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89th session
Agenda item 12

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

Note by the Secretary-General

SUMMARY

- Executive summary:*** This document contains the report of the intersessional meeting of the *ad hoc* Council Working Group on the above item
- Action to be taken:*** Paragraph 3
- Related documents:*** C 88/13 and C 88/D, paragraphs 13.1 to 13.4

1 The Council, at its eighty-eighth session, decided (C 88/D, paragraph 13.1) to establish an *ad hoc* Council Working Group to draft a strategic plan for the Organization, under the chairmanship of its Vice-Chairman, Mr. J. Franson (Sweden).

2 The *ad hoc* Council Working Group met from 16 to 18 September 2002 (see Circular letter No.2390 of 4 July 2002) and its report is attached at annex to this document.

Action requested of the Council

3 The Council is invited to consider the outcome of the intersessional meeting of the *ad hoc* Council Working Group and its recommendation that at least one further meeting of the Working Group be convened, possibly of five days' duration, between the Council's eighty-ninth and ninetieth sessions.

ANNEX

AD HOC COUNCIL WORKING GROUP ON THE ORGANIZATION'S STRATEGIC PLAN 16 to 18 September 2002

REPORT OF THE MEETING

1 GENERAL

1.1 The *Ad-hoc* Working Group on the Organization's Strategic Plan met from 16 to 18 September 2002 under the chairmanship of Mr. J. Franson (Sweden).

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

ARGENTINA	MEXICO
BAHAMAS	NETHERLANDS
BRAZIL	PANAMA
CANADA	PHILIPPINES
CHINA	POLAND
CYPRUS	REPUBLIC OF KOREA
DENMARK	SINGAPORE
FRANCE	SWEDEN
GREECE	TURKEY
HONDURAS	UNITED KINGDOM
ITALY	UNITED STATES
JAPAN	VENEZUELA
MARSHALL ISLANDS	

2 ADOPTION OF THE AGENDA

2.1 The Working Group adopted its agenda and noted the list of documents submitted (annex 1). In order to make full use of the time available, the Group agreed that, instead of having a report for approval of the Group at the end of the session, a record of decisions should be prepared by the Secretariat as the meeting progressed with the final report of the session to be compiled by the Secretariat in consultation with the Chairman after the meeting.

3 REVIEW OF SUBMISSIONS RECEIVED

3.1 The Group recalled that resolution A.909(22), 'Policy making in IMO – Setting the Organization's policies and objectives' states in operative paragraph 2(d) that:

“to ensure that the whole Membership is provided with an opportunity to contribute constructively to any policy preparation and evaluation, all Member Governments, whether Members of the Council or not, should be encouraged to submit policy documents to the Council for consideration.”

In that context, a Discussion Page had been established on the IMO dedicated Intranet site to enable any Member State which wished to do so to comment on the Strategic Plan and to access the views of other contributors.

3.2 The Group noted that there were five contributions to the Discussion Page, four of which were in the format of documents for the meeting. As the four contributions were lengthy and in the form of papers rather than points for discussion, the Secretariat had prepared them as documents which the Group agreed to consider under agenda item 3.

3.3 The Group noted that there had been some minor problems reading the contributions on the Discussion Page at the outset but welcomed the opportunity to use modern information and communications technology in its work.

4 PREPARATION OF THE ORGANIZATION'S STRATEGIC PLAN

General

4.1 In opening the discussions, the Chairman expressed the view that clarity and brevity were essential attributes for the Strategic Plan and that the meeting of the *Ad Hoc* Group provided an opportunity for open discussion. He also stated that the existing provisions of the IMO Convention define the scope of the Organization's work but any proposals that emerged need not necessarily follow the Organization's existing objectives and plans but they should be considered and taken into account when determining the Organization's future strategic direction. The discussions should be unprejudiced with the end-result being a proposal to the Assembly for a Strategic Plan for the future, guided by the provisions in the resolutions stated in the terms of reference for the Group: A.900(21), A.901(21) and A.909(22).

