

COUNCIL  
120th session  
Agenda item 4

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## STRATEGY, PLANNING AND REFORM

### Update on the Functional Review

#### Note by the Secretary-General

#### SUMMARY

*Executive summary:* This document provides an outline of the plans and work completed by the Secretariat to review and revise its business processes through the Functional Review Project, which is aimed at improving overall efficiency and effectiveness of the Secretariat and to ensure existing functions are appropriately aligned to IMO's core work

*Strategic direction, if applicable:* 7

*Output:* Not applicable

*Action to be taken:* Paragraph 17

*Related document:* C/ES.29/3/2

#### Introduction

1 As part of the Secretary-General's reform agenda, and in line with strategic direction 7 in the Organization's Strategic Plan for 2018-2023 aimed at enhancing organizational effectiveness, together with the funding received through the Voyage Together Trust Fund, a Secretariat-wide Functional Review Project has been launched.

2 At its twenty-ninth extraordinary session, the Council was informed that the Functional Review of the Secretariat was in its initial development stage and that further information, including a delivery plan of the activities put in place, would be provided to the Council at its 120th session.

3 The Secretariat's structures, services and working methods need to evolve taking into account best practices in order to continue to remain relevant and a centre of excellence for Member States in the years and decades ahead. The business processes that contribute to operational success need to be reviewed and assessed in order to ensure that the ongoing and future strategic requirements of IMO can be met in the most efficient and effective ways possible.

## Strategy, objectives and scope

4 IMO's Strategic Plan for 2018-2023, as contained in resolution A.1110(30), identifies seven strategic directions. Strategic direction 7: Ensure organizational effectiveness, itself provides both the scope and the objectives for the Functional Review as follows:

- .1 to successfully achieve the Organization's vision and respond to current and future challenges, IMO will improve its working practices, where needed, and foster broader participation by Member States in its work and decision making, including through the use of appropriate technologies;
- .2 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 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;
- .4 the motivated and skilled staff members 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; and
- .5 IMO will continue to manage and utilize its financial resources effectively. 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.

## Methodology

5 Taking into account the core mandated activities of IMO and its related organizational structure, the culture that exists within the Organization, the current business processes as well as the United Nations Governance Framework that IMO is guided by, the Functional Review will seek to bring change and improvement using best practice project management tools and structures.

6 The methodology of the Functional Review will combine both qualitative and quantitative assessments. The review will also continue to take into account existing relevant reports and similar reviews previously conducted by other United Nations entities to ensure lessons learned are well captured.

7 The Functional Review will take the form of a project using project management principles. The Project will review priority business processes with a view to identifying and implementing improved revisions inside a two-year timeline. The Project will aim to review the "as-is" of the current business processes and develop "to-be" processes to bring about improvements and efficiencies.

8 In addition to information gathering on best practices and benchmarks from outside IMO, the preliminary assessments will be conducted through a variety of means such as: a staff survey, questionnaires on specific topics, interviews with key staff and stakeholders and in-depth analyses as considered necessary by the Project team. Interviews will be conducted with IMO staff at all levels, including senior and executive managers.

9 The approach of the Review is to assess IMO's business processes as they interact between the various parts of the Secretariat in an attempt to bring about greater efficiency and coordination, to eliminate redundancy and to create opportunities to deliver services optimally.

### **Project team**

10 The Project Sponsor is the Director of the Administrative Division. The Project team has been appointed by the Secretary-General, with the exception of the Project Manager who is under recruitment at the time of writing. The Project team, namely the Business Coordinator and the Business Owners, is formed by internal staff members. The Project team consists of:

- Project Manager;
- Business Coordinator; and
- Nine Business Owners.

11 The Project Manager has overall day to day responsibility for the Project and reports jointly to the Project Sponsor and to an Executive Steering Committee appointed by the Secretary-General. The Project Manager is required to have extensive experience in leading similar change management projects, preferably from within the United Nations system.

12 The Business Coordinator has extensive IT, ERP and business process management knowledge and skills from within the Secretariat. The Business Owners from the IMO staff body are representatives of the many business areas in the Secretariat with in-depth knowledge and skills on a wide range of business processes that exist currently. It is fully expected that all staff, in some capacity, will be engaged in the Project at various stages throughout its lifecycle.

13 It is expected that the team will be fully functional and all members in place by July 2018. In those instances where a staff member is fully engaged in the Project, necessary provisions are being made to back fill their positions.

### **Executive Steering Committee**

14 The Executive Steering Committee, appointed by the Secretary-General and comprised of the members listed below, reports on a regular basis to the Senior Management Committee (SMC) on progress of the Project and receives feedback from the SMC on impact and issues that may arise during the course of the same.

- Chair – Director, Administrative Division
- Member – Director, Member State Audit & Implementation Support
- Member – Director, Maritime Safety Division
- Member – Chief of Staff

**Next steps**

15 A detailed plan and timeline will be developed by the Project team during June to July 2018, along with an initial stocktaking exercise to identify and agree areas of priority.

16 The Secretary-General will provide a further update to inform the Council of the Project's progress at its 121st regular session later this year.

**Action requested of the Council**

17 The Council is invited to take note of the information contained in this document and to comment as it may deem appropriate.

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