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## **STRATEGY, PLANNING AND REFORM**

### **Secretariat's Business Plan for the 2018-2019 biennium**

#### **Note by the Secretary-General**

#### **SUMMARY**

*Executive summary:* This document presents the Secretariat's Business Plan for the 2018-2019 biennium

*Strategic direction:* 4

*High-level action:* 4.0.3

*Output:* 4.0.3.2

*Action to be taken:* Paragraph 9

*Related documents:* Resolution A.1099(29); C 118/5 and C/ES.29/5

#### **Introduction**

1 In line with the Assembly resolution on the *Application of the Strategic Plan and the High-level Action Plan of the Organization* (A.1099(29)), the Secretariat should develop its Business Plan to provide a link between its work, the Strategic Plan and the Results-Based Budget of the Organization. Together with the list of outputs included in the Strategic Plan of the Organization, the Secretariat's Business Plan forms the basis for the budgetary requirements of the Organization.

2 As reported in the proposed budget outline for the 2018-2019 biennium (C 118/5), the Secretariat has been working on revising the structure of, and approach to, the Business Plan, with the aim to align it with the new Strategic Directions and provide a more productive and streamlined reporting to the Council.

## Development of the revised Secretariat's Business Plan

3 The revision of the Secretariat's Business Plan has resulted in some major changes compared to previous iterations. First, the Secretariat consolidated the individual business plans of all the divisions into one Secretariat-wide Business Plan. To enable this consolidation, seven Secretariat-wide objectives were created, covering the main deliverables expected of the Secretariat. Those Secretariat-wide objectives are:

1. **Fully supported international meetings programme:** covers all activities related to the meetings programme.
2. **Implementation and capacity building:** covers all the technical cooperation and capacity building activities managed by the Secretariat.
3. **Audit and evaluation of third parties:** contains all the Secretariat's external audit functions.
4. **Outreach:** comprises all actions related to the Secretariat's outreach activities, including the cooperation with external organizations and promotional events like the World Maritime Day.
5. **Treaty work and knowledge management:** focuses on the provision of technical analysis and guidance provided by the Secretariat, including its knowledge management function.
6. **Strategic programme of improvement and enhancement:** created to present all divisional and organization-wide projects initiated to facilitate the implementation of the Organization's strategy and ensure the efficiency and effectiveness of the Secretariat, in line with the Secretary-General's vision for the Organization.
7. **Administration, governance and management:** incorporates all the administration services, internal and external, performed by the Secretariat, from the non-technical assistance to Member States, to HR and IT services, amongst others.

4 The creation of these categories allowed the alignment of each output to be delivered by one or more divisions to a Secretariat-wide objective, forming a consolidated Secretariat-wide Business Plan. In addition, each output has been connected to one or several Strategic Directions, providing a link to the new Strategic Plan for the six-year period 2018-2023.

### Next steps

5 The consolidated Business Plan will allow the Secretariat to provide the Council with a structured report on the Business Plan. This report should be substantiated by Secretariat-specific performance indicators, related but not directly linked to the Organization-wide Performance Indicators of the new Strategic Plan.

6 The Secretariat is now in the process of developing these Performance Indicators. In addition, a reporting format will be developed. These developments or further enhancements to the Secretariat's Business Plan will be reported to a future session of the Council.

7 With regard to the reporting cycle, reviewing the reporting on the Secretariat's Business Plan for the 2014-2015 biennium, the Secretariat concluded that reporting in conjunction with the financial statements of the Organization would be beneficial. The Secretariat carries out tasks that are mainly annual or continuous. The assessment of these tasks, in relation to the financial resources, is only possible once the actual results and expenditures are available, which is at the beginning of the following year. A final assessment, at the end of the year, would allow the Secretariat to present the Council with a full assessment of the Secretariat's deliverables in relation to the financial resources spent.

8 The Secretariat will continue to further develop its Business Plan, in particular with regard to appropriate measures, and a preliminary draft of the Secretariat's Business Plan can be found in the annex to this document.

#### **Actions requested by the Council**

9 The Council is invited to note the information provided and comment as it may deem appropriate.

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**ANNEX**

**SECRETARIAT'S BUSINESS PLAN FOR THE 2018-2019 BIENNIUM**

	Objective	Services	Output	Division	Strategic Direction
1	<b>Fully supported international meetings programme</b>	Provision of technical analysis and guidance	Assembly, Council, committees, subcommittees, intersessional WGs and other meetings, including preparation of briefs, circulars, guidelines, recommendations and queries	OSG, MSD, MED, LED, AD, CD, TCD, MSA&IS	All SDs
		Conference, translation and documentation services	Assembly, Council, committees, subcommittees, intersessional WGs and other meetings	CD	
2	<b>Implementation and capacity building</b>	Planning and management	Management of coordinated ITCP Plan for 2018-2019	TCD	SD1, SD5, SD6, SD7
			Liaison and coordination with external parties, especially beneficiary Member States to ensure appropriate preparation and co-ordination during the delivery of activities	OSG, MSD, MED, LED, TCD, MSA&IS	SD1, SD7
			Preparation of proposal for ITCP 2020-2021	TCD	SD1, SD5, SD6, SD7
			Report on the progress, effectiveness and efficiency of the implementation of technical cooperation activities	TCD	SD1
			Report on the implementation of the 2030 Agenda for Sustainable Development	TCD	SD1, SD3, SD4
		Resource mobilization	Preparation of resource mobilization strategy and action plan to support technical cooperation activities	TCD	SD1, SD7
			Report on the progress of the resource mobilization and partnership arrangements	TCD, AD	SD1, SD7
		Implementation	Implementation of ITCP activities	MSD, MED, LED TCD, MSA&IS	SD1
			Delivery of Major Projects	MED	SD1, SD3
			Development of joint partnership arrangements with relevant stakeholders	MED, TCD	SD1, SD2, SD3, SD4, SD7

