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STRATEGY, PLANNING AND REFORM

Draft Vision Statement and Strategic Directions for the 2018-2023 period

Note by the Secretary-General

SUMMARY

Executive summary: This document presents the draft Vision Statement and Strategic Directions for the 2018-2023 period as prepared by the Secretariat with the assistance of the external consultant

Strategic direction: 4

High-level action: 4.0.3

Output: 4.0.3.1

Action to be taken: Paragraphs 44 and 45

Related documents: C 112/D; C 113/3, C 113/D; C 114/3/2, C 114/D; resolutions A.1097(29) and A.1099(29); C 116/4/1, C 116/4/4 and C 116/D

Introduction

1 This document, containing the proposed Vision Statement and the Strategic Directions for the 2018-2023 period, was prepared by the Secretariat and the external consultant at the request of the Council, at its 116th session (C 116/D, paragraph 4.5).

2 It should be noted that this document contains both relevant background information on how the Secretariat and the external consultant arrived at the draft components of the strategic plan (Vision Statement, Strategic Directions and context section), as well as the draft text of those components. The proposed text to be included in the strategic plan, to be approved by C 117, is set out in its entirety in the annex to this document.

Background

3 The following information sets out relevant key decisions of the Council in relation to the development of the Organization's new Strategic Framework.

4 The Council, at its 112th session endorsed Canada's proposal for a fundamental review of the Strategic Plan through an external consultant, to be contracted to work with the Secretariat (C112/D, paragraph 3.4).

5 At its 113th session, the Council noted the external consultant's recommendations in the report on the fundamental review of the Strategic Plan (C 113/3, C113/D, paragraph 3.2) and decided that:

- .1 the Strategic Plan should be reviewed to ensure simplicity and to make sure that it would continue to serve the Organization going forward;
- .2 the Strategic Plan should be fixed for a six-year period; and
- .3 in order to give proper consideration to the recommendations in the report, a working group would be established with the participation of all Member States (C 113/D, paragraph 3.3 (i) – (iii)).

6 At its 114th session, the Council agreed, inter alia:

- .1 on the timeline for the development of a new strategic framework (paragraph 12 of annex 2 to document C 114/3/2 refers) (C 114/D, paragraph 3.14); and
- .2 that the new strategic framework should be finalized in time for it to be implemented for the 2018-2019 biennium (C 114/D, paragraph 3.13).

7 The Council also noted the view that the Trends, Developments and Challenges (TDCs) were a necessary and fundamental step in a new strategic framework. The Council further endorsed that the collection of input to the TDCs from Member States, as well as IGOs and NGOs in consultative status, should be an inclusive and transparent process (C 114/D, paragraphs 3.3 to 3.5).

8 With regard to the structure of the new strategic framework, the Council further:

- .1 agreed to the development of a Vision Statement following on from the development of the TDCs (C 114/D, paragraph 3.7);
- .2 endorsed the view that the Strategic Directions should be limited to the primary areas of action for the six-year period, and not to recreate the entire mandate of IMO (C 114/D, paragraph 3.8);
- .3 noted that work would still be undertaken outside the primary areas of action in the six-year period (C 114/D, paragraph 3.9 (i));
- .4 agreed that all outputs should be listed in one place, and that those identified as strategic should be clearly highlighted on that list (C 114/D, paragraph 3.11); and
- .5 noted that the Performance Indicators (PIs) should provide a close-loop feedback mechanism to improve processes, efficiency and effectiveness of the work of the Organization, and that these should be monitored and measured throughout the six-year period (C 114/D, paragraph 3.9 (ii)).

9 The Assembly, at its twenty-ninth session, adopted resolution A.1097(29) *Strategic Plan for the Organization (for the six-year period 2016-2021)* including the following preamble: "BEING AWARE of the Council's decision to develop a new strategic framework for the Organization for implementation in the 2018-2019 biennium".

10 The Council, at its 116th session, noted documents C 116/4/1 and C 116/4/4 and decided to utilize the outcome in annex 2 to document C 116/4/4 for the continued work for the development of a Vision Statement and the Strategic Directions for the Organization, as agreed at its 114th session (C 116/D, paragraph 4.3).

11 The Council decided that the preparatory drafts of the Vision Statement and the Strategic Directions would be developed by the Secretariat and the external consultant, and that a working group would be established during C 117 to finalize the Vision Statement and the Strategic Directions for submission to C 117 with a view to approval (C 116/D, paragraph 4.5).

12 The Council reiterated the importance of the ongoing work and recalled its decision that the working group should continue to remain open to all Member States, as well as IGOs and NGOs in consultative status. They were also all invited to make submissions to C 117, in respect of the development of a Vision Statement and Strategic Directions, and to comment on the drafts prepared by the Secretariat and the external consultant. The Council decided to reiterate these decisions to the committees (C 116/D, paragraph 4.6).

