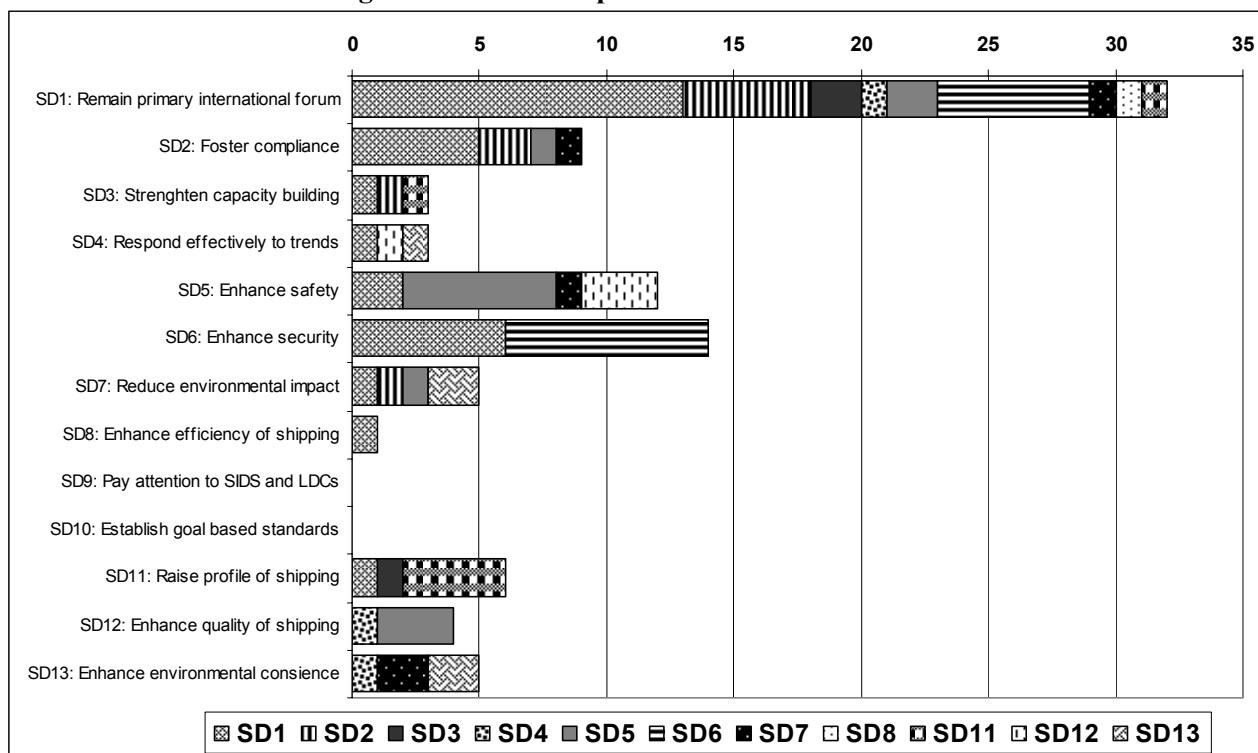
9 As indicated earlier, it is submitted that the introduction of a simplified version of the SDs would decrease the amount of overlapping of subjects and duplication of outputs within the High-level Action Plan, thus providing a simpler and more efficient basis for building that plan. This would also facilitate the subsequent tracking of outputs and provide a synchronized basis for measuring progress towards the SDs.

10 By way of illustration, Table 2 overleaf provides an overview of the overlapping of outputs for each current SD, while Figure 1 provides a more detailed picture of the type of cross-referencing (or links) that exist – both within and between SDs – so as to provide an indication of how the current SDs are so inter-related.

