



Circular letter No. 2451
3 February 2003

To: All IMO Members

Subject: **Second session of the *Ad Hoc* Council Working Group on the Organization's Strategic Plan**

1 The Secretary-General has the honour to invite representation at the second session of the *Ad Hoc* Council Working Group on the Organization's Strategic Plan (CWGSP), which has been scheduled to take place from 9.30am on Monday, 31 March to Friday, 4 April 2003, at IMO Headquarters, 4 Albert Embankment, London, SE1 7SR.

2 A summary of progress made at the first session of the *Ad Hoc* Council Working Group (16 to 18 September 2002) and the Council's decisions relating thereto; the progress expected at the second session and a provisional agenda for the meeting are attached at annexes 1 and 2 respectively.

3 As was the case for the first session of the *Ad Hoc* Council Working Group, the meeting is open to all Member States of the Organization and attention is drawn to the Organization's dedicated Intranet site, which provides the whole membership with an opportunity to contribute constructively to any policy preparation and evaluation. The Discussion Page established on the site enables any Member State who wishes to do so to comment and to access the views of other contributors. The site address is: <http://www.imodocs.imo.org>.

4 Alternatively, if Members of the Organization wish to make formal submissions to the *Ad Hoc* Council Working Group, they are invited to transmit them to the Secretary-General as early as possible so that they may be processed in good time for the meeting.

5 The Secretary-General would appreciate being informed in due course of the names of representatives from those Member States which intend to participate in the meeting.

ANNEX 1

AD HOC COUNCIL WORKING GROUP ON THE ORGANIZATION'S STRATEGIC PLAN

Summary of progress to date

1 At its first session, (16 to 18 September 2002), the *Ad Hoc* Council Working Group developed a possible mission statement for the Organization; based its consideration of objectives, goals, performance indicators and action plans on nine preliminary strategic directions and also developed some examples which might form part of a future framework of the Strategic Plan.

2 The *Ad Hoc* Council Working Group also recognised the importance of establishing targets for organizational performance and the value of establishing performance indicators which track achievements against the benchmarks which have been established.

3 The Council (C89/D, paragraph 12.1) noted, with appreciation, the progress report of its Working Group on the Strategic Plan at its first meeting; broadly noted its summary of decisions (C89/12/Add.1, annex) and agreed that the framework of the Plan should be further developed at a five-day meeting of the Group, and that the Group should submit a further progress report to the Council's ninetieth session.

4 The Council also appreciated the Secretary-General's reminder of the linkages between the Strategic Plan and the Work Programme and Budget for 2004-2005 and noted, with satisfaction, the Secretary-General's report that the linguistic considerations relating to the new theme for the Organization, namely "Safe, secure and efficient shipping on clean oceans" had been resolved and, accordingly, re-affirmed its approval of the theme to reflect the Organization's direction as evolved in the light of recent developments.

Further development of the Strategic Plan

5 Following on from the work done in the first session and the Council's decisions on the outcome of the *Ad Hoc* Council Working Group work to date, it is now the task of the Group to build on that work and, on the basis of the Organization's new theme and draft Mission Statement, to prepare a provisional or illustrative Strategic Plan for adoption or endorsement by the 23rd Assembly.

6 The terms of reference for the Group require the development of a Mission Statement, strategic directions and defined objectives and the development of high-level action plans, including a prioritisation of areas of work with assessment of achieved results. To date, the Group has not given consideration to the development of high-level action plans, prioritisation or criteria for assessment of results. The Group may, therefore, wish to consider addressing this in detail to identify priorities and the necessary criteria and performance indicators to monitor progress towards the Organization's overall objectives.

7 In considering high-level action plans and the monitoring of performance, the Group may also wish to give consideration to a future coordination of the Secretary-General's Work Programme and Budget planning cycle (two-yearly); the Committees' work planning horizons (two-yearly but with some items with a longer timeframe) and the proposals for the Strategic Plan (five-yearly).

Some consideration may also be given to identifying the linkages between the Work Programme, the work of the Committees and the Strategic Plan.

8 The first session of the *Ad Hoc* Council Working Group recognized the importance of establishing performance indicators which track achievements against benchmarks. The Group identified some indicators but did not attempt to establish a benchmark or starting point against which progress might be monitored. The Group may therefore also wish to consider provisional benchmarks and related performance indicators.

ANNEX 2

**AD HOC COUNCIL WORKING GROUP
ON THE ORGANIZATION'S STRATEGIC
PLAN**
2nd session
Agenda item 1

CWGSP2/1
3 February 2003
Original: ENGLISH

PROVISIONAL AGENDA

**for the Second 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 7SR
from Monday, 31 March to Friday, 4 April 2003**

(Session commences at 9.30 a.m. on Monday, 31 March 2003)

Opening of the session

- 1 Adoption of the agenda
 - 2 Review of draft Mission Statement
 - 3 Review of Strategic Directions
 - 4 Development of objectives, goals and performance indicators
 - 5 Identification of high-level action plans and priorities
 - 6 Assessment criteria and benchmarks
 - 7 Planning cycles
 - 8 Any other business
 - 9 Consideration and adoption of summary of decisions
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