Development of the draft Vision Statement and Strategic Directions

13 The basis for the development of the Vision Statement and the Strategic Directions were:

- .1 the methodology and concepts proposed by the external consultant in C 113/3; and
- .2 the report of the second session of the working group on the development of a new strategic framework, in particular the outcome in annex 2 to document C 116/4/4.

14 The figure in paragraph 42 sets out a graphic representation of which TDCs have formed the basis for the Strategic Directions.

Mission Statement

15 It is suggested that the Mission Statement of the IMO is recalled¹ as part of the new Strategic Plan, as a reminder of the mandate of the Organization:

"The mission of the International Maritime Organization (IMO), as a United Nations specialized agency, is to promote safe, secure, environmentally sound, efficient and sustainable shipping through cooperation. This will be accomplished by adopting the highest practicable standards of maritime safety and security, efficiency of navigation and prevention and control of pollution from ships, as well as through consideration of the related legal matters and effective implementation of IMO instruments, with a view to their universal and uniform application."

¹ As set out in resolution A.1097(29).

Development of the Vision Statement

16 Following the recommendations of the external consultant (C 113/3), the Vision Statement should comprise a directional statement outlining the main goal(s) of the Organization as well as, in a second part, the most important means to achieve these goal(s).

17 Therefore, the draft Vision Statement details what the overall direction for the Organization from 2018-2023 will be. The Vision Statement is intended to outline the desired future state of the Organization once the Strategic Directions (SDs) have been achieved as well as the main actions to achieve it.

18 The Vision Statement is intended to ensure that despite global changes, the aim of IMO is to ensure that international shipping remains fit-for-purpose and adapts to changes, i.e. technology, world trade and sustainable development. To do this, increased efforts related to implementation and application of global rules are needed, as is the need for IMO to proactively respond to emerging issues and changes to remain relevant.

19 The **Vision Statement** for the International Maritime Organization for the period 2018-2023 is proposed to be:

- .1 IMO will enable the advancement of shipping in view of changes in technology, world trade and global actions on sustainable development, and contribute to the greater recognition of the sector's importance among the global community.
- .2 To achieve this, IMO will focus on implementation of IMO instruments by Member States and the industry and proactively identify, analyse and address emerging issues, thus maintaining its role as the global regulator of international shipping.

Development of the section on context for the Strategic Plan

20 A context section is suggested to be included in the Strategic Plan, primarily as a reminder that IMO will undertake work outside the areas of focus as defined in the Strategic Directions in the six-year period. This was noted by Council, at its 114th session (C 114/D, paragraph 3.9(i)) in the context of limiting the Strategic Directions to the main areas of focus, but recognizing that the ongoing work of the committees and sub-committees would still be carried out, as will other core work, including IMO's responsibilities as part of the United Nations system.

21 In addition, the section contains specific topics that affect the work of the Organization and should therefore be considered in all of the Organization's work, both in relation to the Strategic Directions and the core work. Those topics are *people*, the *2030 Agenda for Sustainable Development* and *stakeholder outreach*.

22 The issue on *people* emerged from the discussions in the second session of the Working Group on the development of a new strategic framework (later referred to as the working group) where the human component was repeatedly highlighted, including seafarers' issues, but without a clear direction as to how IMO should address the matter. Therefore, a general focus on people, with special emphasis on seafarers, emerged.

23 Being part of the United Nations system, the 2030 Agenda for Sustainable Development (2030 Agenda) is important for IMO. This was recognized by including the 2030 Agenda as one of the major trends impacting on the Organization in the TDCs. International shipping is inherently indispensable for economic growth and sustainable development and as such, it at least indirectly plays a role in most of the Sustainable Development Goals (SDGs). The Assembly already adopted a resolution on the *Strategic Plan for the Organization for the six-year period 2016 to 2021* which took into account the implementation of the 2030 Agenda (resolution A.1097(29)).

24 *Stakeholder outreach* was a topic that emerged in the discussions of the working group, where the importance of public awareness and IMO's role to promote the achievements, goals and contributions of the shipping industry was reiterated by Member States. In addition, stakeholder outreach is also a priority for the Secretary-General. The promotion of the Organization's achievements and the highlighting of the role shipping plays for the world economy should be considered continuously. The efforts to ensure stakeholder outreach is a joint task for the Secretariat, the Member States, industry and others.