**Table 2: Summary table of links within the draft HLAP 2010-2011**

SD A.989(25) (short version)	Links within SD	Links to other SD's	Total Links	Total Outputs	% linked to itself	% linked to other	% unique
SD1: Remain primary international forum	13	19	32	61	21.3%	31.1%	47.5%
SD2: Foster compliance	2	7	9	43	4.7%	16.3%	79.1%
SD3: Strengthen capacity building	0	3	3	23	0.0%	13.0%	87.0%
SD4: Respond effectively to trends	0	3	3	30	0.0%	10.0%	90.0%
SD5: Enhance safety	6	6	12	106	5.7%	5.7%	88.7%
SD6: Enhance security	8	6	14	17	47.1%	35.3%	17.6%
SD7: Reduce environmental impact	0	5	5	47	0.0%	10.6%	89.4%
SD8: Enhance efficiency of shipping	0	1	1	13	0.0%	7.7%	92.3%
SD9: Pay attention to SIDS and LDCs	0	0	0	3	0.0%	0.0%	100.0%
SD10: Establish goal based standards	0	0	0	2	0.0%	0.0%	100.0%
SD11: Raise profile of shipping	4	2	6	7	57.1%	28.6%	14.3%
SD12: Enhance quality of shipping	0	4	4	12	0.0%	33.3%	66.7%
SD13: Enhance environmental conscience	2	3	5	7	28.6%	42.9%	28.6%
<b>Total</b>	<b>35</b>	<b>59</b>	<b>94</b>	<b>371</b>	<b>9.4%</b>	<b>15.9%</b>	<b>74.7%</b>

**Figure 1: Relationships between SDs visualized**



11 Figure 1 clearly shows that, for instance, SD1 has links mainly within itself (i.e. outputs under one of its high-level actions are cross-referenced to those of another) but also to SDs 2, 3, 4, 5, 6, 7, 8 and 11. Combining all the information presented in this short analysis, and with qualitative assessment also, the following set of observations may be made arguing in favour of a possible simplification:

- .1 the current SD1 (primary forum) is cross-referenced within itself 13 times and 19 times to eight other different SDs (31% of its the total outputs), which clearly shows that this over-arching SD is supported by many others. Given its nature, it might be combined with the existing SD2 (compliance) and complemented by aspects of the current SD8 (efficiency) to form an alternative *SD1 – Enhance implementation and enforcement of legislation as the primary technical forum for the shipping industry*;
- .2 the current SD4 (respond to trends) has a total of 30 outputs, of which 10% link to other SDs (mainly SDs 11 (profile of shipping) and 12 (quality)). Since Table 1 proposes that SD12 be combined with several other SDs, the current SD4 might be converted into an alternative *SD7 – Ensure efficient work of the Secretariat with adequate financial resources and respond effectively to trends*;
- .3 the current SD8 (efficiency) has 13 outputs, of which one links to the existing SD1 (primary forum) and another is reflected throughout many other SDs. Based on qualitative judgement, this SD might be combined into the alternative SD1 shown in subparagraph 1 above;
- .4 the current SD9 (SIDS and LDCs) only has 3 outputs and is also reflected in the existing SDs 2 (compliance) and 3 (technical co-operation). Based on its content, it might be combined into an alternative *SD2 – Provide technical cooperation and capacity building*;
- .5 the current SD10 (GBS) only has 2 outputs and, although not cross-referenced to the existing SD5 (safety), it is clearly connected to it and might, therefore, be combined with it to form an alternative *SD3 – Enhance safe shipping*;
- .6 the current SD12 (quality) is perhaps the most difficult to re-allocate since it is reflected in many areas, with some cross-referencing to the existing SDs 4 (respond to trends) and 5 (safety) but also containing aspects of other SDs. Based on qualitative and quantitative argument, it might be re-assigned and combined within the following alternative SDs: *SD3 – Enhance safe shipping*; *SD4 – Enhance secure shipping*; and *SD6 – Increase outreach to the public and industry stakeholders*; and
- .7 the current SD13 (environmental conscience) has a total of seven outputs, of which 42% are cross-referenced. It is clearly reflected in the existing SD7 (reduce environmental impact) and might therefore be combined into the alternative *SD5 – Reduce pollution from shipping*.

