

COUNCIL  
29th extraordinary session  
Agenda item 3

C/ES.29/3/1  
14 September 2017  
Original: ENGLISH

## STRATEGY, PLANNING AND REFORM

### Report on the status of the Secretariat's Business Plan 2016-2017

#### Note by the Secretary-General

#### SUMMARY

<i>Executive summary:</i>	This document reports on the status of the Secretariat's Business Plan for the 2016-2017 biennium, as of 30 June 2017
<i>Strategic direction:</i>	4
<i>High-level action:</i>	4.0.3
<i>Output:</i>	4.0.3.2
<i>Action to be taken:</i>	Paragraph 6
<i>Related documents:</i>	C 114/5 and C 118/4(b)

#### Introduction

1 In accordance with the annex to the Assembly resolution on *Application of the Strategic Plan and the High-level Action Plan of the Organization (A.1099(29))*, paragraph 6.4, the Secretariat should report to the Council on the status of its business plan. The Secretariat's Business Plan was set out in annex 5 to document C 114/5. A summary of the status, as of 31 December 2016, has already been submitted to Council in the financial statements document (C 118/4(b)).

2 The annex to this document provides the report on the assessment of the planned actions to achieve the divisional objectives. The achievement of the targets is assessed in three categories: "above target", "on target" or "below target".

#### Summary of the status of deliverables as for 30 June 2017

3 The Council will recall that the majority of the Secretariat's tasks are annual or continuous processes that are carried out throughout the biennium. Overall, as of 30 June 2017, the Secretariat is on target to deliver the activities to achieve the divisional objectives according to the time frame set out in the Secretariat's Business Plan.

4 The assessment of the activities to achieve the divisional objectives against the defined targets shows that, at present, most of the actions have been assessed as above or on target. For those actions with an assessment below target, activities have not been carried out as planned due to changes in priorities or the lack of human resources.

5 The final assessment of the 2016-2017 biennium performance will be conducted in early 2018 and the summary of the status of the actions will be reported to the 120th session of the Council in 2018, within the document containing the financial statements of the Organization.

**Action requested of the Council**

6 The Council is invited to take note of the information provided.

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**ANNEX**

**SECRETARIAT'S BUSINESS PLAN**

**Assessment of the Achievement of Divisional Objectives as of 30 June 2017**

**Office of the Secretary-General**

Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
			Target	Assessment	
<b>OSG DO 1</b> – Timely organization, preparation and running of the meetings of IMO's governing bodies during the biennium (C116, C117, C118, C119, CES 29 and Assembly 30); accurate documents and briefs preparation; participation in official meetings of the Organization, timely reporting	Prepare, approve and issue documents, briefs and other correspondence for Council and Assembly sessions under the responsibility of the OSG within established deadlines, and in accordance with rules of procedure; as well as relevant involvement in all committee and sub-committee meetings, including intersessional working groups, as necessary	annual	Invitations and documentation submitted to Documents Section on time No revision document issued for Council and Assembly documents	on target	
	Provide assistance to Member States, NGOs and IGOs in submission/receipt and processing of documentation for meetings	annual	Timely delivery of documents to the Documents Section within set deadlines	on target	
	Review documents submitted by the Secretariat for consistency and accuracy of information and to ensure IMO Style is applied throughout to enable the Secretary-General's approval	annual	Documents reviewed within 1 day of receipt and forwarded to the SG Return documents within 5 days of reception from divisions back to the relevant division	on target	
	Continuously review working practices to seek efficiencies in time and processes for the delivery of the meetings; prepare guidelines for future sessions	annual	Follow-up reports produced within 1 month after conclusion of meeting Implementation of processes following review for the next meeting	on target	
<b>OSG DO2</b> – Timely organization and delivery of workflow within OSG and internal administration	Participate in internal meetings and mechanisms and coordinate follow-up action by the Secretary-General and the Secretariat, as necessary	annual	n/a	n/a	
	Facilitate and set-up the Secretary-General's transport, mission travel and associated activities (travel booking and briefs, programme, visa application, security clearance, follow-up activities, etc.), maintain diary and manage the Secretary-General's meetings schedule	annual	n/a	n/a	

Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
			Target	Assessment	
	Coordinate, review and finalize documents, reports, proposals, recommendations and draft correspondence submitted to the Secretary-General for accuracy, consistency and conformity with current policies and procedures	annual	n/a	n/a	
	Draft and prepare correspondence, position papers, briefs, talking points and other relevant documents of the Secretary-General	annual	n/a	n/a	
	Complete the on-boarding process for the incoming Secretary-General, implement proposal for activities to liaise with all relevant stakeholders including SMC, staff for the introductory procedures on the incoming Secretary-General, brief the Secretary-General on internal processes and procedures and review as necessary, the internal strategy for the Office of the Secretary-General	2016	Proposal implemented as planned within first 6 months of tenure Secretary-General briefed on all internal processes and delegated authorities within first 100 days of tenure Updated internal strategy delivered within 6 months following consultation with the incoming Secretary-General	completed in 2016: on target	yes
	Prepare and carry out staff performance assessments including training and development activities agreed in staff appraisals	annual	All performance assessment completed within set deadlines	below target	
	Manage the Senior Management Committee (SMC) including the preparation of agendas, documents and meeting reports and the monitoring of follow-up action by senior managers	annual	Documentation and records of SMC meetings processed and decisions implemented within set deadlines	on target	
	Coordinate and assist the passing and logging of documentation and correspondence and ensure its correct routing for action and response and archive all relevant documentation and correspondence for the Secretary-General and EOSG	annual	Documentation logged within 1 day	on target	
	Administer the travel requisitions and arrangement of the Office (travel agent and SAP system) and the requisitions for consultants/temporary staff	annual	Requisitions processed within set deadlines	on target	
	Monitor, control and report on the results-based budget 2016-2017 for OSG	annual	Carry out tasks within budget	on target	
<b>OSG DO3</b> – Monitor current, and develop future enhanced strategic	Provide Secretariat support to the development of the Organization's Strategic Framework for use from 2018	2016-2017	Target dates met as set out in SP project plan Implementation for the 2018 – 2019 biennium	on target	yes

Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
			Target	Assessment	
planning processes and procedures	Monitor biennial planned outputs in the Organizational planning module and update database as required	annual	Approved unplanned outputs, changes to description of outputs and to target completion year updated 2 days after information received on decision by relevant organ Status reports available 6 week before Council and Assembly	on target	
	Monitor the implementation of the Divisional Business Plans for presentation to Council and SMC and provide analysis on the review process to incorporate any suggested improvements in future iterations	annual	Status reports available 6 weeks before Council Final report approved by Council with less than 4 suggestions for improvement Target dates met as set out in BP process plan	on target	
	Conduct the Risk Management Exercise for 2016-2017 and monitor the risk event development	annual	Report consolidated and approved by SMC Report approved with less than four suggestions of improvement by Council Target dates met as set out in RM process plan	on target	
<b>OSG DO4</b> – Raise awareness of IMO-related matter	Participate in all regular sessions of UN system coordinating bodies or groups (CEB, HLCP, UN-RIAS, UNEG, CII, Ethics and JIU) and prepare briefs for the Secretary-General for attendance at CEB and other UN meetings, joint programmes, meetings and press conferences with UN and other international organizations, as well as industry and civil society interests	annual	n/a	on target	
	Develop and maintain working relationships with representatives of UN System organizations, other international organizations, intergovernmental and non-governmental organizations	annual	n/a	on target	
	Consult with external stakeholders and representatives of UN system and international organizations on best practices, trends, developments and challenges affecting the Organization in pursuit of its mission and on internal audit, evaluation, investigation and ethics issues	annual	n/a	on target	

Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
			Target	Assessment	
	Research, finalize and present documents, reports, guidelines, position papers, benchmarking surveys relevant to outreach and events. Attend in the annual forum (UN RIAS, UNEG, CII and Ethics) and JIU focal point meeting	annual	Number of completed surveys, comments on handbook, norms and standards, guidelines, position papers and other reports issued by the group. Attended the annual meetings, Five (5) meetings during the year	on target	
	Research, finalize and present documents, reports and statistics relevant to outreach and events	annual	Documents delivered and approved within set deadlines	on target	
	Check speeches, articles, papers and press briefings for consistency and accuracy to enable delivery by the Secretary-General	annual	n/a	on target	
<b>OSG DO5 – IMO</b> Coordination with Joint Inspection Unit (JIU)	Coordinate with relevant officials on the responses or comments to JIU's reports, reviews and survey questionnaires and comment for CEB purposes	annual	Number of completed questionnaire, comments on reports and work programme	on target	
	Manage the JIU's online follow-up system with updated status on the implementation of JIU's recommendations	annual	Report on follow-up of recommendations were submitted to JIU on time	on target	
	Report to the Council all JIU reports finalized and issued (Council document and briefs)	annual	All JIU Final Reports submitted and reported to Council	on target	
<b>OSG DO6 - Assist the Secretary-General in fulfilling his internal oversight responsibilities by conducting independent, objective assurance, and systematic review and providing advice designed to add value and improve programme design, delivery and operations, and in helping the Organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the risk management,</b>	Prepare a general risk-based internal audit plan and work programme for the year	annual	An internal audit plan and work programme prepared and completed in accordance with the generally accepted internal auditing standards during the middle of December of every year The internal audit plan and work programme reviewed by the Head, IOEO and submitted to the Secretary-General by 15 December of every year for approval The internal audit plan and work programme was approved by the Secretary-General and transmitted to the Directors before the end of each year	due in 2nd half of 2017	yes
	Conduct and report the result of comprehensive audit or consulting engagements covering the various programmes, projects, systems, processes, operations or activities under the responsibility of the Secretary-General	annual	Comprehensive audit and consulting engagements completed for seven projects within the timeframe specified in the annual plan and work programme Report was completed and reviewed by the Head, IOEO within the timeframe set out in the annual plan and programme Report was approved by the Secretary-General and transmitted to the relevant Directors	below target	

Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
			Target	Assessment	
control, and governance processes	Conduct and report the result of the follow-up audit of previous years' recommendations	annual	Completed a follow-up audit of previous years' recommendations within the timeframe set out in the annual plan and work programme Report completed, reviewed by the Head, IOEO and approved by the Secretary-General within the timeframe set out in the annual plan and work programme	due in 2nd half of 2017	
	Prepare an annual summary of internal audit activities and reports, and publishing on the IMO website	annual	Report on the Summary of Internal Audit Activities and Reports completed, cleared by Director, AD, approved by the Secretary-General, and published on the IMO website by 31 March of every year.	on target	
	Review and certify the accuracy of Member States assessments, Contribution Incentive Scheme, publications year-end inventory and write-off of losses, including Council Documents on administrative and financial matters	annual	Member States assessments reviewed, certified and approved by the end of first week of December of each year. Contribution Incentive Scheme reviewed, certified and approved within a month after receipt from Financial Services Publications year-end inventory and write-off of losses within a two weeks after receipt from Publications and Financial Services. Council documents on administrative and financial matters within 1 to 2 days after receipt from the EOSG.	on target	
<b>OSG D07</b> – Assess the efficiency, effectiveness, relevance, impact and sustainability of the Organization's programmes, projects and activities as measured against their stated goals and objectives	Conduct evaluation to assess the efficiency, effectiveness, relevance, impact and sustainability of programme or project	annual	One evaluation project carried out and completed during the year (third quarter of every year)	on target	yes
	Manage the conduct of Impact Assessment Exercise of ITCP activities	2016-2017	Impact Assessment Exercise carried out and completed in 2016 and reported to Technical Cooperation Committee in June 2016 session.	completed in 2016: on target	
	Prepare and submit the evaluation report to the Secretary-General for approval	annual	Evaluation report submitted to the Head, IOEO for review and submitted to the Secretary-General for approval by the end of third quarter of every year	on target	
	Analyse and report responses from course evaluation questionnaires completed during the training events	annual	Two reports of the analysis of responses from course evaluation training events completed and submitted to the Head, IOEO for review by end of first and third quarter of very year for training events held during the last six months of the previous year and first six months of the current year respectively Reports submitted to the Secretary-General for approval by end of first & third quarter of every year	below target	

Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
			Target	Assessment	
	Administer the work on the ex-post evaluation questionnaires	annual	Ex-post evaluation questionnaires sent to all participants between 6 to 12 months after the completion of the training events with relevant documentation submitted to IOS	on target	
	Analyse and report responses from ex-post evaluation questionnaires received from participants	annual	Two reports with each one covering at least five training events with higher response rate completed and submitted for review to the Head, IOEO and for approval by the Secretary-General by end of second and fourth quarter of every year One report covering all VIMSAS training events completed by the end of every year, and submitted to the Secretary-General within one week after review by Head, IOEO	on target	
<b>OSG D08</b> – Inquire into allegations of wrong doing which involve violations of the Organization's rules, regulations and pertinent administrative issuances, and acts of mismanagement, misconduct, waste and abuse of authority by staff	Conduct investigation of any case of serious misconduct as provided in Staff Regulation and Staff Rule and in accordance with procedures set out in Appendix F and standards of investigation adopted by the Conference of International Investigators at its 8th meeting	annual	Preliminary fact-finding investigation is carried out and completed within four weeks from the receipt of the report on allegations of suspected misconduct of staff member to determine whether there is legitimate basis for a formal investigation; Formal investigation is carried out and completed within 8 weeks from the date of completion of the preliminary fact-finding investigation	on target	yes
	Prepare and submit the investigation report to the Secretary-General for approval and appropriate action when necessary	annual	The report of the preliminary or formal fact-finding investigation is completed and submitted to the Head, IOEO within two weeks after the completion of the preliminary fact-finding investigation and within four weeks after the completion of the formal fact-finding investigation The report of the preliminary or formal fact-finding investigation is reviewed by the Head, IOEO and submitted to the Secretary-General within two weeks after the report was submitted for review	on target	



Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
			Target	Assessment	
<b>OSG DO9</b> – Administer the implementation of the Financial Disclosure Programme of the Organization and provide confidential advice and guidance to staff of IMO on ethical issues, i.e. conflict of interest.	Manage the filing of Financial Disclosure Statements	annual	Updated list of staff members (25 – 40) required to participate and file the Financial Disclosure Statements based on the criteria set out in Appendix G of the Staff Rules Memorandum prepared and issued to all staff included in the updated list on or before 15 December of every year All staff included in the list have submitted the Financial Disclosure Form on or before the deadline date of 31 March of every year All Financial Disclosure Forms submitted were checked and followed-up for completeness of required information by 30 April of every year	on target	yes
	Review the Financial Disclosure Statements provided by the staff members concerned to determine whether there is possible conflict of interest, and recommend resolutions to any conflict of interest	annual	All Financial Disclosure Statements reviewed and determined whether there is possible conflict of interest by 30 June of every year All possible conflict of interest identified and advice or guidance provided and recommendations made for possible resolutions by 31 August of every year	due in 2nd half of 2017	
	Report on the Financial Disclosure Statements filing and review process	annual	Report completed and submitted to the Secretary-General not later than 30 September of every year, depending on the number of conflict of interest to be resolved	due in 2nd half of 2017	
	Development of IMO Code of Ethics	2016	The research and code finalized and submitted to the Secretary-General and issued to staff not later than 30 June 2016	completed in 2016: on target	yes
	Provide guidance and assistance to Administrative Division by developing a policy and procedures for the approval of outside activities	2016	The policy and procedures for approval of outside activities completed and submitted to the Secretary-General, and issued to staff not later than 30 June 2016.	completed in 2016: on target	yes
	Development of an ethics training course for all staff members	2016	An online programme of ethics training covering the main ethical topics affecting staff members, to be rolled out as a course of mandatory training by no later than 31 December 2016	completed in 2016: on target	yes

## Maritime Safety Division

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
All	<b>MSD DO1</b> - Timely organization, preparation and running of IMO meetings; accurate documents and briefs preparation; timely reporting	Meeting documents Briefs Reports Follow-up circulars, regulations, guidance, etc.	annual	Timely and accurate deliverables, Main report issued in 3 weeks; Annexes completed in 5 weeks; follow-up in 7 weeks	above target	yes
2	<b>MSD DO2</b> - Timely evaluation of information communicated under STCW and reporting to Committee	Evaluations Evaluation reports	annual	Number of evaluations undertaken to plan Number of evaluation reports to plan 15 evaluations per year 15 evaluation reports per year	on target	
3	<b>MSD DO3</b> - Timely implementation of maritime safety, security and facilitation - related technical cooperation activities to meet Member States needs	Workshops Seminars Conferences Presentations Equipment Services	annual	Numbers delivered to plan and budget, Planned numbers and within budget	on target	
5	<b>MSD DO4</b> - Provision of timely and accurate technical information, advice and services to Member States on <b>safety</b>	Circulars Databases Information Advice Analyses	annual	Timely and accurate information, Comprehensive dataset, Circs, info and advice issued within 2 weeks, Availability of up-to-date information	above target	
6	<b>MSD DO5</b> - Provision of timely and accurate technical information, advice and services to Member States on <b>security</b>	Circulars Databases Information Advice Analyses	annual	Timely and accurate information, Comprehensive dataset, Circs, info and advice issued within 2 weeks, Availability of up-to-date information	on target	
8	<b>MSD DO6</b> - Provision of timely and accurate technical information, advice and services to Member States on <b>facilitation and efficiency</b> issues	Circulars Databases Information Advice Analyses	annual	Timely and accurate information, Comprehensive dataset, Circs, info and advice issued within 2 weeks, Availability of up-to-date information	on target	
10	<b>MSD DO7</b> - Initial verification of GBS	Verifications Reports	2016	Verifications delivered to plan, 13 reports delivered	above target	yes

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
1 & 11	<b>MSD D08</b> - Organize and support organizational initiatives and activities; liaison with UN and other bodies	Information Symposia Presentations Liaison statements Attendance	annual	Effective representation and liaison. Timely commitments met to plan and budget	on target	
4	<b>MSD D09</b> - Delivery of DOs on time and to budget; provision of support to internal bodies and activities	Reports on delivery of DOs Staff regulations-related groups Review and reform groups TC panel group Contracts Committee and other ad-hoc internal meetings	annual	DOs met within budget, All groups, panels, committees and internal meetings supported and attended, as practicable. All DOs met within budget.	on target	

**Department of Member State Audit and Implementation Support**

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
All	<b>MSA&amp;IS DO1</b> - Timely organization, preparation and running of IMO meetings; accurate documents and briefs preparation; timely reporting	Meeting documents Briefs Reports Follow-up circulars, regulations, guidance, etc.	annual	Timely and accurate deliverables, Main report of III Sub-Committee issued in 3 weeks. Annexes and follow up completed in 5 weeks	on target	yes
2	<b>MSA&amp;IS DO2</b> - Timely organization and execution of Member State audits and finalization of audit reports	Audits Audit reports	2016-2017	45 audits to be undertaken in 2016-2017 32 audit reports to be issued in 2016-2017	on target	yes
3	<b>MSA&amp;IS DO3</b> - Timely implementation of audit and selected safety- related technical cooperation activities to meet Member States' needs	Workshops Seminars Conferences Presentations	2016-2017	Number of activities delivered to plan and budget.	on target	yes
4	<b>MSA&amp;IS DO4</b> - Delivery of DOs on time and to budget; provision of support to internal bodies and activities	Reports on delivery of DOs Staff regulations-related groups TC panel group Contracts Committee	annual	DOs met within budget, All groups supported and attended.	on target	
5	<b>MSA&amp;IS DO5</b> - Provision of timely and accurate technical information, advice and services to Member States	Circulars Databases Information Advice Analyses	annual	Timely and accurate information, Comprehensive dataset, Circs, info and advice issued within 2 weeks, Availability of up-to-date information	on target	
1 & 11	<b>MSA&amp;IS DO6</b> - Organize and support organizational initiatives and activities; liaison with UN and other bodies	Information Symposia Presentations Liaison statements Attendance	annual	Effective representation and liaison, Commitments met	on target	

## Marine Environment Division

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
All	<b>MED DO1</b> – Timely organization, preparation and running of IMO meetings; accurate document and brief preparation; timely reporting.	Meeting documents Briefs Reports Follow-up circulars Guidance Regulations	annual	Planned output achieved to target date timely and accurate reports, target dates met, main report issued in 3 weeks Annexes issued in 5 weeks Follow-up action in 7 weeks	on target	
3	<b>MED DO2</b> – Timely implementation of protection of the environment and related technical cooperation activities to meet Member States' needs.	Training courses Workshops/seminars Management and implementation of major projects	annual	80% of all planned activities delivered to plan and budget	on target	yes
		Preparation and submission for funding of major projects	2016-2017	Number of major projects submitted to external donors	on target	
3, 2, 7 & 13	<b>MED DO3</b> – Provision of timely and accurate technical information, advice and services to Member States on the prevention and control of marine pollution (MARPOL Annexes I-V; ship recycling, OPRC, OPRC-HNS Protocol, London Convention and Protocol, etc.)	Circulars Databases Information Advice Analyses	annual	Timely and accurate information provided, comprehensive dataset, analyses, circulars, information and advice issued within 2 weeks.	on target	
7 & 8	<b>MED DO4</b> – Provision of timely and accurate technical information, advice and services to Member States on air pollution and energy efficiency measures.	Circulars Databases Information Advice Analyses	annual	Timely and accurate information provided, comprehensive dataset, analyses, circulars, information and advice issued within 2 weeks.	on target	
7 & 13	<b>MED DO5</b> – Provision of timely and accurate technical information, advice and services to Member States on biosafety (BWM, AFS).	Circulars Databases Information Advice Analyses	annual	Timely and accurate information provided, comprehensive dataset, analyses, circulars, information and advice issued within 2 weeks.	on target	
2 & 7	<b>MED DO6</b> – Provision of timely and accurate technical information, advice and services to Member States on dumping of wastes and other matter.	Circulars Databases Information Advice Analyses	annual	Timely and accurate information provided, comprehensive dataset, analyses, circulars, information and advice issued within 2 weeks.	on target	