25 The **Context for the Organization's Strategic Plan 2018-2023** is suggested to be as follows:

- .1 The Strategic Plan identifies the Strategic Directions on which particular focus will be placed in the 2018-2023 period. IMO's organs will continue to perform its core work, including its capacity-building and technical cooperation activities, whilst maintaining the system of global maritime legislation and preserving the level playing field for all States involved in international shipping. IMO will continue to ensure that the views of all relevant stakeholders are taken into account in its decision-making processes.
- .2 IMO will have the interests of people in mind in all aspects of its work, since they are at the heart of all maritime activities. Shipping, world trade, and passengers depend on the professionalism and competence of the personnel employed in the maritime sector, in particular seafarers. Further, those who work on shore, for example in national administrations and shipping companies, need to have the relevant skills and understanding of the sector to ensure that IMO's instruments are implemented, applied and enforced.
- .3 The safety and security of life at sea, protection of the environment and the world's trade depend on the professionalism and competence of people. IMO will thus always attach the utmost importance to education and training, as well as the promotion of gender equality and the empowerment of women.
- .4 As a specialized agency of the United Nations, IMO has an important role to play in achieving the 2030 Agenda for Sustainable Development (2030 Agenda). The adoption of the 2030 Agenda, including its 17 Sustainable Development Goals (SDGs) and 169 targets, marks a historic agreement among the 193 United Nations Member States to forge a sustainable pathway of action for people, the planet and prosperity.
- .5 Shipping is an essential element of sustainable economic growth as it is the most environmentally sound mode of transport with the lowest carbon footprint per unit of cargo transported. Along with other transport modes, shipping is an important enabler for a substantial number of SDGs.

- .6 IMO is fully committed to achieving the 2030 Agenda and the SDGs, including by aligning its programmes and initiatives to support Member States. The Organization, its Member States, civil society and the maritime industry will continue working together to strengthen the path towards sustainable development.
- .7 IMO will also maintain its collaboration with other bodies in the United Nations system as well as relevant parties at global, regional and national level.
- .8 The Organization will continually demonstrate to relevant stakeholders that IMO is delivering on its objectives successfully and effectively. Through stakeholder outreach, the Organization will promote its work as essential to a safe, secure, environmentally sound and sustainable shipping sector and demonstrate that shipping is indispensable to the world.

Strategic Directions

26 The Strategic Directions provide the focus for the next six years. It should be emphasized that not all the activities of the Organization are part of the Strategic Directions – this is in line with the decisions of the Council to develop a Strategic Plan and not just an inventory of all activities.

27 According to the recommendation by the external consultant (C 113/3), the Strategic Directions should be structured into verb-noun titles, followed by clear and concise descriptions to provide context for the title. In addition, they should cover governing bodies as well as the Secretariat and shift from silos to interrelated issues.

Development of "SD 1: Improve implementation"

28 SD 1 is based on the discussions in the working group stressing the increasing importance of uniform implementation to ensure the effectiveness of IMO's regulations. Implementation was considered to be of utmost importance, in particular as lack of uniform implementation contributes to market distortions, regional or unilateral regulations and prevents a level playing field. The Strategic Direction focuses not only on the implementation by Member States, but also on the actual application by the industry, as well as the assistance provided by the Secretariat through capacity building and technical cooperation activities, which are requirements for an actual uniform implementation of IMO regulations.

29 SD 1: Improve implementation

- .1 IMO has almost 60 years of experience, developing more than 50 international treaties, together with the related standards, guidelines and other texts. Only through the entry into force of those treaties and the effective, efficient and consistent implementation and enforcement of their provisions can the full benefits from this extensive body of international law be realized. To that end, the current situation demands that IMO place increased focus on implementation.
- .2 IMO's crucial role in the creation of a level playing field for its Members can only be achieved through effective and uniform implementation of IMO's instruments, their enforcement by the States parties to them, and full compliance by the States concerned and the shipping industry.

- .3 IMO will provide States and the industry with the information they need to better identify and understand barriers to implementation, and will consider ways to eliminate them, including by analysing the findings from the Member State Audit Scheme and/or data from other sources.
- .4 To achieve the goal of uniform implementation, IMO will continue to develop and execute projects and to provide targeted capacity building and technical cooperation that foster, promote and support implementation efforts, especially those of the developing countries, and will continue to pay particular attention to the needs of small island developing States and least developed countries.

Development of "SD 2: Integrate new technologies in to the regulatory framework"

30 SD 2 is based on the recognition that major global developments impact on the work of IMO. Technological advances increasingly impact the construction, operation and navigation of vessels, and the resulting need to continuously adapt IMO's regulatory framework. This relates to technological developments in all aspects of IMO's work, i.e. safety of ship construction, operation and navigation, security, in particular regarding cyber risks, and environmental protection, in particular alternative fuels. In addition, the Organization needs to proactively consider the utilization of new technologies while considering their safety, security and environmental implications. Overall, IMO's regulations should be flexible to enable and not interfere with innovation.

31 SD 2: Integrate new technologies in the regulatory framework

- .1 IMO's regulatory framework has to continuously adapt to the challenges and global developments facing the shipping industry in order to ensure safety, security and environmental protection at sea.
- .2 In particular, as technological development accelerates, over the next decade, new technologies will significantly affect shipping, creating a more interconnected and efficient industry more closely integrated with the global supply chain. New technologies have already brought changes in the way ships are designed, constructed and operated, and their use in navigation has had equal impact on personnel, both on board and on shore.
- .3 Since technological advances present opportunities as well as challenges, their introduction needs to be considered carefully in order for them to be accommodated appropriately into the regulatory framework of the Organization. This involves balancing the benefits derived from advanced technologies against safety and security concerns, the impact on the environment and on international trade facilitation, the potential costs to the industry, and finally their impact on personnel, both on board and ashore.