12 Based on the foregoing observations, the overall argumentation for the simplification and synchronization of the current 13 SDs, into the alternative seven SDs, can be summarized as follows:

- .1 the current SDs 1, 4, 8, 9, 12 and 13 can be combined with others to form the alternative ones;
- .2 the process of simplifying the SDs will reduce overlapping and cross-referencing and will make the formulation and tracking of outputs more efficient and less arduous than at present; and
- .3 the alternative seven SDs are, in themselves, already synchronized with the areas of performance measurement and the associated KPIs (see paragraph 6) to facilitate the measurement of progress towards long-term goals.

13 Applying these concepts to the sections of the current Strategic Plan dealing with SDs and PIs (sections 3 and 4, respectively, of the annex to resolution A.989(25)), and to demonstrate how they might change, the annex to this document provides an alternative view of those sections, where changes are highlighted in shaded text for easier identification. In applying the changes, IMO's broad mission objectives (see footnote 2) cited under paragraph 3.1 of the aforementioned annex have also been adjusted slightly.

**Action requested of the Working Group**

14 The Working Group is invited to consider the information presented in this document, as one possible basis for any future consideration of further developments in the Strategic Plan.

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## ANNEX

APPLICATION OF CONCEPTS TO SECTIONS 3 AND 4  
OF THE STRATEGIC PLAN

## 3 STRATEGIC DIRECTIONS

## Introduction

3.1 The strategic directions (SDs) for enabling IMO to achieve its mission objectives in the years ahead can be considered under three broad categories:

- .1 enhancing the status and effectiveness of the Organization by fostering implementation and compliance of its legislative framework;
- .2 developing and maintaining a comprehensive framework for safe, secure, efficient and environmentally sound shipping; and
- .3 enhancing the profile of shipping and ensuring the efficient delivery of IMO's services to the community.

3.2 The Organization's performance in these three categories will be monitored through a series of Key Performance Indicators (KPIs).

**Enhancing the status and effectiveness of the Organization by fostering implementation and compliance of its legislative framework**

SD1 (mostly former SD1, SD2 and SD8): IMO is the primary international forum for technical matters of all kinds affecting international shipping and related legal matters (from SD1) and will foster global compliance with its instruments governing international shipping and promote their uniform implementation by Member States (from SD2). IMO will:

- .1 further develop its role in maritime affairs *vis-à-vis* other intergovernmental organizations, so as to be able to deal effectively and comprehensively with complex cross-agency issues (former SD1);
- .2 actively engage the various stakeholders – new and existing – in the shipping arena, including non-governmental organizations, industry and the public in general, to ensure a more inclusive approach to decision-making (former SD1);
- .3 seek to ensure that measures to promote safe, secure and environmentally sound shipping do not unduly affect the efficiency of shipping. It will also constantly review such measures to ensure their adequacy, effectiveness and relevance, using the best available tools (former SD8); and
- .4 actively seek to reap synergies and avoid duplicating efforts made by other UN agencies in shipping matters (former SD1).

*The short version of SD1 is: Enhance implementation and enforcement of legislation as the primary technical forum for the shipping industry*

*The area of measurement is: Implementation and enforcement of legislation*

*The long-term goal is: Promote ratification and enhance compliance and enforcement of IMO conventions*

*The associated KPIs are:*

12. Average ratification rate for all MS and all conventions
13. Average ratification rate for world tonnage and all conventions
14. Average PSC detention rate for all PSC regimes
15. Average PSC non-compliance rate for all PSC regimes

SD2 (former SD3 and SD9): IMO will strengthen its capacity-building programmes and will focus on:

- .1 developing capacity-building partnerships with governments, organizations and industry (former SD3);
- .2 ensuring the long-term sustainability of the ITCP (former SD3) ;
- .3 contributing to the achievement of the MDGs (former SD3);
- .4 meeting the needs of its developing Member States and (former SD3);
- .5 improving the delivery, utilization and effectiveness of its technical co-operation programmes (former SD3); and
- .6 paying special attention to the shipping needs of small island developing States (SIDS) and the least developed countries (LDCs) (former SD9).

