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AD HOC COUNCIL WORKING GROUP  
ON THE ORGANIZATION'S STRATEGIC  
PLAN  
2<sup>nd</sup> session  
Agenda item 3

## PREPARATION OF THE ORGANIZATION'S STRATEGIC PLAN

Submitted by Cyprus, the Netherlands, United Kingdom, Sweden and Singapore.

*Executive Summary:* The text of this document was originally posted on the IMO Intranet Discussion Page and contains proposals and comments on the preparation of the Organization's Strategic Plan.

*Action to be taken:* Paragraph 11.

*Related documents:* C 89/D

## STRATEGIC PLAN FOR THE IMO

### Mission Statement

The mission of the International Maritime Organisation (IMO) is to promote safe, secure, environmentally friendly and sustainable shipping. As the United Nations' specialised agency for cooperation among governments in the field of governmental regulation and practices relating to technical matters affecting international shipping, the IMO is responsible for the adoption of the highest practicable standards in maritime safety and security, efficiency of navigation and the prevention and control of marine pollution from ships. Thereafter it will promote the effective implementation of IMO instruments towards universal application.

## Trends, Developments and Challenges to the IMO

### Globalisation

2 Today's globalised world is characterised by the freer movement of people, goods and information. It is a more interconnected world, whereby the actions in one part of the world have implications elsewhere. In tandem with the expansion of commerce is the elevation of the importance of shipping as the major facilitator of global trade. Globalisation has also given rise to new players in the maritime arena. For instance, mega shipping conglomerates and alliances, as well as global terminal operators wield increasing influence on global trade, the maritime transport sector and shipping matters at large. At the same time, there is concern that shipping standards might be compromised by the forces of liberalisation and competition sweeping through the maritime sector. There has also been increased interaction between the IMO and other intergovernmental organisations, as well as non-State actors such as industry and special interest groups, given the need for a more comprehensive and inclusive approach to shipping matters. *The challenge to the IMO is to be (1) proactive in identifying trends and developments affecting shipping, (2) comprehensive and inclusive in its approach to shipping matters, and (3) effective and efficient in responding to shipping trends and incidents, and in doing so stave off regional or unilateral tendencies.*

### Heightened Maritime Security Concerns

3 The terrorist attacks of September 11 2001 have sent shock waves throughout the maritime and port community, propelling collective action between IMO member States, other intergovernmental and non-governmental organisations to introduce new measures to the maritime transport sector to enhance maritime and port security, and in doing so, safeguard any disruptions to global trade. Following the adoption of amendments to SOLAS to introduce the new International Ship and Port Facility Security Code, what lies ahead is the effective implementation of the new measures to enhance global maritime security. At the same time there are growing concerns that new security measures should not unduly affect the efficiency of shipping and port operations, more so in an interconnected world highly dependent on sea borne trade. *The challenge to the IMO is to promote the effective implementation of the new security measures and at the*

*same time, ensure that the right balance is struck with trade facilitation, and that seaborne trade will continue to be smooth and efficient.*

#### The Relentless Campaign Against Sub-Standard Shipping

4 Enhancing the quality of shipping is today a major IMO agenda. The recent ERIKA, KRISTAL and PRESTIGE incidents have given the campaign a shot in the arm and proponents of quality shipping are more determined than ever to eradicate sub-standard shipping. Strengthening each link in the quality chain of responsibility is a priority of the shipping community. Clearly flag States, ship owners, port States, and other stakeholders all have a part to play in collectively raising the standards of shipping. At the same time, there is the need for a balanced approach to the promotion of quality shipping – both between carrot (incentive) and stick (penalty), and also focusing on assistance to developing countries with capacity building to implement new measures. Transparency and an inclusive approach to developing measures to enhance shipping standards are also critical success factors of the quality shipping campaign. *The challenge to the IMO is to instill a quality culture within the shipping community.*