Development of "SD 3: Respond to climate change"

32 The basis for SD 3 is the increasing importance of reducing air pollution and increasing the energy efficiency of vessels that is reinforced by the Paris Agreement on Climate Change. In addition, climate change was also recognized as a major trend impacting the Organization in the TDCs. Furthermore, comments were made in the working group and C 116 that climate change is one of the major global challenges. The issue of climate change is furthermore closely linked to the 2030 Agenda. Including a strategic direction on climate change will enable the Organization to better communicate its achievements and goals and promoting shipping's role as an energy efficient mode of transport.

33 SD 3: Respond to climate change

- .1 With the adoption of the 2030 Agenda and the Paris Agreement at COP 21, climate change has been recognized as one of the greatest challenges of our time, a phenomenon whose consequences can have a negative impact on the planet and which can undermine the ability of all countries to achieve sustainable development.
- .2 Although shipping is one of the most energy-efficient modes of transportation and has already reduced its CO₂ emissions, the shipping industry continues to contribute to those emissions worldwide. Having already developed global regulations on energy efficiency for new ships, the Organization continues to consider further measures to ensure that international shipping continues to bear its responsibility in addressing climate change.
- .3 In its role as the global regulator of international shipping, IMO will develop appropriate solutions to minimize the shipping industry's contribution to air pollution and its impact on climate change. With the shipping industry's support, IMO should develop CO₂ reduction strategies for international shipping that are both ambitious and realistic.

Development of "SD 4: Engage in ocean governance"

34 SD 4 was considered of increasing importance by the working group. The purpose of the Strategic Direction is to ensure a balance of economic activities and healthy oceans, while safeguarding the fundamental principles of international shipping. In particular, with regard to the increasing development of the marine space and its utilization by other industries that may impact on the Organization, e.g. on the safety of shipping. In addition, IMO's role in the delivery of SDG 14 on oceans has to be considered. With the goal to conserve and sustainably use the oceans, seas and marine resources, this SDG may be more closely linked to IMO, notably considering its role within the United Nations system, than some of the other SDGs. The matter should be considered as a task not merely for the Secretariat, but also an issue the Member States need to pursue in relevant fora.

35 SD 4: Engage in ocean governance

- .1 The use of the world's oceans is intensifying as a result of the continuing increase in the exploration and use of marine resources and opportunities they provide, as well as, the pressure to preserve marine spaces for users other than the industry, such as recreational users.
- .2 To ensure the sustainable development of activities in the marine space, human activities have to be balanced with the capacity of the oceans to remain healthy and diverse in the long term.
- .3 In the discussion on ocean governance and development of activities in the marine space, IMO should ensure that the use of marine spaces does not disproportionately limit the ability of shipping to support and contribute to the global economy, socioeconomic progress and development, and assist in the delivery of related aspects of the SDGs.

Development of "SD 5: Enhance global facilitation of international trade"

36 SD 5, while the discussions in the working group did not place significant importance on issues concerning facilitation, given that this issue encompasses developments ranging from the electronic transmission of information, with the related security risks, to appropriate infrastructure facilities, a strategic direction was considered to be relevant. The focus is on balancing facilitation with safety, security and environmental protection. In addition, measures considered in relation to the facilitation of international trade have a positive impact on the reduction of administrative burdens on seafarers, the industry and national administration, a development that needs to be managed and kept within acceptable levels.

37 SD 5: Enhance global facilitation of international trade

- .1 Shipping moves around 80%² of the world trade, making it an integral part of the global economy and supply chain. To ensure that ships move from port to port without undue delay arising from arrival and departure formalities, it is in the maritime industry's interests to provide for safe transportation and effective facilitation of international trade, while also making sure that appropriate security measures are in place on all international voyages.
- .2 Electronic transmission of relevant information, such as documents and certificates, simplifies communications between ships, ports and authorities and reduces administrative burden for those on board and ashore. The challenge is to ensure that the information is transmitted securely in universally accepted form and is verifiable. To take full advantage of the electronic exchange of information, closer cooperation is needed between authorities and the industry at the national and, in certain instances, regional levels.
- .3 To achieve this, IMO will seek further international consensus on reducing, simplifying and standardizing the information required. It will develop global solutions that facilitate electronic information exchange while balancing the needs of public authorities ashore with the shipping industry's ability to operate without being disproportionately overburdened.