4.2 In discussing the economic and political environment in which IMO operates, a number of delegations drew attention to the need to identify not only strengths and weaknesses but also any threats to the work of the Organization, such as unilateral or regional action. The Group agreed that it was important to be able to measure the performance of the Organization in meeting its strategic objectives. A number of delegations considered such measures might also be used to promote a more positive image of the international shipping industry.

4.3 The Group noted that other UN Organizations, including ICAO and IAEA, had produced strategic plans and some lessons might be learned from their experience. One delegation expressed the view that the strategic planning process should include a review of the governance, planning and budgeting, and methods of work of the Organization. Other delegations considered that this work should follow after completion of the strategic plan. All agreed that implementation of IMO instruments was a key objective and, following the statements made at the Johannesburg Summit, sustainable development was also an important factor to be taken into account in future work.

4.4 The group agreed, on the basis of the terms of reference for the *Ad Hoc* Group, to structure discussion in the following order as proposed in the Chairman's document CWGSP 1/3, paragraph 4:

- .1 identification of emerging trends, developments and challenges in the shipping and maritime world;
- .2 establishment of strategic directions in the light of the above;
- .3 definition of objectives to address the strategic directions;

- .4 preparation of a high-level action plans - 5 year plan and subsequent period;
- .5 identification of the related resource requirements;
- .6 review the Mission Statement (C 88/D, paragraph 13.13); and
- .7 development of a mechanism for the review and update of the Strategic Plan.

Definitions

4.5 In order to avoid confusion during the discussions due to different understandings of the terminology used in the IMO Convention, existing resolutions and meeting documents, the Group agreed with the Chairman's proposal that, before commencing discussions on the identification of emerging trends, developments and challenges, the Group should clearly identify and agree the meaning of the terms to be used in the strategic planning process.

4.6 In considering the term 'mission statement' the Group agreed that Article I of the IMO Convention - Purposes of the Organization - established its mission. The Group considered that expressions such as 'Safer ships, cleaner oceans' were more akin to vision statements or slogans. The Group agreed that the Organization's mission formed the peak of a pyramid which was supported by its strategic directions, objectives and goals (Figure 1).



Figure 1

4.7 The Group agreed that the Organization's strategic directions were those long term high level ambitions or outcomes to be achieved that were necessarily flexible through time. The Group also agreed that each strategic direction might be supported by one or many objectives made up of related goals that should be specific, measurable and achievable.

4.8 The Group, having discussed the terms to be used in the strategic planning process and in the strategic plan, agreed that it was not necessary to formally agree their definitions until a general understanding of the structure of the strategic plan had been reached.

Emerging trends, developments and challenges

4.9 In considering the emerging trends, developments and challenges in the shipping and maritime world and how they might be addressed, the Group reviewed those identified by the Chairman (CWGSP 1/3, paragraph 8); proposals submitted by Cyprus (CWSP 1/3/2, paragraph 4) and the general comments in the other submitted documents (CWGSP 1/3/1 (Netherlands), CWGSP 1/3/3 (Brazil) and CWGSP 1/3/4 (Denmark)).

4.10 A number of delegations expressed the view that one important challenge was restoring the confidence of port States in the certification and documentation issued by flag States. Other delegations drew attention to the improving trends in safety and environmental protection as evidenced by casualty and accident statistics and the decreasing incidence of maritime pollution from ships.

4.11 The delegation of the Bahamas drew attention to the shift in the use of IMO funds derived from assessed contributions away from direct work aimed at improving safety towards the provision of technical assistance whilst at the same time there was a decreasing proportion of funding for technical assistance from external sources. This trend was of particular concern to the Bahamas as a number of developing countries were major contributors to the IMO budget. Bahamas therefore proposed that the existing funding mechanism should be reviewed as part of the Strategic Plan.

4.12 The delegation of the Philippines expressed the view that a safety culture was a key objective for the Strategic Plan and its development rested not only on formulation and enforcement of standards but also on achieving, in co-operation with other UN Organizations, equitable social and economic conditions for the shipboard labour force, including fair remuneration.