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
1 & 11	<b>MED DO7</b> – Organize and support organizational initiatives and activities; liaison with UN and other bodies.	Information Symposia/Conferences Presentations Statements Attendance Coordination with other agencies Preparation of correspondence Participation in joint exercises	annual	Effective representation and liaison. Timely commitments and delivery met to plan and budget.	on target	
1, 9 & 11	<b>MED DO8</b> – Administrative and/or technical support to regional systems for prevention and control of marine pollution.	Coordination and management of the IMO administered centres Development and management of MoUs, LoAs for the implementation of IMO environmental conventions Joint implementation of activities developed in conjunction with the oil and shipping industry	annual	Timely execution of established management plans of IMO supported centres and implementation of MoUs including any oil and shipping cooperative arrangements. All planned outputs executed in time and budget.	on target	yes
1 & 11	<b>MED DO9</b> – Coordination and support of all the GESAMP activities including IMO led WGs and its Executive Committee.	Organizations and support of the IMO led WGs meetings and dissemination of their outputs	annual	All WGs outputs timely disseminated and Executive Committee's decisions implemented.	on target	yes
		Organization and support of the GESAMP Executive Committee meetings and implementation of its decisions				
		Implementation of fundraising strategy to support GESAMP activities				
4	<b>MED DO10</b> – Delivery of DOs on time and to budget; provision of support to internal bodies and activities.	Reports on delivery of DOs Staff regulations-related groups TC panel group Contracts Committee Review and reform groups Administrative support to staff issues	annual	DOs met within budget. All groups, panels, committees and internal meetings supported and attended, as practicable.	on target	

**Legal Affairs and External Relations Division**

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
All	LED DO1 – To ensure the smooth running of IMO meetings through the provision of effective and efficient logistical support and related services	Preparatory work for the forthcoming IMO meetings: Assembly, Council, LEG, MSC, MEPC, FAL, LL, TCC and III in consultation with the Chair	2016-2017	Smooth running of meetings including: Timely delivery of accurate documentation; and Timely and effective responses to ad-hoc requests prior to and during meetings, Target dates met	above target	yes
		Assist Member Governments, IGOs and NGOs in documentation, submission/receipt and processing for meetings			on target	
		Preparation of Secretariat notes/documents/briefs			on target	
		Preparation of draft reports and other working papers			on target	
		Participation in the meetings providing Secretariat services and assistance to delegations.			on target	
		Assist Member States in the election of officers for the Assembly, Council, the Legal Committee and international/diplomatic conferences	on target			
		Secretariat assistance including : Examination of credentials for the delegations attending the Assembly, the Council, the Committees and all Conferences, preparation of reports on credentials and voting lists for those meetings	annual	Approval of the credentials report, Target dates met	on target	
		Secretariat assistance for delegates encountering difficulties obtaining visas to attend meetings	annual	All members obtain visas to attend meetings. Number of visa requests/number denied	on target	
		Assist Member States in the election of Members of the Council (enquiries, preparation of documents and managing elections)	2017	Acknowledgements provided; legal advice regarding elections provided; documentation prepared; Members elected, Target dates met	on target	
1	LED DO2 – Promote the role of IMO and ensure coordination with Governments, the UN system, intergovernment	Coordinate IMO's activities and relations with other agencies within the UN system	annual	All deliverable targets met in a timely, accurate and appropriate manner, including input into requests for contributions, assistance and participation in meetings, Target dates met	on target	yes
		Circulate internally and respond to invitations to meetings and requests for IMO input;			on target	
		Correspondence and meetings related to legal issues (stakeholder liaison; DOALOS; UNCLOS; implementation of IMO treaties; terrorism; piracy; migration IMO/ILO, IMO/IOPC Funds and IMO/IMSO secretariat cooperation)			on target	

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
	al organizations (IGOs) and non-governmental organizations (NGOs)	Attendance at and representation of IMO at the UN Legal Advisers Group, UN Communications Group, UN Editors' Group, UN Inter-Agency Meeting on Knowledge Sharing, UN Oceans and UNICPOLOS and Information Management and other UN fora as appropriate	annual	Meetings attended and new initiatives implemented (if appropriate), Number of meetings attended	on target	
		Liaise with Member States on a variety of issues, including assist and prepare letters for the accreditation of Permanent Representatives of Member States to IMO and the Foreign Office and other protocol letters	annual	Successful accreditation of Perm Reps, Number of accreditations	on target	
		Deal with any new applications for IMO membership	annual	Successful and accurate completion of administrative processes, Number of applications processed; legal advice regarding membership provided;	on target	
		Address and follow up requests for observer status (IGO) with IMO and assist in the development of agreements of cooperation with IGOs	annual	Successful and accurate completion of administrative process, number of applications processed	on target	
		Address and follow up requests for consultative status (NGO) with IMO and assist the Council in examining new applications and conduct the periodic review	annual	Successful and accurate completion of administrative process, number of applications processed	on target	
2	<b>LED DO3</b> – Provide advice to the Secretary General, other divisions and Member States on legal issues	Provide verbal and written advice externally and internally. In particular: - Provide advice on MoUs and LoAs between IMO and other UN agencies; - Provide advice on MoUs and LoAs and project documents between IMO and Member Governments/or agencies in Member States; - Provide advice to other divisions and to Member Governments on the implementation/interpretation of IMO treaties; - Provide advice to other divisions on contracts with consultants, temporary employees, freelance translators and interpreters, etc.; - Provide advice on commercial contracts (with banks, insurance companies; security companies; SAP, etc.); - Provide advice on matters related to WMU, IMLI, REMPEC, REMPETEIC; - Provide advice and lead the internal justice system proceedings: represent IMO in UNAT, lead mediations and other negotiations related to "staff cases".	annual	Comprehensive, accurate and reliable provision of advice and supporting documentation; number of "billable hours" providing advice, in particular: - solutions to complex legal matters provided in a timely and efficient manner; - satisfactory outcome of negotiations: IMO privileges and immunities protected and preserved, IMO copyright and intellectual rights protected, all other IMO interests preserved; - disputes settled without litigation/or successful outcome of a litigation; - risks related to big contracts identified and avoided; - accurate draft of commercial contracts ensured, - compliance with SR&SR ensured; - correct understanding of IMO treaties ensured; - compliance with rules of procedures of IMO bodies ensured; - solutions to other divisions and to Member States provided.	above target	



Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
3	<b>LED DO4</b> – Support ITCP activities relating to maritime legislation	Create and implement TC activities. Provide Input into and feedback on mission planning, mission outcome and capacity building; and participation in missions.	annual	Plan of TC activities provided; terms of reference delivered, mission reports and supporting documentation completed and provided. Improved implementation of the regulations, number of activities delivered.	on target	
4	<b>LED DO5</b> – Manage Depositary functions	Review for accuracy and acknowledgement of deposits; provision of advice; issue of circulars to Member States; maintenance of databases relating to treaty status information; updating of database of scanned certified treaty texts; maintain IMO "Status of Conventions"; preparation of certified texts to upload on IMODOCS; respond to inquiries from Members States, academic institutions and other stakeholders; maintain the archives	annual	Documentation and smooth functioning of depositary system, number of instruments processed, content of the depositary - related parts of the website kept up to date	on target	
1	<b>LED DO6</b> – Promote the objectives, work and activities of IMO	Manage overall look, branding and feel of the IMO website, construct and manage multi-lingual aspects of site, keep LED portions of website updated.	2016-2017	Content regularly evaluated and updated, Website content kept up to date; number of pages revised or updated.	above target	
		Disseminate information on the objectives, work and activities of IMO, including: Write and distribute press releases and briefings; Arrange press conferences, background briefings, press, television and radio interviews; Respond to information requests; Research and write articles on the work of IMO and related topics; Give talks and presentations on the work of IMO	annual	Widespread and favourable coverage of IMO in all target media, Favourable media coverage for IMO; number of media "hits"	on target	
		Manage and develop, as appropriate, IMO's presence in social media through blogs, tweets other avenues	annual	Numbers of relevant interactions on social media platforms, Number of interactions with IMO social media activities	on target	
		Research, write and disseminate summary reports of all IMO meetings;	annual	Media presence at, and coverage of, IMO meetings and events is seamless and effective, Number of summary reports	on target	
		Provide media-related support for IMO meetings and other events;			on target	
		Research and write speeches for the Secretary-General to external fora	annual	Timely and acceptable speeches provided to SG, Target dates met	on target	
		Produce and disseminate background material and resources promoting and explaining the work of IMO, including: Quarterly print magazine; "Media" section of the IMO public-access website; Online photographic library; films and audio content; Research and write articles on the work of IMO and related topics; Assist in the	annual	Comprehensive and representative set of background materials produced, Number of materials produced	on target	

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
		production of other materials for exhibitions and events as required				
		Organize and manage media campaigns, as required, such as Day of the Seafarer	annual	Widespread and favourable coverage of campaigns in all target media, Favourable media coverage for IMO	on target	
		Prepare briefs for missions of the Secretary-General	annual	Timely delivery of authoritative information, Target dates met	on target	
		Run and manage the IMO internship programme;	annual	Smooth running of the internship and visits programmes, Programme activities delivered	above target	
		Organize and coordinate arrangements for group visits to IMO			above target	
		Coordinate activities and make necessary arrangements, including preparation of documentation, for World Maritime Day, the Parallel Event celebrations, the International Maritime Prize, the Bravery Award and other events:	annual	Smooth running of events and timely delivery of documentation, Number of functions	on target	
		Coordinate IMO participation in meetings and other initiatives:	annual	Successful accreditation of IMO officers to meetings, and timely delivery of correspondence, Number of meetings to which IMO has been invited and in which it participates	on target	
		Circulate internally, coordinate input and respond to requests for IMO participation in meetings and sponsorship of events and documents			on target	
		Address requests for information/advice concerning nomenclatures and update the annual memo and the guidelines	annual	Update the information regularly	on target	
		Address requests for the use of the IMO logo and contact entities using the IMO logo unlawfully	annual	Timely delivery of information and authorization	on target	
		Develop, maintain, oversee and implement an organization-wide communication and outreach strategy	annual	Timely and appropriate public coverage and exposure of IMO's work, activities and achievements	on target	
All	LED DO7 – Internal management of LED	Conduct internal divisional meetings to ensure coordination and efficiency of effort	annual	Efficient, effective overall operation and management of the division, timely delivery of required business plans, budgets, forms and performance evaluations. Target dates met.	on target	
		Maintain Divisional business plan, prepare divisional budgets and manage procurement and expenditures using SAP system			on target	

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
		Monitor and assess performance of staff and reward superior performance. Maintain leave and absence requests; maintain work-time collection data			on target	
12	LED DO8 – Provide for and manage the Maritime Knowledge Centre	Develop information resources in the Maritime Knowledge Centre (MKC):	annual	Alignment with, and adherence to, recognized best practices and standards within the library and information profession, Number of activities delivered	on target	
		Review existing MKC services, practices, policies and workflow			above target	
		Apply results of 2015 MKC users audit, plan for optimum provision of MKC resources to stakeholders, within budgetary constraints.	2016-2017	Understanding of the needs and expectations of the diverse user groups served by MKC, Audit and related follow-up completed	above target	
				Education of target audience on various issues relating to information acquisition, dissemination and management, Audit and related follow-up completed	above target	
		Integrate appropriate technology and applications into MKC workflow, services and content delivery	2016	Evaluation, selection, purchase and implementation of a Library Management System (LMS) which meets requirements as an online catalogue for the public and as a Technical Services tool for MKC staff, Activities planned, delivered and followed-up	on target	
				Use of social media to gather and disseminate MKC information internally and globally - (CAB, news intelligence, web site updates).	above target	
				Adoption of new subscription models whenever possible, Activities planned, delivered and followed-up	above target	
		Develop and maintain a core collection of information resources for IMO stakeholders, staff, external researchers, interns	2016-2017	User centred information resources and services, Collection updated	above target	
				Institution wide desktop digital access to core information resources, Collection updated	on target	
		Provide reference, orientation and document delivery services to the MKC target audience	annual	Development of new services; Timely and authoritative response to enquiries, All enquiries and requests answered	above target	
Develop and maintain the MKC intranet pages and the MKC pages of the IMO website	annual	Content regularly evaluated and updated, Intranet and website pages updated	on target			
Grow and expand partnerships with WMU Library, UN libraries Consortium and other relevant library or special interest groups, e.g. The UN Atlas of the Oceans	2016-2017	Increased access to a range of relevant information resources and services, Report of investigations	on target			

### Technical Cooperation Division

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
All	TCD DO1 – To ensure the smooth running of IMO meetings through the provision of effective and efficient logistical support and related services	Preparation of framework of discussion in the forthcoming IMO meetings (Assembly, Council, TCC, MSC, MEPC, LEG and FAL)	2016-2017	Completion of meeting/s	on target	yes
		Processing on non-Secretariat submissions for consideration at IMO meetings				
		Preparation of Secretariat documents for IMO meetings				
		Preparation of briefs for IMO meetings				
		Preparation of draft reports and other working papers				
Participation in the meetings providing Secretarial services and assistance to delegations						
3 & 9	TCD DO2 – Timely planning and effective implementation of ITCP and its activities including the post-2015 Development Agenda, taking into account emerging issues	Effective identification of national needs for inclusion in the ITCP for 2018-2019 through the analysis of Country Maritime Profiles (CMPs)	2017	The ITCP for 2018-2019 submitted for approval by TCC and Council	on target	
		Promotion of National Maritime Policies (NMPs) for the purpose of achieving the IMO objectives, the development of global sea trade and to support socio-economic structures in developing regions	2016-2017	Improved delivery, utilization, efficiency, and effectiveness of technical assistance in order to meet the needs of developing Member States	on target	
			2016-2017	Ratification and implementation of IMO instruments embedded in NMPs	on target	
		Develop and implement proposals to assist Member States and Associate Members to meet the requirements of the IMO Member State Audit Scheme through the ITCP	2016-2017	Deliver specific technical assistance arising from IMSAS findings	on target	
		Planning and delivery of activities to address the maritime-related needs of SIDS and LDC	2016-2017	Specific maritime development needs of SIDS and LDC addressed through the ITCP	on target	
		Inclusion of Post-2015 Development Agenda and emerging maritime issues in the ITCP	2016-2017	Newly identified TC activities relating to the Post-2015 Development Agenda and emerging maritime issues included in the PIDs	on target	
				Fielding of specialized technical advisory missions regarding Post-2015 Development Agenda and emerging issues	below target: no requests from Member States	
Promote the adoption and implementation of the IMO limitation of liabilities and compensation Conventions	2016-2017	Fielding of specialized technical advisory missions and delivery of training courses regarding the IMO limitation of liabilities and compensation Conventions	on target			