Development of "SD 6: Ensure regulatory effectiveness"

38 SD 6 is based on the need to ensure that IMO's regulations deliver on the intended objectives. This is of particular importance as effective regulations, in turn, can improve implementation. The intention is to provide more systematic information to enhance decision-making, and make sure that experiences are taken into account in developing new regulations. The focus should be on utilizing available data, also from the IMO Member State Audit Scheme (IMSAS), to assess regulatory effectiveness and feed those information back into the process of amending existing or developing new regulations.

39 SD 6: Ensure regulatory effectiveness

- .1 IMO's main role as the global regulator of safe, secure and environmentally sound shipping requires it to ensure that a universally adopted, effective, international regulatory framework is in place and implemented consistently, without causing unnecessary administrative burdens.

² UNCTAD (2015). Review of Maritime Transport 2015.

- .2 IMO's instruments must continue to be globally implemented and applicable, and must maintain a level playing field. Information should be systematically fed back into the regulatory processes of the Organization to allow it to make informed decisions for improving existing regulations and developing new ones.
- .3 The current approach and practices draw on IMO's extensive experience in developing and adopting standards for international shipping. Reviewing them makes it possible to identify improvements, enhance the effectiveness of the existing IMO instruments and better assess the need for new regulations which take into account the impacts and benefits of proposed measures. The process of capturing and analysing information on the implementation of existing IMO instruments should build on the Member State Audit Scheme and its outcomes, in conjunction with in-depth analysis of data.

Development of "SD 7: Ensure organizational effectiveness"

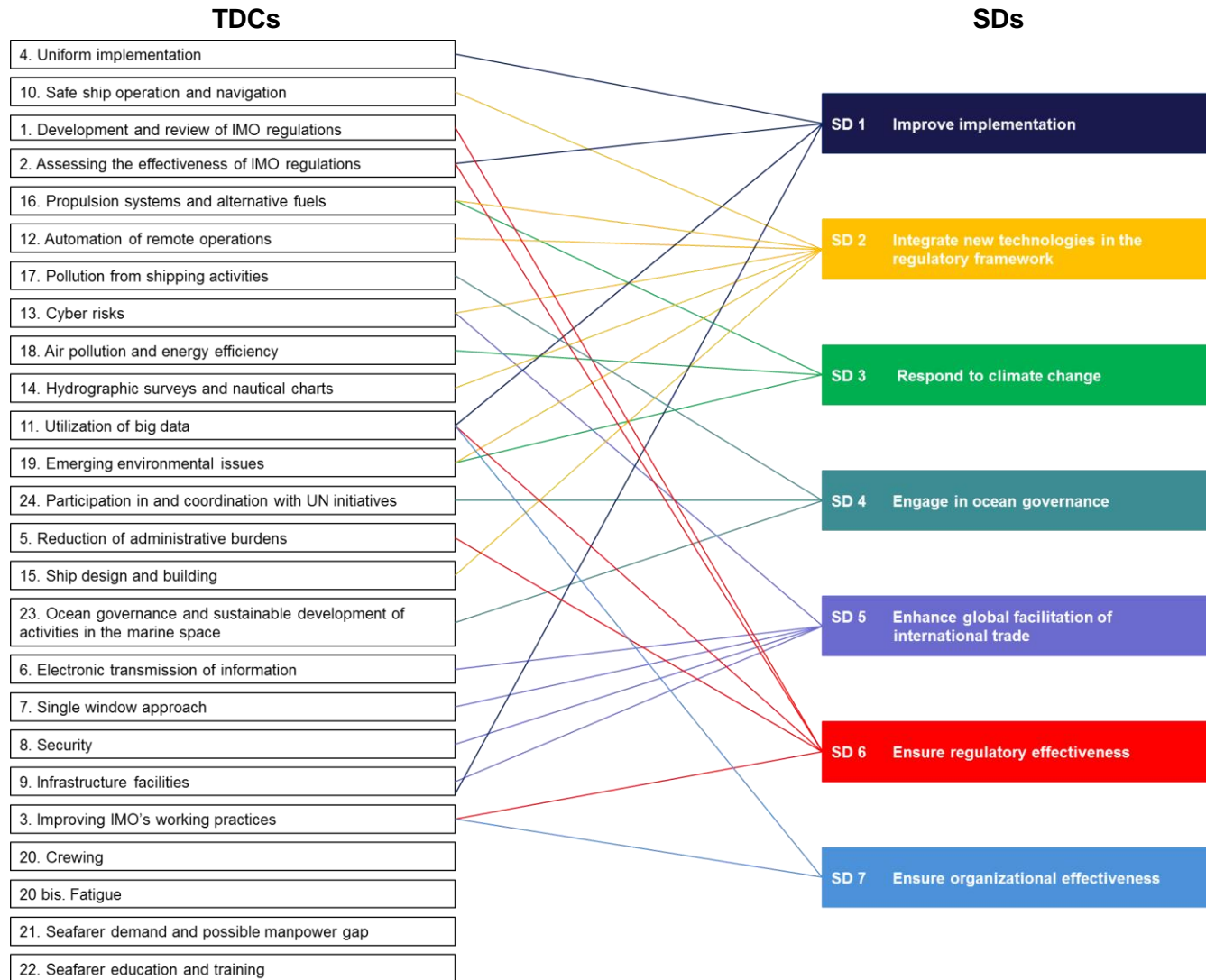
40 SD 7 relates to enhancing IMO's working practices. It is appropriate to have a strategic direction that establishes a link to the Secretariat's Business Plan, but also ensures the continuous improvement of processes and work methods both for the Secretariat and the organs of the Organization. Thus, this Strategic Direction includes the overall process optimization, as well as the allocation of human and financial resources.