	Objective	Services	Output	Division	Strategic Direction
			Port State Control (PSC) – Implementation support	MSA&IS	SD1
			IMO number schemes	MSA&IS	SD1, SD7
		Provision of technical and administrative support	GESAMP Executive Committee meeting and GESAMP Technical meetings	MED	SD2, SD3, SD4
			Technical support to UNEP Regional Seas	MED	SD1, SD3, SD4
			Regional centres and IMO regional presence offices administered and managed	MED, TCD	SD1, SD7
		Data analysis	Casualty investigation, reporting and analysis	MSA&IS	SD1
			Harmonization of PSC activities	MSA&IS	SD1, SD 2
3	Audit and evaluation of third parties	Provision of technical analysis and guidance	IMSAS initial audits	MSA&IS	SD6
			IMSAS follow-up audits	MSA&IS	SD6
			Evaluation of information provided under STCW	MSD	SD6
			LRIT	MSD	SD5
			GBS	MSD	SD6
4	Outreach	Provision of technical analysis and guidance	Cooperation and coordination with UN bodies and external organizations	OSG, MSD, MED, LED, AD, CD, TCD, MSA&IS	SD1, SD3, SD4, SD7
			Outreach, facilitation and promotion of IMO's mission	OSG, LED	SD7
		Outreach services	Assistance to Member States and other stakeholders / Analysis and answering of queries	OSG, LED, AD, CD, TCD	All SDs
5	Treaty work and knowledge management	Provision of technical analysis and guidance	Verbal and written advice on legal and technical issues to Member States and other stakeholders	MSD, MED, LED, MSA&IS	SD1, SD6, SD7
			IMO Treaty depository	LED	SD1, SD6, SD7
			Maritime Knowledge Centre	LED	SD7
6	Strategic Programme of improvement and enhancement	Financial control and reporting	Financial Services to include accounting and financial reporting to stakeholders are further developed and enhanced for the benefit of users	AD	SD7
		Human resource management	Increase the staff development opportunities for managers to improve management capacity of the Organization	AD	SD7
		IT and IS infrastructure	Enhance the ICT governance structures ensuring cross divisional engagement	OSG, AD	SD7

	Objective	Services	Output	Division	Strategic Direction
		Budgeting and planning	Reforming financial management at IMO and the funding and management of long term liabilities	AD	SD7
		General administrative services	Review opportunities to rationalize the use of resources with a view to streamlining and adopting best practices	AD	SD7
		Conference services	Enhancement and implementation of systems, processes and procedures (i.e. reviewing and updating systems, processes)	CD	SD7
		Outreach	Enhance outreach to all stakeholders in governments, the industry and the general public	LED	SD7
		Knowledge management	Knowledge/Data management – GISIS oversight function	MSA&IS	SD1
		Member State Audit	Administration and Management: Quality management system development and implementation ISO 9001:2015	MSA&IS	SD1, SD7
		Implementation	Evaluation of the ITCP implementation – including reporting enhancements	OSG, TCD	SD1, SD7
			Knowledge Management Process and Repository (e.g. Country Maritime Profiles)	TCD	SD7
		Planning and management	Coordinated activities associated with the Joint Inspection Unit (JIU) assessments	OSG	SD7
			Monitoring and further development of the Secretariat's Business Plan	OSG	SD7
			Linkage of the Organization's work to the Sustainable Development Goals (SDGs)	OSG, TCD	SD7
			Lead functional review of the IMO Secretariat	OSG	SD7
			Enrichment of staff awareness and knowledge in an multi-cultural international working environment	OSG	SD7
		7	<b>Administration, governance and management</b>	Planning and management	Steering, contribution to and facilitation of the Senior Management Committee meetings
Analysis, policy setting, guidance and oversight	OSG				
Internal audit	Reporting of internal audits			OSG	
	Certification and advice to the Secretariat and senior management			OSG	
	Reporting of evaluations			OSG	

	Objective	Services	Output	Division	Strategic Direction
		Evaluation of ITCP activities	Ex-post evaluation reporting	OSG	
		Investigation	Reporting of investigations	OSG	
		Ethics	Reporting of and advice on ethics	OSG	
		Legal services	Provision of legal advice as agency legal counsel	LED	SD7
		General administrative services	Administration and office management	OSG, MSD, MED, LED, AD, CD, TCD, MSA&IS	SD7
			Support, promotion and resource mobilization for WMU and IMLI	OSG, LED, TCD	SD4, SD6, SD7
			Coordination of the GESAMP office	MED	SD4
			Facilities management	AD	SD7
		Financial control and reporting	Financial accounting and reporting	AD	SD7
			Payroll and finance operations	AD	SD7
		Human resource management	Performance management	AD	SD7
			Administration of staff entitlements and benefits	AD	SD7
			Recruitment and administration of personnel	AD	SD7
		IT and IS infrastructure	Management and support of IT infrastructure	AD	SD7
		Budgeting and planning	Planning and budgeting	AD	SD7
			Operational budget management	AD	SD7
			Management reporting and Year end reporting	AD	SD7
		ERP Support Services	Support and management of the ERP platform	AD	SD7
		Procurement services	Procurement and compliance services	AD	SD7
		Publishing and translation services	Publications, letters, jobs, training courses, and other documents	AD, CD	SD7