4.13 The delegation of the Netherlands identified additional trends including the rise in the volume of short-sea shipping; the increasing use of intermodal transport; the increasing size of ships and the challenges posed by competing use for coastal sea areas.

4.14 The delegation of Singapore identified eight elements in a provisional 'environmental scan' of the Organization's operating environment (annex 2, appendix 1, paragraph 3) which posed challenges in terms of the Organization's scope of work; its organizational capacity and structure and its methods of work.

4.15 The delegation of Brazil stated its view that there was a need to use modern techniques and methodologies in the preparation of the Strategic Plan including a preliminary prospective analysis of the external environment, supported by specific software programmes, when identifying emerging trends, developments and future challenges.

4.16 The Group summarized and synthesised the various emerging trends, developments and challenges and agreed that its work so far should be further elaborated before the completion of the Strategic Plan. A summary of the Group's decisions is at annex (annex 2, appendix 1).

Establishment of strategic directions

4.17 Following identification of a preliminary description of the emerging trends, developments and challenges the Group considered the Organization's future strategic directions.

4.18 The delegation of the Netherlands informed the group of an ongoing international baseline study by its Government and that the results of the study will be available shortly.

4.19 In a general discussion, the United Kingdom delegation drew attention to the need for improved statistical information on trends in order to set clear strategic objectives for the future and to inform decisions on priorities. Other delegations drew attention to the failure of some Member States to meet their obligations to provide information and the difficulty of accessing existing information to provide usable data. The Group noted that there was a need for both qualitative and quantitative measures and agreed that performance measures were essential but there was no need to 're-invent the wheel' with respect to data collection. The Group also agreed that the development of the Strategic Plan would be an iterative process. The United Kingdom also drew attention to the fact that the strategic directions might need to change to take into account changing political priorities.

4.20 The delegation of Panama stressed the importance of including a strategic direction related to the human element particularly in view of multinational crewing and the need for seafarers to keep pace with technical and operational change. The delegation of Denmark noted that the term 'human element' was used loosely at times and more emphasis should be given to making IMO instruments more 'user-friendly'.

4.21 The delegation of Singapore identified seven possible strategic directions for the Organization which the Group agreed were a useful starting point for discussion. The Group noted that each strategic direction might be served by several objectives, each of which might be served by a number of measurable goals. The Group agreed that the discussion should not concentrate on current and future MSC and MEPC priorities only (MSC/MEPC-centric) but should look more widely.

4.22 The Group also considered that two additional strategic directions should be added to the seven already identified: one to address the implementation of existing IMO instruments and another to address organizational and internal management issues. The Group agreed that the need for the Strategic Plan to be flexible should be discussed further when the strategic directions are further elaborated at its next meeting, if endorsed by the Council. The Group also noted the need for flexibility when dealing with the Organization's ability to manage change. The preliminary strategic directions identified by the Group are at annex (annex 2, appendix 2)

Identification of objectives to address the strategic directions

4.23 The Group commenced its initial consideration of identifying objectives of a preliminary strategic direction related to maritime security: enhancing security of the sea-going maritime transport network. A number of delegations expressed the view that this strategic direction had already been established by the Assembly and an appropriate description could be found in resolution A.900(21). Based on this, other delegations sought to identify objectives related to monitoring requirements but the Group agreed that it was necessary to identify the broad thrust of how the Organization planned to achieve its objectives before identifying detailed requirements for monitoring and assessment.

4.24 Following completion of a set of draft objectives related to maritime security the Group agreed to develop draft goals and related performance indicators to provide a preliminary example and as a possible basis for further work.

4.25 As time for discussion was limited, the Group focussed on the development of objectives, goals and performance indicators for a small number of strategic directions only. The Group agreed that there was insufficient time to develop the full range of the Organization's Strategic Plan at this session and developed some examples which might form a part of the future framework of the Organization's Strategic Plan (annex 2, appendix 3, examples 1 to 3).