41 SD 7: Ensure organizational effectiveness

- .1 To successfully achieve the Organization's vision and respond to current and future challenges, IMO will improve its working practices, where required, and foster broader participation by Member States in its work and decision-making, including through the use of appropriate technologies. To effectively facilitate its work and improve knowledge sharing, the Organization will consider means of strengthening its technical and analytical capabilities to collect, manage, analyse and report on relevant information and data.
- .2 IMO will continue to introduce and implement best practices in its activities, delivering efficient and effective processes to deal with the ever-changing work of the Organization, thereby ensuring that Member States, donors and other partners receive the best value for the resources they provide.
- .3 The motivated and skilled staff who lie at the heart of the Organization's success are essential to its ability to respond effectively to changing demands. IMO will ensure that the Secretariat continues to be equipped with the required competencies and structured appropriately to support the work of the Organization.
- .4 IMO will continue to manage and utilize its financial resources effectively. In this regard, the continued commitment of Member States in the provision of financial resources that meet the Organization's expenditures and to continually provide, together with other donors, increasing sources of funding for the Organization's activities. In its technical cooperation work, IMO will endeavour to establish new and further develop existing long-term strategic donor relationships and to optimize other sources of funding.

Connection of Trends, Developments and Challenges to the proposed draft Strategic Directions

42 As the Council decided to utilize the outcome in annex 2 to document C 116/4/4 for the continued work for the development of a Vision Statement and the Strategic Directions for the Organization, the figure on the following page gives an indication of the connection of the TDCs to the proposed SDs.



Considerations concerning the following steps in the development of the new strategic framework

43 Considering the next steps in the development of the new strategic framework, the Council needs to be aware that:

- .1 once the Vision Statement and the Strategic Directions are approved by the Council, the committees and sub-committees should align their outputs to the new Strategic Directions, bearing in mind that outputs can be strategic or represent core work of the Organization. It is suggested that the Secretariat prepares a first draft of the alignment of the outputs for the sub-committees' and committees' consideration, in line with the usual practice;
- .2 Performance Indicators will be developed for each strategic direction to enable monitoring and measuring of the achievement of the strategic directions throughout the six-year period. In line with the agreed timetable the Secretariat will prepare proposals for draft Performance Indicators for consideration by C 118;
- .3 revised guidance should be available in conjunction with the adoption of the new strategic framework at the end of 2017, as the current Document on Application of the Strategic Plan and the High-level Action Plan (A.1099(29)) has to be adjusted to the new strategic framework. A first draft is suggested to be prepared by the Secretariat for consideration by C 118; and
- .4 under the Organization's Financial Regulations (regulation 3.3), the budget proposal should contain the resources necessary to meet the requirements of the strategic results derived from the Strategic Plan; however, as the new strategic framework will be under development when the budget will be prepared, the Secretariat will endeavour to achieve alignment as far as possible. It should be noted that the Secretary-General will present a preliminary budget outline in document C 117/5(d).

Actions requested of the Council

44 The Council is requested to consider, with a view to approval, the information provided in this document, and in particular:

- .1 agree to the unchanged Mission Statement as set out in the annex, paragraph 1;
- .2 agree to the Vision Statement as set out in the annex, paragraphs 2.1-2.2;
- .3 agree to the context for the Organization's Strategic Plan as set out in the annex, paragraphs 3-10; and
- .4 agree to the Strategic Directions as set out in the annex, paragraphs 11-34.

- 45 In addition, the Council should:
- .1 request the Secretary-General to prepare a first draft of the alignment of the outputs for the sub-committees' and committees' consideration;
 - .2 request the Secretary-General to prepare proposals for Performance Indicators and present a draft to C 118; and
 - .3 request the Secretary-General to prepare a proposal for an adjusted Document on the Application of the Strategic Plan and the High-level Action Plan (A.1099(29)) to apply to the new strategic framework and present a draft to C 118.