*The short version of SD2 is: Provide technical co-operation and capacity building*

*The area of measurement is: Technical co-operation and capacity building*

*The long-term goal is: Respond to technical assistance needs of IMO Member States and increase co-operation with relevant stakeholders and donor partners*

*The associated KPIs are as follows:*

7. Number of advisory missions
8. Number of training events
9. Number of trainees in IMO institutions and IMO-sponsored training events
10. Number of partnerships with governments, organizations and industry
11. Total expenditure

### **Developing and maintaining a comprehensive framework for safe, secure, efficient and environmentally sound shipping**

SD3 (former SD5, SD10, SD12): IMO's highest priority will be the safety of human life at sea. In particular, greater emphasis will be accorded to:

- .1 ensuring that all systems related to enhancing the safety of human life at sea are adequate, including those concerned with large concentrations of people (former SD5);
- .2 enhancing technical, operational and safety management standards (former SD5) and, in so doing, IMO will take the lead in enhancing the quality of shipping by:
  - .1 encouraging the utilization of the best available techniques not entailing excessive costs, in all aspects of shipping; (former SD12);
  - .2 encouraging proper management of ships; (former SD12);
  - .3 identifying, correlating and evaluating the factors, including human interaction on board ships, that influence safety and security culture, and developing practical and effective mechanisms to address them (former SD12);



- .3 eliminating shipping that fails to meet and maintain these standards on a continuous basis; and (former SD5);
- .4 increasing the emphasis on the role of the human element in safe shipping (former SD5); and
- .5 establishing goal-based standards for the design and construction of new ships (former SD10).

*The short version of SD3 is: 3. Enhance safe shipping*

*The area of measurement is: Safety*

*The long-term goal is: Decrease in loss of lives and ships subject to IMO conventions*

*The associated KPIs are as follows:*

*1. Lives lost (seafarers and passengers) due to safety-related accidents and incidents on ships subject to IMO conventions and other instruments, to total number of lives at risk*

*2. Ships subject to IMO conventions lost for any safety-related reason, other than those declared constructive total losses for insurance purposes, to total number of ships subject to IMO conventions*

SD4 (former SD6, SD12): IMO will seek to enhance the security of the maritime transport network, including vital shipping lanes, and to reduce piracy and armed robbery against ships, as well as the frequency of stowaway incidents, by:

- .1 promoting a comprehensive and co-operative approach, both among Member States within the Organization and between IMO and other intergovernmental and non-governmental organizations (former SD6);
- .2 raising awareness of IMO security measures and promoting their effective implementation (former SD6); and
- .3 increasing the emphasis on the role of the human element and safeguarding the human rights of seafarers in secure shipping; and
- .4 taking the lead in enhancing the quality of shipping by identifying, correlating and evaluating the factors, including human interaction on board ships, that influence safety and security culture, and developing practical and effective mechanisms to address them (former SD12).

*The short version of SD4 is: Enhance secure shipping*

*The area of measurement is: Security*

*The long-term goal is: Enhance the security of ships and contribute towards decreasing piracy incidents*

*The associated KPIs are as follows:*

*5. Number of security-related incidents on ships subject to SOLAS chapter XI-2*

*6. Number of piracy incidents to total number of vessels engaged on international voyages*

SD5 (former SD7, SD13): IMO will focus on reducing and eliminating any adverse impact by shipping on the environment and strengthening environmental awareness by:

- .1 identifying and addressing possible adverse impacts (former SD7);
- .2 developing effective measures for mitigating and responding to the impact on the environment caused by shipping incidents and operational pollution from ships (former SD7);

- .3 contributing to international efforts to reduce atmospheric pollution and address global warming (former SD7);
- .4 increasing the emphasis on the role of the human element in environmentally sound shipping (former SD7);
- .5 strengthening awareness of the need for a continuous reduction of the adverse impact of shipping on the environment (former SD13);
- .6 promoting and enhancing the availability of, and access to, information relating to environmental protection (i.e. transparency) (former SD13); and
- .7 encouraging the use in shipping of the best available environmental technology not entailing excessive costs, in line with the goal of sustainable development (former SD13).