Priorities and prospective resource requirements

4.26 Due to lack of time, the Group did not follow the remainder of the steps proposed by the Chairman (paragraph 4.4) so no attempt was made to prepare high-level action plans or to identify the related resource requirements. The Group agreed that the proposed Strategic Plan will lead to a consideration of the resources required and the setting of priorities at a later stage. The Group also noted that, at its forthcoming eighty-ninth session, the Council would establish broad guidelines for the preparation of the 2004-2005 work programme and budget, which would be issued in early March for consideration by the Council at its ninetieth session in June 2003.

Mission Statement

4.27 In discussion on the definitions to be used in the development of the Strategic Plan the Group had agreed that the Organization's mission or purpose was set down in Article 1 of the IMO Convention. The Group noted however that in the 50-year period since its adoption the Organization's role had changed and it had focussed on the development of safety and environmental standards whilst commercial issues had been addressed by other UN organizations.

4.28 The Group therefore developed a draft mission statement based on Article 1 of the IMO Convention but taking into account resolution A.900(21) and the Mission Statement included in the Work Programme and Budget for the Twenty-Second Financial Period 2002-2003 (C 86/10, paragraph 14.3) (see annex 2, appendix 4).

Review

4.29 The Group was of the opinion that the Council should, after adoption of the first Strategic Plan, review it biennially and revise it as necessary, for adoption by the Assembly. The Group further agreed that the Council should, on a regular basis, assess the results achieved through the application of the proposed performance indicators to establish if targets set had been achieved. The Group was also of the opinion that the Council might have to re-examine the time allotted to its meetings if it decides to monitor annually the progress made towards meeting the objectives and goals of the Strategic Plan, in order to ensure that work of other bodies will not be adversely affected.

5 ANY OTHER BUSINESS

5.1 The Group noted the Assembly's and Council's decision that the Strategic Plan should cover a period of five-year period and that an outline of a strategy for years to follow should be prepared. The Group further noted that the Organization's work programme and budget are prepared on a biennium basis and that the long-term work plan covers a period of six years. The Group decided to bring this to the notice of the Council with a recommendation for the alignment of the time periods and a review of the planning cycles.

5.2 The Group noted that the attendance at the meeting by the Members of the Council was high, but it was relatively low from the point of view of the wider membership of the Organization. This did not reflect the desire expressed in resolution A.909(22), annex 3 operative paragraph 2(d). The Group also noted the relatively low use made of the Discussion Page and that there were few documents submitted for consideration.

5.3 The Group was of the view that further work was essential and decided to recommend to the Council that at least one further meeting of the Working Group was necessary, possibly for five days to be convened between C89 and C90. The Group further recommended to the Council to urge Member Government to submit comments and proposals to its next session, if the Council endorses the proposal for a second session.

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ANNEX 1

AGENDA

**First session of the *Ad Hoc* Council Working Group on the Organization's Strategic Plan
to be held at IMO Headquarters, 4 Albert Embankment, London SE1
from Monday, 16 September to Wednesday, 18 September 2002**

(Session commences at 9.30 a.m. on Monday, 16 September 2002)

Opening of the session

- 1 Adoption of the agenda
- 2 Review of the submissions received
- 3 Preparation of the Organization's Strategic Plan:
 - .1 establishment of strategic directions, including defined objectives
 - .2 consideration of high-level action plans, including priorities for a 5-year period
 - .3 elaboration of the Organization's mission statement
 - .4 projection of the Organization's prospective resource requirements
 - .5 outline of the Organization's strategy beyond the initial 5-year period
- 4 Any other business
- 5 Consideration and adoption of summary of decisions

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LIST OF DOCUMENTS

CWGSP 1/3	Chairman	Preparation of the Organization's Strategic Plan
CWGSP 1/3/1	Netherlands	Preparation of the Organization's Strategic Plan
CWGSP 1/3/2	Cyprus	Preparation of the Organization's Strategic Plan
CWGSP 1/3/3	Brazil	Preparation of the Organization's Strategic Plan
CWGSP 1/3/4	Denmark	Preparation of the Organization's Strategic Plan
CWGSP/INF.1	Secretariat	List of participants

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ANNEX 2

SUMMARY OF DECISIONS

Definitions

1 The Group discussed the definitions proposed by the Chairman (CWGSP 1/3) for the concepts of Mission statement, Strategic directions, objectives, goals and high-level action plans. The Group agreed that it was necessary to be clear on the terminology but decided that it was not necessary to formally now agree to definitions.