ANNEX¹

DRAFT VISION STATEMENT AND STRATEGIC DIRECTIONS FOR THE ORGANIZATION FOR THE SIX-YEAR PERIOD 2018-2023

MISSION STATEMENT²

1 The mission of the International Maritime Organization (IMO), as a United Nations specialized agency, is to promote safe, secure, environmentally sound, efficient and sustainable shipping through cooperation. This will be accomplished by adopting the highest practicable standards of maritime safety and security, efficiency of navigation and prevention and control of pollution from ships, as well as through consideration of the related legal matters and effective implementation of IMO instruments, with a view to their universal and uniform application.

VISION STATEMENT

- 2 The vision for the International Maritime Organization for the period 2018-2023 is:
- .1 IMO will enable the advancement of shipping in view of changes in technology, world trade and global actions on sustainable development, and contribute to the greater recognition of the sector's importance among the global community.
 - .2 To achieve this, IMO will focus on implementation of IMO instruments by Member States and the industry and proactively identify, analyse and address emerging issues, thus maintaining its role as the global regulator of international shipping.

CONTEXT FOR THE ORGANIZATION'S STRATEGIC PLAN 2018-2023

3 The Strategic Plan identifies the Strategic Directions on which particular focus will be placed in the 2018-2023 period. IMO's organs will continue to perform its core work, including its capacity-building and technical cooperation activities, whilst maintaining the system of global maritime legislation and preserving the level playing field for all States involved in international shipping. IMO will continue to ensure that the views of all relevant stakeholders are taken into account in its decision-making processes.

4 IMO will have the interests of people in mind in all aspects of its work, since they are at the heart of all maritime activities. Shipping, world trade, and passengers depend on the professionalism and competence of the personnel employed in the maritime sector, in particular seafarers. Furthermore, those who work on shore, for example in national administrations and shipping companies, need to have the relevant skills and understanding of the sector to ensure that IMO's instruments are implemented, applied and enforced.

5 The safety and security of life at sea, protection of the environment and the world's trade depend on the professionalism and competence of people. IMO will thus always attach the utmost importance to education and training, as well as the promotion of gender equality and the empowerment of women.

¹ The annex replicates the relevant text in the main body of the document.

² As set out in resolution A.1097(29).

6 As a specialized agency of the United Nations, IMO has an important role to play in achieving the 2030 Agenda for Sustainable Development (2030 Agenda). The adoption of the 2030 Agenda, including its 17 Sustainable Development Goals (SDGs) and 169 targets, marks a historic agreement among the 193 United Nations Member States to forge a sustainable pathway of action for people, the planet and prosperity.

7 Shipping is an essential element of sustainable economic growth as it is the most environmentally sound mode of transport with the lowest carbon footprint per unit of cargo transported. Along with other transport modes, shipping is an important enabler for a substantial number of SDGs.

8 IMO is fully committed to achieving the 2030 Agenda and the SDGs, including by aligning its programmes and initiatives to support Member States. The Organization, its Member States, civil society and the maritime industry will continue working together to strengthen the path towards sustainable development.

9 IMO will also maintain its collaboration with other bodies in the United Nations system as well as relevant parties at global, regional and national level.

10 The Organization will continually demonstrate to relevant stakeholders that IMO is delivering on its objectives successfully and effectively. Through stakeholder outreach, the Organization will promote its work as essential to a safe, secure, environmentally sound and sustainable shipping sector; and demonstrate that shipping is indispensable to the world.

STRATEGIC DIRECTIONS

11 As IMO continues to carry out its core work, the following Strategic Directions set out the areas of particular focus for the 2018-2023 period.

SD 1: Improve implementation

12 IMO has almost 60 years of experience, developing more than 50 international treaties, together with the related standards, guidelines and other texts. Only through the entry into force of those treaties and the effective, efficient and consistent implementation and enforcement of their provisions can the full benefits from this extensive body of international law be realized. To that end, the current situation demands that IMO place increased focus on implementation.

13 IMO's crucial role in the creation of a level playing field for its Members can only be achieved through effective and uniform implementation of IMO's instruments, their enforcement by the States parties to them, and full compliance by the States concerned and the shipping industry.

14 IMO will provide States and the industry with the information they need to better identify and understand barriers to implementation, and will consider ways to eliminate them, including by analysing the findings from the Member State Audit Scheme and/or data from other sources.

15 To achieve the goal of uniform implementation IMO will continue to develop and execute projects and to provide targeted capacity building and technical cooperation that foster, promote and support implementation efforts, especially those of the developing countries, and will continue to pay particular attention to the needs of Small Island Developing States and Least Developed Countries.

SD 2: Integrate new technologies in the regulatory framework

16 IMO's regulatory framework has to continuously adapt to the challenges and global developments facing the shipping industry in order to ensure safety, security and environmental protection at sea.

17 In particular, as technological development accelerates, over the next decade, new technologies will significantly affect shipping, creating a more interconnected and efficient industry more closely integrated with the global supply chain. New technologies have already brought changes in the way ships are designed, constructed and operated, and their use in navigation has had equal impact on personnel, both on board and on shore.