*The short version of SD5 is: Reduce pollution from shipping*

*The area of measurement is. Pollution*

*The long-term goal is: Decrease tonnes of oil discharged and grams of CO<sub>2</sub> released from international shipping*

*The associated KPIs are as follows:*

*3. Tonnes of oil discharged per tonne mile*

*4. Grams of CO<sub>2</sub> released per tonne mile of cargo carried by sea*

#### **Enhancing the profile of shipping and ensure the efficient delivery of IMO's services to the community**

SD6 (former SD11, SD12): IMO, in partnership with other stakeholders, will seek to raise the profile of the safety, security and environmental records of shipping in the eyes of civil society by:

- .1 actively publicizing the vital importance of shipping as a safe, secure and environmentally sound mode of transport for goods and people, and underlining the role of the Organization in that regard (former SD11);
- .2 actively developing its community relations programmes (former SD11);
- .3 taking the lead in enhancing the quality of shipping by:
  - .1 promoting and enhancing the availability of, and access to, information – including casualty information – relating to ship safety and security and environmental protection (i.e. transparency) (mostly former SD12); and
  - .2 ensuring that all stakeholders understand and accept their responsibilities regarding safe, secure and environmentally sound shipping by developing a ‘chain of responsibility’ concept among them (former SD12).

*The short version of SD6 is: Increase outreach to the public and industry stakeholders*

*The area of measurement and associated KPIs are not yet defined*

SD7 (partly former SD4): Internally, IMO should be able to respond effectively and efficiently to emerging trends, developments, and challenges. It will strive for excellence in governance and management by:

- .1 putting in place and maintaining a risk management framework;
- .2 ensuring that the Council provides visionary leadership, Committees are optimally structured and supported by an effective and efficient Secretariat; and
- .3 ensuring that the Secretariat is endowed with sufficient resources and expertise to realize the Organization's work plans within approved biennial appropriations, and that the Organization makes effective use of information and communication technology in management and administration.

*The short version of SD7 is: Ensure efficient work of secretariat with adequate financial resources*

*The area of measurement is. Financial performance and position*

*The long-term goal is: Provide income stream and ensure healthy financial status for the work of IMO*

*The associated KPIs are as follows:*

*16. Member State collection rate (percentage of current year assessments received from all Member States)*

*17. Assets less liabilities in the General Fund, Printing Fund, Working Capital Fund, Training & Development Fund, Termination Benefit Fund and Technical Co-operation Fund*

#### 4 PERFORMANCE INDICATORS AND PERFORMANCE MEASUREMENT

4.1 The Key Performance Indicators (KPIs) in Table 1 have been developed in the context of the Organization's Mission Statement and on the basis of areas of measurement that can measure progress towards the Strategic Directions based on long-term goals. The areas of measurement and corresponding long-term goals are as follows:

<b>Area of measurement for the KPIs to gauge progress towards the Strategic Directions, based on long-term goals</b>	
<b>Area of measurement</b>	<b>Long-term goal</b>
1. Safety	Decrease in loss of lives and ships subject to IMO conventions
2. Pollution	Decrease in tonnes of oil discharged and grams of CO <sub>2</sub> released from international shipping
3. Security	Enhance the security of ships and contribute towards decreasing piracy incidents
4. Implementation and enforcement of legislation	Promote ratification and enhance compliance with and enforcement of IMO conventions
5. Technical co-operation and capacity building	Respond to technical assistance needs of IMO Member States and increase co-operation with relevant stakeholders and donor partners
6. Financial performance and position	Provide income stream and ensure healthy financial status for the work of IMO
7. Outreach to the public	To be developed