Emerging trends, developments and challenges

2 The Group discussed the list of emerging trends, developments and challenges given in paragraph 8 of the Chairman's note (CWGSP 1/3) and those in the submissions by Netherlands (CWGSP 1/3/1) and Cyprus (CWGSP 1/3/2). The Group noted the contents of submissions by Brazil (CWGSP 1/3/3) and Denmark (CWGSP 1/3/4). Some additions were made to the list the Chairman's list of trends. An attempt was made to summarize and synthesize the emerging trends into fourteen items. The Group also noted the proposal of one delegation which had, after conducting "an environmental scan", grouped emerging trends into eight items. The lists of all the proposals are given at appendix 1. The delegations of Cyprus and Greece did not agree on paragraph 2.7 of the appendix and reserved their position on this issue because the issue had not been discussed.

3 The Group agreed that the identified trends, development and challenges were useful as a basis for its work but decided that further elaboration and consideration of emerging trends, developments and challenges was needed before the completion of the Strategic Plan.

Strategic directions

4 The Group agreed to base its consideration of objectives, goals, performance indicators and action plans on nine preliminary strategic directions which are given at appendix 2. The Group discussed the need to establish targets to be accomplished by the end of the five-year plan. The Group further agreed that Strategic directions should not be discussed in a Committee centric way.

Possible framework for the Organization's strategic plan

5 The Group agreed that there was insufficient time to develop the full range of the Organization's strategic plan at this session. The Group developed some examples which might form a part of the future framework of the Organization's strategic plan (appendix 3).

Mission statement

6 The Group developed a possible mission statement based on article 1 of the IMO Convention, resolution A.900 (22) and Council document (C 86/10) (appendix 4).

Priorities and prospective resource requirements

7 The implementation of the proposed Strategic Plan will lead to the consideration of resources needed and setting of priorities, which will have to be done at a later stage. The Group agreed to reflect on the matter, noting that at its forthcoming eighty-ninth session, the Council planned to establish broad policy guidelines to assist the Secretary-General in his preparation of his proposals for the 2004-2005 work programme and budget, which would be issued in early March for consideration by the Council at its 90th session in June 2003.

Flexibility

8 The terms of reference for the Group required the Strategic Plan to be flexible so that it can be modified as and when necessary. The Group decided this should be considered further when the strategic directions are elaborated at its next meeting. The need for flexibility could be catered for or discussed when the Strategic direction 9 given at appendix 2 is further elaborated, in dealing with the ability of the Organization to manage change.

Review

9 Since the Council would be proposing to the twenty-third session of the Assembly to adopt a Strategic Plan for the Organization, the Group was of the opinion that the Council, after the first Plan has been adopted, should review the Plan biennially and propose to the Assembly that the Strategic Plan, with the amendments agreed by the Council, is adopted.

10 The Group further agreed that the Council should on a regular basis, assess the results achieved through the application of the proposed performance indicators to establish if targets set have been achieved.

11 The Group was also of the opinion that the Council might have to re-examine the time allotted to its meetings, if it will agree to monitor the progress of the Strategic Plan annually, in order to ensure that work of other bodies is not affected.