18 Since technological advances present opportunities as well as challenges, their introduction needs to be considered carefully in order for them to be accommodated appropriately into the regulatory framework of the Organization. This involves balancing the benefits derived from advanced technologies against safety and security concerns, the impact on the environment and on international trade facilitation, the potential costs to the industry, and finally their impact on personnel, both on board and ashore.

SD 3: Respond to climate change

19 With the adoption of the 2030 Agenda and the Paris Agreement at COP 21, climate change has been recognized as one of the greatest challenges of our time, a phenomenon whose consequences can have negative impacts on the planet and which can undermine the ability of all countries to achieve sustainable development.

20 Although shipping is one of the most energy-efficient modes of transportation and has already reduced its CO₂ emissions, the shipping industry continues to contribute to those emissions worldwide. Having already developed global regulations on energy efficiency for new ships, the Organization continues to consider further measures to ensure that international shipping continues to bear its responsibility in addressing climate change.

21 In its role as the global regulator of international shipping, IMO will develop appropriate solutions to minimize the shipping industry's contribution to air pollution and its impact on climate change. With the shipping industry's support, IMO should develop CO₂ reduction strategies for international shipping that are both ambitious and realistic.

SD 4: Engage in ocean governance

22 The use of the world's oceans is intensifying as a result of the continuing increase in the exploration and use of marine resources and opportunities they provide, as well as, the pressure to preserve marine spaces for users other than the industry, such as recreational users.

23 To ensure the sustainable development of activities in the marine space, human activities have to be balanced with the capacity of the oceans to remain healthy and diverse in the long term.

24 In the discussion on ocean governance and development of activities in the marine space, IMO should ensure that the use of marine spaces does not disproportionately limit the ability of shipping to support and contribute to the global economy, socioeconomic progress and development, and assist in the delivery of related aspects of the SDGs.

SD 5: Enhance global facilitation of international trade

25 Shipping moves around 80%³ of world trade, making it an integral part of the global economy and supply chain. To ensure that ships move from port to port without undue delay arising from arrival and departure formalities, it is in the maritime industry's interests to provide for safe transportation and effective facilitation of international trade, while also making sure that appropriate security measures are in place on all international voyages.

26 Electronic transmission of relevant information, such as documents and certificates, simplifies communications between ships, ports and authorities and reduces administrative burden for those on board and ashore. The challenge is to ensure that the information is transmitted securely in universally accepted form and is verifiable. To take full advantage of the electronic exchange of information, closer cooperation is needed between authorities and the industry at the national and, in certain instances, regional levels.

27 To achieve this, IMO will seek further international consensus on reducing, simplifying and standardizing the information required. It will develop global solutions that facilitate electronic information exchange while balancing the needs of public authorities ashore with the shipping industry's ability to operate without being disproportionately overburdened.

SD 6: Ensure regulatory effectiveness

28 IMO's main role as the global regulator of safe, secure and environmentally sound shipping requires it to ensure that a universally adopted, effective, international regulatory framework is in place and implemented consistently, without causing unnecessary administrative burdens.

29 IMO's instruments must continue to be globally implemented and applicable, and must maintain a level playing field. Information should be systematically fed back into the regulatory processes of the Organization to allow it to make informed decisions for improving existing regulations and developing new ones.

30 The current approach and practices draw on IMO's extensive experience in developing and adopting standards for international shipping. Reviewing them makes it possible to identify improvements, enhance the effectiveness of the existing IMO instruments and better assess the need for new regulations which take into account the impacts and benefits of proposed measures. The process of capturing and analysing information on the implementation of existing IMO instruments should build on the Member State Audit Scheme and its outcomes, in conjunction with in-depth analysis of data.

SD 7: Ensure organizational effectiveness

31 To successfully achieve the Organization's vision and respond to current and future challenges, IMO will improve its working practices, where required, and foster broader participation by Member States in its work and decision-making, including through the use of appropriate technologies. To effectively facilitate its work and improve knowledge sharing, the Organization will consider means of strengthening its technical and analytical capabilities to collect, manage, analyse and report on relevant information and data.

³ UNCTAD (2015). Review of Maritime Transport 2015.

32 IMO will continue to introduce and implement best practices in its activities, delivering efficient and effective processes to deal with the ever-changing work of the Organization, thereby ensuring that Member States, donors and other partners receive the best value for the resources they provide.

33 The motivated and skilled staff who lie at the heart of the Organization's success are essential to its ability to respond effectively to changing demands. IMO will ensure that the Secretariat continues to be equipped with the required competencies and structured appropriately to support the work of the Organization.

34 IMO will continue to manage and utilize its financial resources effectively. In this regard, the continued commitment of Member States in the provision of financial resources that meet the Organization's expenditures and to continually provide, together with other donors, increasing sources of funding for the Organization's activities. In its technical cooperation work, IMO will endeavour to establish new and further develop existing long-term strategic donor relationships and to optimize other sources of funding.