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
		Development of PIDs to ensure timely and effective delivery of activities	annual	Quarterly status reports of TC delivery produced and analysed	on target	
			annual	Annual reports on the ITCP implementation for 2015 and 2016 submitted to TCC	on target	yes
3	TCD DO3 – Capacity building through global maritime training institutions and support to WMU and IMLI governance	Support to the SG in his capacity as WMU Chancellor and Chairman IMLI Governing Board	2016-2017	Preparation of documents regarding WMU and IMLI governance, including submission of reports to TCC and Council	on target	
		Promotion of WMU and IMLI as the premier capacity-building, education and research institutions in the maritime sector	2016-2017	Enhanced awareness on WMU and IMLI and their programmes within the international maritime community	on target	
		Assistance in sourcing funding for WMU and IMLI	2016-2017	New funding for WMU and IMLI	on target	
3	TCD DO4 – Timely support to existing donors and partnerships and fostering of new, sustainable financing arrangements	Development and enhancement of partnership arrangements for technical cooperation	2016-2017	Enhanced effectiveness of partnership arrangements in the delivery of TC activities	on target	
		Reports on the TC Fund, voluntary trust funds, bilateral funds, cash contributions and in-kind support under the ITCP	annual	Timely reports to donors and cash contributors, relevant documents/reports submitted to TCC on voluntary trust funds, bilateral funds and in-kind support under the ITCP	on target	
		Preparation of new proposals for donor programmes	2016-2017	Increased financial and in-kind support for the ITCP	on target	yes
			2016-2017	Potential donors identified, contacts established, and new proposals prepared	on target	yes
3 & 11	TCD DO5 – Develop organizational outreach through active collaboration with the UN system and other international or regional inter-governmental organizations, industry, and other maritime stakeholders in the area of technical cooperation	Cooperation with FAO, ICAO, IHO, ILO, UNESCO-IOC, WMO and IALA to enhance joint capacity building programmes	2016-2017	Joint activities planned and delivered	on target	
		Development of joint environmental partnership arrangements with relevant stakeholders (GEF, UNEP, World Bank, IPIECA and EC)	2016-2017	Strengthened environmental programmes contributing to the effective implementation of relevant IMO conventions and the protection of the marine environment	on target	
		Participation and contribution to UN and EU organized technical cooperation initiatives	2016-2017	Mission reports, contribution documents and other technical papers prepared and submitted on time	on target	
		Regular updating of IMO website and Intranet on TC matters	2016-2017	Success stories uploaded on the IMO website	on target	
	Partnership arrangements uploaded on the Intranet			on target		

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
4	TCD DO6 – Timely provision of support to other Divisions and internal bodies within the Secretariat, through regular reporting, participation in panels, boards and meetings.	Production of documents and information to support internal structures and activities	2016-2017	Secretariat groups supported through TCD participation and through input to internal documents	on target	
		Participation in meetings of internal groups and contribution to the timely delivery of their outputs	2016-2017			

## Administrative Division

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
All	AD DO1 – To ensure the smooth running of IMO meetings through the provision of effective and efficient logistical support and related services	Preparation of meeting documents, briefs and notes for the forthcoming IMO meetings (Assembly and Council, etc.)	annual	Completion of meetings with seamless preparation, Target dates set by the Office of the Secretary-General	on target	yes
		Preparation of draft reports and working papers, if any, during IMO meetings (Assembly and Council)			on target	
		Participation in the meetings providing Secretarial services and assistance to delegations			on target	
		Support of ICT systems during the meetings (All meetings)	annual	Completion of meeting/s with no disruption, Normal operation of the system	on target	
4	AD DO2 – Support to the work of the Organization (i.e. regular processing activities such as invoicing, recruiting, procuring, etc.)	Timely and accurate payment of invoices, salaries, travel claims, etc.	annual	No significant complaints from suppliers/staff/temporary employees/travellers. Limited IOS and external audit observations, 3,600 payment requests, 350 staff, 850 trips	on target	yes
		Timely and accurate issuance of invoices to Member States, donors and other contributors, with appropriate follow up on outstanding amounts.	annual	Member State collection rate in excess of 97%, all outstanding items followed up quarterly.	on target	yes
		Monies invested in line with relevant policy	annual	No loss of capital during period, rate of return of 0.4% per annum. Monthly treasury placements of £30m - £40m portfolio	on target	yes
		Relevant and timely advice, information or relevant action provided to budget holders to sort out budgetary issues	annual	Budgetary issues resolved, Two days target for non-significant issues and one week for complex and significant issues	on target	
		Timely recruitment of staff and non-staff personnel (temporary employees and consultants)	annual	Recruitments completed as planned and advertised. Offers of appointment are issued within four months from the deadline for applications for staff and four weeks for non-staff	on target	yes
		Manage and implement the staff development/training programme	annual	Training needs are identified, training providers are procured, training offered to bridge significant knowledge gaps and build future capability in the Organization.	on target	
		Career development support process and succession plans	annual	Official launch of the Career development programme within the Organization and succession planning process identified. Initial conversation and diagnostics conducted with all interested staff members.	on target	

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
				Succession planning and career mapping discussions and exercises to be carried out.		
		Management of the staff performance process including the performance recognition programme	annual	Performance appraisals are conducted in a timely manner. Cases of superior and under performance are addressed (annual meeting of the PRB). Launch of the revised performance management process including line management training.	below target	
		Management of the internal justice system, including cases of appeals and harassment	annual	Compliance with the internal justice system procedures and deadlines.	on target	
		Implementation of an JPO and Seconded recruitment drive each year	annual	Increased work programme delivery capacity of the Organization directly funded by donor countries, Annual requirement of JPOs and Secondeds	on target	
		Timely and transparent procurement of goods and services, in accordance with FRFR and Procurement Manual, that provides value for money	annual	No complaints from internal clients or vendors; no observations from auditors (internal or external)	on target	
		Review of all vendors for performance and appropriate categorization	annual	Praise/No complaints from internal clients concerning performance of vendors; no observations from auditors (internal or external)	on target	
		Review of IMO General Terms & Conditions	2016	IMO General Terms & Conditions (GT&C) reviewed by Legal and OGS, approved by Secretary-General	below target	
		Fully documented and error-free control of asset inventory	annual	All items accounted for, handled and valued in accordance with IPSAS; no observations from auditors (internal or external)	on target	
		Effective and efficient information and communication systems in support of administrative and management processes	annual	Smooth running of ICT systems, Calls resolved within Service Level Agreements (SLA)	on target	yes
		Proactive maintenance of the SAP system with preventive, corrective and adaptive changes	annual	SAP system availability is maintained at 99%. 90% of incidence calls and service requests are resolved and fulfilled within SLA in proportion to the severity and urgency of incidences. 98% of IMO business processes are completed without system errors. The number of improved and integrated IMO business processes have progressively increased.	on target	yes
		Training and workshops to SAP users for quality assurance and user acceptance support and coordination	annual	Prompt resolution to user requests and support calls and improved use of the SAP system due to targeted training	on target	



Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
4	AD DO3 – Control and monitoring of financial and human resources (i.e. payments and accounts, donor reporting, performance management and leave recording system, etc.	Continuing development of month end procedures, financial analysis and reporting packs	annual	Month end pack completed by working day 12 each month for March - November	on target	
		IPSAS-compliant financial statements and donor reporting in line with agreements, accounting and financial analysis of new donor agreements	annual	Unqualified audit report, no donor queries on reporting. Annual financial statements.	on target	
		Production of periodic budgetary performance reports and periodic assessment of approved budgets to contain them within the approved level	annual	Annual expenditure is contained within the appropriation approved. Approved budgets.	on target	
		Budget structures constructed each year for expenditure control and IPSAS/RBB reporting	annual	Availability of budget-expenditure status reports through SAP. Budget structures being ready for 1 January each year.	on target	
		Timely and accurate determination, processing and update of personnel information including leave, entitlements and basic personnel data	annual	Accurate and timely processing of entitlements and other personnel information, [350] staff (HQ, field and temporary) before the 14th of a month in time for payroll	on target	
		Management of posts including the conduct of a classification exercise	annual	All vacant posts are classified under the UN system standards. Reclassification exercise conducted once a year.	on target	
		Timely and accurate processing of pension and medical (including ASHI)/life insurance plans for retirees	annual	Pension and medical insurance claims are processed within two weeks. All communications from retirees are acknowledged and acted upon.	on target	
		Smooth management of the second term outsource contract for SAP services delivery	2016	The business case made for outsource is thoroughly achieved including improved efficiency in service delivery and overall cost reduction. The SAP service delivery from a new service provider is well received with no major service disruption. The focus of the service delivery shifted from "system maintenance" to "system development."	on target	
		Maximize Trading Fund surplus	annual	Publishing sales and CAF revenues provide substantial surplus over costs.	on target	yes
4	AD DO4 – Enhancement of systems, processes and procedures (i.e.	Statement on Internal Control	2016-2017	Procedures implemented and Statement prepared	on target	
		Automated clearing of publication credit card sales	2017	Develop and implement procedures to automate the reconciliation and matching of publication sales by credit card.	below target	

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
	reviewing and updating systems, processes, procedures, rules, etc.)	Introduction of accounting for and reporting on in-kind support provided by donors and recipients	annual	Policies and procedures implemented and report prepared to go with financial statements.	on target	yes
		Introduction of service standards for all core financial services provided (payroll, invoice processing, travel management, donor reporting)	2016	Service standards implemented and reviewed.	on target	
		Introduction of an e-recruitment system.	2017	Business case presented, a suitable e-recruitment provider identified and system implemented.	below target	
		Revised and updated Financial Regulations and Financial Rules (FRR), Staff Regulations and Staff Rules (SRSR), HR Policy documents, Procurement Manual, Budget Manual and Travel Manual and related processes and procedures in light of SAP changes or UN-wide harmonization	annual	Revision/updates completed as necessary.	on target	
		Proposals on feasible options and alternatives to fund the Organization's post-employment liabilities	2017	Approval of proposals by the Council and Assembly	on target	yes
		Results-based budget proposals for the 2018-2019 biennium	2016-2017	Proposals approved by the Secretary-General, Outline submission to C 118 and main submission to C/ES.29 and A.30	on target	
		Progress made toward carbon-neutral operation of Secretariat, in line with green initiatives of UN	annual	Organization achieves and maintains carbon neutrality will be achieved in 2015); emission reduction plan developed and adopted; figures on energy consumption presented in annual GHG inventory	on target	
		Enhanced information and knowledge management and PaperSmart office (SharePoint and IMODOCS)	2017	Full implementation of SharePoint systems ( <a href="#">Intranet-IMO@Home</a> , e-Docs, eForms, Correspondence log and Muster) and implementation of new modules for IMODOCS systems integration, 100% being ready by the end of 2017	on target	yes
		Progressive improvement in access to IMO services and meetings	2017	Full utilization of unified communication to replace existing telephone system for improved collaboration and cost effective communication. Deployment of unified communication for participation at IMO meetings. Mobile access to all IMO services. Being ready by the end of 2017	on target	

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
		Improved access to IMO Activities by stakeholders and the Public	annual	Development of Multilingual website to support official languages of the organization. Making the Public website to work seamlessly on mobile and smartphone devices.	on target	
		GISIS enhancement with new modules and e-Reports	annual	New modules developed on GISIS for e-Reports.	on target	
		Improved ICT facilities for capacity building and implementation of Conventions	annual	Enhanced "Muster" Portal for e-learning including for selected ITCP activities. Deployment of platform for e-learning.	on target	
		Set up and implement Business Intelligence System - phase II (2016)	2016	Availability of strategic and operational reports and analytics by June 2016	on target	
		Implementation of improved, automated and integrated business processes; adopt best practices in IMO's business processes	annual	Progressive reduction of manual, off-system, non-standard processes.	on target	yes
4	<b>AD DO5</b> – Infrastructure provision (i.e. building management, IT and SAP provision)	Shift from preventive- to reactive-maintenance regime	2016-2017	Savings and efficiencies achieved	on target	
		Re-tendering of building-maintenance contract	2016	Contract re-let on schedule, with consideration given to change to full facilities management	on target	
		Regular major maintenance of Headquarters building	annual	All systems operational at all times with no breakdowns	on target	yes
		ICT resource management including Cloud computing; digital signatures; and meeting support	annual	Development of IMO Private Cloud. Implementation of Muster Portal for improved meeting support for the Secretariat (documentation, submission of papers, collaboration).	on target	
		Enhancement of information technology infrastructure	annual	Progressive implementation of the enhancement plan. Replacement of about 25% of desktop hardware per year. Replacement/refreshment of servers. System availability of 99.5% in working hours	on target	yes
		Enhancement of information technology infrastructure	2017	Major upgrade of Wi-Fi throughout conference areas and rest of building added to plan for 2017	on target	
		Confidentiality, Integrity and Availability of the physical and electronic information assets throughout the Organization. - Maintaining of ISO 27001 standards certification	2017	Progressively (bi-monthly) internal auditing and verifications that all ICT Services are in strict compliance to international best standards on information security management. Ensuring a holistic, risk-based approach to identify and manage risks related to information assets and ICT systems to	on target	yes