Appendix 1

EMERGING TRENDS, DEVELOPMENTS AND CHALLENGES

1 The following trends, developments and challenges were identified by the Working Group:

EMERGING TRENDS

- Globalization of industry and the workforce
- Growing use of information and communication technology (GMDSS, GPS, AIS, VDR etc.)
- Increased level of ship inspection (flag and port, class, cargo owners, charterers etc)
- Enhanced public (political) concern for, and awareness of, the marine environment (air and sea pollution, ship-generated waste etc.)
- Monitoring role for IMO (STCW, Model Audit Scheme)
- More proactive role for IMO
- Increased public (political) concern about ship and port security (terrorism, piracy etc.)
- Increasing numbers of economic migrants
- Recognition of the role of the human element
- Increased size and speed of ships
- Increasing navigational conflicts with offshore and coastal systems management

DEVELOPMENTS

- Technical developments in equipment
- Safety management systems
- Ballast water management
- Safety culture and environmental conscience
- Increasing ship size (passenger, container)
- Formal safety assessment
- Monitoring of ships and cargoes (facilitation vs security)

CHALLENGES

- Improving maritime security on ships and in ports
- Improving implementation of IMO instruments (substandard shipping, poor flag State performance, capacity building in developing countries etc.)
- Increasing transparency and access to data
- Protection of the marine environment
- Enhanced safety performance (reduced regulatory burden)
- Ensuring seafarers are effectively trained
- Involvement of the whole of IMO membership in policy preparation
- Measuring IMO effectiveness (accident statistics, technical cooperation activities etc.)
- Introduction of FSA to rule-making process
- The need to develop short-sea shipping
- The need to develop appropriate administrative and operational measures in the Organization
- The need to change the trend for funding the Organization's TC activities
- The need to avoid regional agreements which are in conflict with the Organization's regulatory framework

SUMMARY AND SYNTHESIS

- 2 Synthesis of the above trends, developments and challenges:
 - .1 an increase in the use of shipping as an effective, efficient and environmentally-friendly mode of transport globally;
 - .2 the need for sustainable development will continue to gain momentum, a process shipping can contribute to;
 - .2 *bis* there is a greater demand for improvement in national economic capacity-building and technology transfer between Member States which will include shipping;
 - .3 the need to ensure that globalization and deregulation does not reduce maritime safety, security and protection of the marine environment or restrict navigation and the efficiency of shipping;
 - .4 the need for implementation of technical and operational solutions to address maintenance and life optimisation of the World's merchant fleet;
 - .5 the public is seeking an increasing role in shaping national and international policy, with the attendant need for enhanced and more open communication between the IMO and the public;
 - .6 rapid and extensive advances in information technology will offer exceptional opportunities for new ways of working. In addition, new information technology will make possible better communication and outreach;
 - .7 a lack of transparency in access to data and non-reliance on data (including certification) provided by others leading to an increasing tendency for insurers, charterers and port States to assure themselves directly that international standards have been implemented and complied with;
 - .8 recognition of the role of the human element by all in the maritime transport chain and in the development of a safety culture and environmental conscience;
 - .9 the need to take account of emerging technological developments related to ship design, size, speed and sophistication; cargo capacity and cargo-handling systems; intermodal transport; and increasing navigational conflicts between users of offshore and coastal areas;
 - .10 the requirement for the Organization to continue to work within the United Nation's system on sustainable development and take actions on maritime issues on UNCED Agenda 21 and the Plan of Implementation of the Johannesburg World Summit on Sustainable Development;
 - .10*bis* increasing need for cooperation with other UN bodies in the development of international regulations;

- .11 the need to ensure that the Organization's regulatory framework is developed, on a sound basis, and is proportionate to the actual need, is capable of review and timely amendment and of effective implementation in the interest of all Member States;
- .12 the need to be able to monitor performance against specific, measurable and achievable targets;
- .13 a change in the proportion of IMO funds away from use to improve safety and environmental protection directly, towards technical cooperation. At the same time there has been a decreasing proportion of technical cooperation funding from external sources; and
- .14 the growth of multinational crewing and the need to ensure fair and equitable social and economic conditions in support of the development of a safety culture and environmental conscience;