#### Heightened Environmental Consciousness

5 There is clearly growing public intolerance to environmental pollution from shipping incidents as evidenced from the ERIKA and PRESTIGE episodes. There is also heightened concern over the impact of global shipping activities on the marine environment, giving impetus to efforts including those to ensure proper ballast water management and rid the oceans of harmful compounds in anti-fouling paints. The World Summit on Sustainable Development in September 2002 further focuses global attention on environmental issues, including the marine environment. *In line with the global emphasis on sustainable development, the IMO must (1) be proactive in identifying and addressing shipping activity that could impact on the environment and (2) develop effective responses to shipping incidents to mitigate the impact on the environment, should they occur.*

## More People at Sea

6 The growing cruise industry and advent of larger passenger ships with capacities of more than 4000 passengers, have heightened concerns over the safety of human life at sea. Such concerns include the safe operation of passenger and cruise ships and whether current response capabilities are able to cope with such large numbers of people on ships. *The IMO has to place increased emphasis on ensuring the safety of life at sea.*

## The Widening Implementation Gap and Importance of Capacity Building towards Ensuring Universal Application of IMO Instruments

7 The IMO's Integrated Technical Cooperation Programme (ITCP) is crucial in helping developing countries implement IMO instruments for safer shipping and environment protection, bridging the gap between adoption and effective implementation of IMO instruments. The importance of the ITCP is further increased with every new instrument adopted by the IMO. Growing concerns revolve around the sustainability of this Programme, the effectiveness of the ITCP in meeting the needs of developing countries and the effective delivery of programmes. *The IMO needs to ensure the sustainability of the ITCP and improve the delivery and effectiveness of the ITCP to bridge the implementation gap.*

## Predominance of the Human Element in Safer Shipping

8 Human error remains a major cause of shipping incidents and will continue to be the focus of efforts by the IMO to address the problem. The effectiveness of the STCW Convention will come under scrutiny with each shipping mishap resulting from human error, as the IMO ensures full compliance with the Convention. On the other hand, technological advances such as simulation-based training offer new opportunities which the IMO can harness to enhance the human element in safer shipping. *The IMO needs to sustain its emphasis on the human element in safer shipping and continuously improve measures to enhance the quality of seafarers.*

## **Technology as a Major Driving Force for Change in the Maritime Transport Sector**

9 Technological breakthroughs and innovations in ship design and engineering have resulted in bigger and faster ships. Advances in technology have also created new opportunities for advancing various IMO initiatives, from safety to security to marine environment protection. However, such new technologies are usually applied to convention vessels, invariably creating a “blind spot” in safer shipping viz., non-Convention vessels. *In addition to the promotion of new technologies for enhancing navigational safety, maritime security and the protection of the marine environment, the IMO is also challenged to ensure widespread accessibility of new technologies and their benefits, as well as to apply new technologies to non-Convention vessels.*

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### **STRATEGIC DIRECTIONS FOR THE IMO**

10 The strategic directions for the IMO in the years ahead to achieve its mission objectives can be considered under three broad categories: (1) Status and Effectiveness of the IMO, (2) Comprehensive Framework for Safe, Secure and Environmentally Friendly Shipping, and (3) Quality and Safety Culture and Environmental Consciousness.

#### **(1) Status and Effectiveness of the IMO**

(a) The IMO will re-affirm its primacy as the international forum for technical matters affecting international shipping and develop its role in maritime affairs vis-à-vis other intergovernmental organisations, so as to be able to deal effectively and comprehensively with complex issues that straddle agencies. In addition, the IMO will actively engage the various stakeholders and players - new and existing, in the shipping arena, including non-governmental organisations, industry and the public in general, so as to ensure a more inclusive approach to decision-making.

Through active engagement the IMO will also seek to reap synergies and avoid duplication of efforts by agencies in shipping matters. An inclusive and comprehensive approach to shipping matters will be a hallmark of the IMO.

(b) The IMO will foster global compliance of IMO instruments governing international shipping. It will promote the uniform implementation of IMO instruments by member States. In particular, it will strengthen its capacity-building programmes for developing countries in a bid to plug the implementation gap. It will focus on building partnerships in capacity-building for developing countries – both with developed countries and industry, better understand and meet the needs of its developing member State, and improve the delivery rate of technical cooperation programmes.