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Event
				Target	Assessment	
				ensure that adequate and appropriate security controls are in place to protect information assets and give confidence to interested parties		
		Continuous provision of adequate, secured and stable SAP system and infrastructure (applications and interfaces)	annual	No or minimal system downtime during office hours, secured system with role-based access, 99% availability of system at all times.	on target	
1	<b>AD DO6</b> – Organizational outreach in the area of administration (finance, budget, human resources, ICT, procurement/ facility management, publishing)	Production of IMO News	annual	IMO News is published on time and to budget	on target	
Publications sales		annual	All new sales publications published in all appropriate format/s	on target		
Provision of statistics, reports and comments to Council, Assembly, CEB, JIU and ICSC		annual	Timely preparation/submission of the IMO documentation, IMO HR data provided within the UN common system	on target		
Participating at the UN Common system development meetings such as FB Network, HR Network, ICT Network, HLCM and the ICSC and Pension Fund meetings		annual	Timely preparation/submission of the IMO documentation, IMO data provided within the UN common system	on target		

**Conference Division**

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Events
				Target	Assessment	
All	<p><b>CD DO1</b> – Ensure all IMO international meetings both at HQ and externally are run efficiently and effectively and translation of IMO instruments, resolutions and other documents is completed on time: provision of linguistic services (translation, word processing and terminology).</p>	<p>Organization, planning and timely provision of quality translation services as required by the Organization, within the deadlines agreed.</p>	annual	<p>Timely translation of all IMO meeting documentation, conventional instruments, reports and other substantive documents and correspondence to a high degree of quality in the 6 official languages (approximately 50,000 pages) including editing and revision as appropriate, 2014 figures of just under 36,000 pages for translation work both in Spanish and French and about 4500 pages for each non-working language.</p>	on target	yes
		<p>Provision of efficient word processing and formatting at the IMO quality standard of texts of all documents received from Member Governments, the Secretariat and Translation Sections. Management of end-to-end process for the preparation of publication-ready documentation by the non-working languages of the Organization.</p>	annual	<p>Timely word processing of all IMO meeting documentation, conventional instruments, reports and other substantive documents and correspondence to a high degree of quality in the 6 official languages, 2014 figures of just under 85,000 pages for word processed and formatted pages</p>	on target	yes
		<p>Provision of accurate and complete referencing work delivered in a timely manner to support the translation of documents, and of up-to-date and accurate content in IMOTERM, IMO's terminology database.</p>	annual	<p>Timely provision of accurate and complete references for IMO documentation, and updated IMOTERM</p>	on target	
All	<p><b>CD DO2</b> – Ensure all IMO international meetings both at HQ and externally are run efficiently and effectively and translation of IMO instruments, resolutions and other documents is completed on time: provision of documentation services (printing, circulation, management)</p>	<p>Efficient processing of all documentation ensuring compliance with deadlines set for the meetings and implementation of PaperSmart policies agreed by the Council to reduce printing</p>	annual	<p>Availability of all IMO meeting documentation for the meetings (approximately 65,000 pages with a reduction from 3,000,000 impressions), 2014 figures for printing and impressions (69,300 pages, 3,171,430 impressions).</p>	on target	yes
		<p>Efficient dissemination of the IMO documents including their timely placement on IMODOCS</p>	annual	<p>Ensure all documentation is placed on IMODOCS, Delivery of 2016-2017 Programmes of meetings with scheduled update of documents.</p>	on target	yes

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Events
				Target	Assessment	
All	CD DO3 – Ensure all IMO international meetings both at HQ and externally are run efficiently and effectively: provision of logistics services (conference room /facilities, interpretation and audio/video)	Provision of appropriate meeting rooms and facilities, including audio-visual services and efficient registration of delegates in accordance with the IMO programme of meetings and relevant IMO guidelines	annual	Meetings held efficiently and effectively to the satisfaction of Member States and other participants in the meetings Delivery of 2016 & 2017 Programmes of Meetings	on target	yes
		Replacement of the SI equipment in CR 9 & 10	2016-2017	Replacement of the SI equipment in both CR 9 & 10 before the end of 2017	on target	yes
		Organization, planning and provision of full interpretation for meetings as required by the IMO programme of meetings and Council decisions regarding sessions of interpretation and in accordance with the relevant rules of procedures and the UN/AIIC Agreement.	annual	Meetings successfully held in accordance with programme of meetings and with the required high quality interpretation services, 2016-2017 Programmes of Meetings & relevant Council decisions.	on target	yes
All	CD DO4 – Divisional management of meetings	Provide direction, guidance and support to all sections in the Division and lead the coordination with the technical divisions for an effective and efficient service of IMO meetings.	annual	Meetings held smoothly, efficiently and effectively in accordance with the Programme of Meetings and to the satisfaction of Member States and other participants, Delivery of 2016 & 2017 Programmes of Meetings.	on target	yes
1 & 11	CD DO5– Outreach programmes, facilitate information dissemination	Ensuring the Division's full participation in IAMLADP, JIAMCATT CEB/UN/AIIC, and other relevant meetings, to closely follow developments in language and conference technologies, sharing of knowledge, development of knowledge-sharing databases (such as IMOTERM) and implementation of common policies within the UN System	annual	Accessible, complete and accurate platforms for knowledge-sharing, full participation and exchange of information in relevant fora and increased efficiencies in IMO practices, in particular in conference management and translation practices.	on target	y
		Efficient management of the content of IMODOCS and continue the close cooperation with the ICT services to enhance its platform for an easy navigation and wider electronic dissemination of the IMO's meeting documentation, ensuring the necessary integration with the new e-Docs system. To monitor and assess the process of implementation of the electronic document management system e-Docs in the Divisions (Pre-meetings) and its flexible implementation during meeting weeks.	annual	An efficient IMODOCS platform which is easy to navigate and supports multilingualism in close collaboration with ICT services to enhance the system as required. Full implementation of the e-Docs system. Conference Division to continue working with ICT services to achieve target.	on target	yes

Strategic Direction	Divisional objectives	Actions to achieve Divisional Objectives	Year	Key Result Indicators		Potential Risk Events
				Target	Assessment	
		Technical editing for officers of the Organization, at all levels, for use at IMO meetings, including advice on English usage and style	annual	An efficient IMODOCS platform which is easy to navigate and supports multilingualism in close collaboration with ICT services to enhance the system as required. Full implementation of the e-Docs system. Conference Division to continue working with ICT services to achieve target.	on target	
4	CD DO6 – General management by Director's office, including rental of conference rooms.	Daily management of the necessary administrative and financial tasks to complete processes ensuring that sections and units are properly resourced to service the meetings of the Organization.	annual	Timely provision of financial information and management of personnel issues.	on target	yes
		Budget preparation and reporting tasks, as well as, Business plans, Risks and internal budget assessment exercises. Control and planning of activities largely related to the Servicing of IMO meetings.	2016-2017	Timely completion and accurate reporting of all planned Organization's reports and exercises, as well as the timely organization and reporting of internal activities related to the servicing of IMO meetings.	on target	yes
		Efficient and effective management of conference rooms, including external rental of IMO facilities in accordance with to the policy of the Organization and rates approved to be applied accordingly.	annual	Good occupancy rates and maximal rental income derived from leasing out the Conference rooms, 2014 room occupancy of 130 weeks for Committee Rooms & Main Hall.	on target	