AN ENVIRONMENTAL SCAN

3 Output from an 'environmental scan':

- .1 Globalization. IMO is operating in a more interconnected world. Within shipping the trend is towards integrated logistics solutions with shipping lines extending beyond their traditional scope of operations to encompass other components in the supply chain. Also present in the new globalised landscape are non-State actors such as industry associations and special interest groups which are taking a more active role on international affairs.
- .2 Heightened Maritime Security Concerns. At the same time there are concerns that new security measures should not unduly affect the efficiency of shipping and port operations.
- .3 The continued quality shipping campaign to eliminate sub-standard shipping.
- .4 Heightened environmental consciousness.
- .5 The growth of the cruise industry and increasing number of passengers at sea. The growing cruise industry and advent of larger passenger ships with capacities of up to 5000 passengers, have raised concerns over the safety of large number of passengers at sea. These include whether current Search-and-Rescue (SAR) arrangements are able to cope with the number of passengers and crew at sea. The tragic attacks of 11 September have also brought the vulnerabilities of cruise ships and ports to terrorist attacks to the fore.
- .6 The importance of capacity building in plugging the implementation gaps and in ensuring the universal implementation of IMO instruments.
- .7 The predominance of the Human Element in Safer Shipping.

- .8 The important role of Technology as a Major Driving Force for Change in the Maritime Transport Sector. Technological breakthroughs and innovations in the maritime sector will create new opportunities and possibilities for the Imo to achieve its mission objectives. In addition, IT applications and e-commerce have become part-and-parcel of global industry, including the maritime transport sector. They have a huge impact on shipping and port operations.

Appendix 2

STRATEGIC DIRECTIONS

- 1 Enhancing Security of the Sea-going Maritime Transport Network
- 2 Promoting a Quality and Safety Culture in the Shipping Community
- 3 Enhancing Environmental Consciousness in the Shipping Community
- 4 Stepping Up Measures to Ensure the Safety of Passengers at Sea
- 5 Enhancing the capacity of developing countries to implement IMO instruments and standards
- 6 Implementing a “People First” Culture in the IMO
- 7 Harnessing and Promoting the Use of New Technology in the Maritime Sector
- 8 Fostering implementation of existing IMO instruments
- 9 Improving the Organization’s methods of work to achieve its mission*

* to include:

Effective interaction with partners and the public

Excellence in management

Continuous improvement in efficiency and effectiveness of its operations through a self-learning process

Appendix 3

Example 1

STRATEGIC DIRECTION:

The enhancement of security in the sea-going maritime transport network

OBJECTIVES:

To reduce the number of security incidents

To introduce, and ensure implementation of, effective security measures

GOALS:

Elimination of security incidents

Elimination of non-compliance with agreed security measures

PERFORMANCE INDICATORS:

Number of security incidents per year

Port State control statistics

ACTION PLAN:

Council to instruct the Committees of the Organization to propose appropriate work programme items or the achievement of the objectives and fulfilment of the goals.

Example 2

STRATEGIC DIRECTION:

Enhancing the capacity of developing countries to implement IMO instruments and standards

OBJECTIVES:

Key objective: Maritime capacity building, as a major contributor towards ensuring safer shipping and cleaner oceans (operative paragraph 2 of Resolution A.901(21))

Develop and effectively implement an ITCP that reflects the needs of developing countries in ensuring compliance with and enforcement of IMO standards

Establish an equitable mechanism to ensure the sustainable financing of the ITCP based on the ability of Member States to provide financial support

Develop innovative measures to deliver technical assistance making greater use in particular of information technology

Promote partnerships with the UN System, the private sector and international and regional organizations (IGO's and NGO's) to reap synergy and avoid overlap and duplication of efforts

Support technical co-operation among developing countries and the transfer of technology between Member States

Encourage the timely and effective use of technical assistance received by developing countries from the Organization

GOALS:

To ensure identification of technical assistance requirements through needs assessment exercises, self-assessments, etc

ITCP maintained at a level sufficient to meet the needs of developing countries and to have a measurable impact on their ability to implement IMO rules and standards

To establish a sustainable IT supported programme of distance learning and the provision of technical and legal advice