(c) Internally, the IMO will strive for excellence in institutional governance. Council will provide visionary leadership, Committees will be optimally structured and the IMO will be supported by an effective and efficient secretariat. The Organisation will be endowed with sufficient resources, both financial and expertise/skill sets within the secretariat, to realise the workplans of IMO Committees and there will be extensive use of IT in management and administration. Ultimately, the IMO must be able to respond effectively and efficiently to challenges, so as to negate any reason for not referring action relating to shipping to the IMO.

**(2) Comprehensive framework for safe, secure and environmentally-friendly shipping**

(a) The IMO's highest priority will be accorded to the safety of human life at sea. In particular, greater emphasis will be accorded to ensuring the safe operation of passenger ships and developing adequate response capabilities along all routes used by cruise ships and ferries.

(b) The IMO will seek to enhance security of the maritime transport network. It will promote a comprehensive and cooperative approach - both among member States and between the IMO and other intergovernmental organisations such as the World Customs Organisation and International Labour Organisation, to deal with this multifaceted issue. Emphasis will be on the effective implementation of the new IMO security measures under SOLAS.

(c) The IMO will focus on reducing the environmental impact of shipping activities, and ensure adequate measures and resources – funds, equipment and expertise, both for preventing pollution from ships, as well as responding to incidents, should they occur.

(d) The IMO will seek to ensure that measures to promote safe, secure and environmentally friendly shipping do not unduly affect the efficiency of shipping. It will also constantly review measures to ensure their adequacy, effectiveness and relevance.

### **(3) Shipping Profile, Quality Culture and Environmental Consciousness**

(a) The IMO will seek to raise the profile of shipping in the eyes of the general public with enhanced community relations programmes. The Organisation will actively publicise shipping's important contribution to global trade and the safety and environmentally friendly measures employed on ships, as well as profile the technological advances in these areas. The aim is to instill a sense of pride (of association) among those within the maritime sector and to ensure those outside have a positive impression of the shipping.

(b) The IMO will take the lead in enhancing the quality of shipping. To nurture a quality culture within the shipping community, it will *inter alia*, encourage the construction, operation, use of best available technique (BAT) and proper management of ships, promote the availability of

information relating to ship safety and condition (i.e. transparency), and strengthen the quality shipping "chain of responsibility" concept.

(b) The IMO will seek to enhance environmental consciousness within the shipping community. It will create awareness of the impact of shipping activities on the environment and encourage the use of best environmental technology (BET) in shipping to mitigate such effects, in line with goal of sustainable development.

(Possible Performance Indicators attached as an Annex)

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**Action requested of the Working Group**

11 The Working Group is invited to consider these proposals and take action as appropriate.



## **Performance Indicators**

### **(1) Status and Effectiveness of the IMO**

- Size of IMO Membership (compared to UN membership)
- Status of member States' accession to IMO Conventions
- Number of collaborative initiatives between IMO and other agencies, eg. MOU/Agreements, joint Working Groups, etc.
- Extent of participation by NGOs, IGOs, invited guest to IMO meetings/activities
- Status of developing countries' accession to IMO Conventions
- Budget for Technical Cooperation Programmes/number of TC projects
- Number of requests from developing countries for technical assistance with implementation of IMO instruments.
- Time taken to develop IMO instruments (compared to other UN agencies)
- Budgetary health (eg. a balanced budget.)
- Status of work items under various committees' workplans

### **(2) Comprehensive framework for safe, secure and environmentally-friendly shipping**

- Number of human lives lost at sea
- Number of ships lost
- Number of incidents involving cruise ships/passenger ferries
- Detention rate of non-compliance with ship safety-related IMO instruments
- Detention rate of non-compliance with marine-environment related IMO instruments
- Amount of oil, chemical and other harmful substances spilled into the sea from ships
- Number of maritime terrorist incidents against and involving ships

### **(3) Shipping Profile, Quality Culture in Shipping and Environmental Consciousness**

- Number of IMO activities to raise the quality of shipping
- Detention rate of non-compliance with the ISM Code
- Number of information sources for ship safety and condition and extent of use (eg. number of hits on web sites)
- Number of IMO activities to generate greater awareness of shipping related environmental issues and to promote the use of "best environmental technology (BET)" in shipping
- Outcome of public opinion polls on shipping
- The state of the shipping industry, eg. size and profile of workforce, size of world fleet, etc.