4.2 The measurement of performance of the KPIs will be complemented by the development of more sophisticated statistical methods to address the foregoing areas of measurement and in particular, the following questions:

- .1 How well do the IMO standards achieve their desired effect?
- .2 How well is the need to create/adapt standards recognized and action taken accordingly?
- .3 How well do the IMO Member States implement, comply with and enforce the IMO standards?
- .4 How well does IMO assist its Member States to implement, comply with and enforce its standards?
- .5 How effective and efficient is the work carried out to meet IMO's Strategic Directions?
- .6 How well does IMO perform in terms of public outreach and its obligations to the public?

**TABLE 1**

<b>Area of measurement and related long-term goal</b>	<b>Related Key Performance Indicators</b>
<p>1. Safety</p> <p>Long-term goal: decrease in loss of lives and ships subject to IMO conventions</p>	<p>1. Lives lost (seafarers and passengers) due to safety-related accidents and incidents on ships subject to IMO conventions and other instruments, to total number of lives at risk (per million lives) (based on current PI 4(b))</p> <p>2. Ships subject to IMO conventions lost for any safety-related reason, other than those declared constructive total losses for insurance purposes, to total number of ships subject to IMO conventions (per 1,000 vessels) (based on current PI 5(b))</p>
<p>2. Pollution</p> <p>Long-term goal: decrease tonnes of oil discharged and grams of CO<sub>2</sub> released from international shipping</p>	<p>3. Tonnes of oil discharged per tonne mile (per million tonne miles) (variant of current PI 8(c))</p> <p>4. Grams of CO<sub>2</sub> released per tonne mile of cargo carried by sea (variant of current PI 9(c) but only for CO<sub>2</sub>)</p>
<p>3. Security</p> <p>Long-term goal: enhance the security of ships and contribute towards decreasing piracy incidents</p>	<p>5. Number of security-related incidents on ships subject to SOLAS chapter XI-2 (based on current PI 6)</p> <p>6. Number of piracy incidents to total number of vessels engaged on international voyages (per 1,000 vessels) (based on current PI 7)</p>

Area of measurement and related long-term goal	Related Key Performance Indicators
<p>4. Implementation and enforcement of legislation</p> <p>Long-term goal: promote ratification and enhance compliance and enforcement of IMO conventions</p>	<p>12. Average ratification rate for all MS and all conventions (percentage rate) (variant of current PI 1(a))</p> <p>13. Average ratification rate for world tonnage and all conventions (percentage rate) (variant of current PI 1(a))</p> <p>14. Average PSC detention rate for all PSC regimes (percentage rate) (based on current PI 11)</p> <p>15. Average PSC non-compliance rate for all PSC regimes (percentage rate) (based on current PI 12)</p>
<p>5. Technical co-operation and capacity building</p> <p>Long-term goal: respond to technical assistance needs of IMO Member States and increase cooperation with relevant stakeholders and donor partners</p>	<p>7. Number of advisory missions (new)</p> <p>8. Number of training events (new)</p> <p>9. Number of trainees in IMO institutions and IMO-sponsored training events (current PI 14(d))</p> <p>10. Number of partnerships with governments, organizations and industry (current PI 14(c))</p> <p>11. Total expenditure (new)</p>
<p>6. Financial performance and position</p> <p>Long-term goal: provide income stream and ensure healthy financial status for the work of IMO</p>	<p>16. Member State collection rate (percentage of current year assessments received from all Member States) (new)</p> <p>17. Assets less liabilities in the General Fund, Printing Fund, Working Capital Fund, Training &amp; Development Fund, Termination Benefit Fund and Technical Co-operation Fund (new)</p>
<p>7. Outreach to the public</p> <p>Long-term goal: to be developed</p>	<p>18. To be developed</p>