To obtain measurable support (in cash or in kind) from the maritime industry and partner organizations

To increase the number of developing countries providing technical assistance to other developing countries

To monitor the ability of developing countries to absorb technical assistance provided by the Organization and its partners through regular interaction with the Secretariat

PERFORMANCE INDICATORS:

Increased number of developing countries ratifying IMO Conventions

Existence of national legislation implementing IMO instruments

Public sector departments capable of ensuring the effective exercise of flag, port and coastal State jurisdiction

Existence of effective maritime administrations, with trained personnel to develop and manage national programmes for maritime safety administration, marine environment protection, development of maritime legislation, facilitation of maritime traffic, technical port operations, maritime and port security, training of seafarers and shore-based personnel

Effective use by developing countries of IMO-prepared model legislation and codes and model training courses

ACTION PLAN:

The TCC to periodically review and update the above objectives and goals

The TCC to make specific recommendations to Council for the long term financing of the ITCP by the IMO Member States

Example 3

STRATEGIC DIRECTION:

Promoting a Quality and Safety Culture in the Shipping Community

OBJECTIVES:

Ships

To promote the design, construction, equipment, operation and maintenance of safe, secure and environmentally-friendly ships

People

To stimulate the awareness that a quality and safety culture does not only rely on good technology and good regulatory practices but also on well-trained personnel on board and ashore

To monitor and review the effectiveness of the STCW Convention

Administrations

To promote the effectiveness and consistent implementation of a quality and safety culture by administrations

To promote transparency and openness in access to data

GOALS:

Ships

To establish and maintain the appropriate balance between safety and commercial considerations in the design, construction, equipment, operation and maintenance of safe, secure and environmentally-friendly ships

Eliminate rules or regulations that do not promote the design, construction, equipment, operation and maintenance of safe, secure and environmentally-friendly ships

To achieve a satisfactory initial design and construction of a ship for its planned economic life

People

To further stimulate the safety culture through effective training in safety management systems

To encourage all stakeholders to be aware of the need for a quality and safety culture

Administrations

To further examine ways to ensure an effective maritime administration, with the appropriate quality and safety culture, in all Member States.

The identification of data sources and appropriate methods of analysis, to enable the establishment of trends in maritime safety and in the implementation of the safety culture to allow the Organization to take appropriate corrective actions when needed.

To collect and collate necessary data

PERFORMANCE INDICATORS:

Ships

Quality ship awards

Decision on rules and regulations on design and construction of a ship which is satisfactory for its economic life

[Application of safety management systems to non-Convention ships]

Insurance statistics

People

Timely reports of independent evaluations

Number of inquiries and requests for clarification of international provisions

Administrations

Casualty statistics

Detention statistics

Frequency of inspections

Number of rules eliminated, consolidated or revised

Number of complaints by crew of unsatisfactory safety conditions on board

Outcome of confidential reporting systems

Number of failures to meet implementation deadlines

Action plan:

To be developed

Appendix 4

DRAFT MISSION STATEMENT

The International Maritime Organization is the international forum for co-operation among Governments with the mission to promote safe, secure and sustainable shipping [and the protection of the marine environment] by:

Developing international technical, operational and training standards related to safe operations of ships and encourage the removal of discriminatory action and unnecessary restrictions by Governments affecting shipping engaged in international trade;

Identifying trends and developments, which may adversely affect the safety of ships, those on board and the marine environment, and develop proactive and precautionary measures to avoid and mitigate such effects;

Encouraging and facilitating the general adoption of the highest practicable standards.

Promoting the development of a safety culture and environment conscience

Promoting compliance with its instruments and secure their effective and consistent implementation;

Promoting maritime capacity building to contribute to sustainable development through the framework of its Integrated Technical Cooperation Programme;

Encouraging the widest possible participation by its Member Governments in respect of its governance, and the widest possible participation of geographical and sectoral stakeholders in its policy and rule-making process; and

Responding on a timely basis to major challenges in merchant shipping and developing a programme of proactive work based on the evolving trends and developments.
