



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

Submitted by Cyprus

SUMMARY

Executive summary: The text of this document was originally posted on the IMO Intranet Discussion Page. This document provides a way on how to approach the matter of strategic planning and a draft strategy as well as a set of goals to be used in the plan.

Action to be taken: Paragraph 13

Related documents: Circular letter No.2390

Introduction

1 For more than fifty years the International Maritime Organization (IMO) has provided machinery for co-operation among Governments in the field of governmental regulation and practices relating to technical matters of all kinds affecting shipping engaged in international trade. Article 1 of the Convention on the IMO defines the Organization's objectives, which have stood the test of time and is believed that they can remain valid for the years to come.

2 Against the background of these objectives Cyprus believes that any Strategy¹ to be developed shall detail the Organization's long-term goals and its implementation shall be achieved through a strategic plan that will specify objectives to be achieved within a five-year period. At this initial stage the strategic plan shall cover the years 2003 to 2008 and also shall specify the means proposed to meet the objectives to be achieved in this period. The strategic plan shall also aim to show how the Organization will respond to the new challenges and opportunities at the beginning of the 21st century and how the Organization expects to be perceived at the end of the five year period.

Changing times and new opportunities

3 In the past decade, political and economic developments have had major influences on the Organization's work. They presented new challenges and opportunities and have led to a new response that is demonstrated, for example, by the increase in the volume and quality of technical co-operation activities.

¹ See CWGSP's terms of reference paragraph 1.

4 Cyprus envisages that among the trends in the world at large that may influence the Organization's course over the next five years are the following:

- .1 increase in the use of shipping as an effective and efficient mode of transport in developing countries;
- .2 sustainable development will continue to gain momentum, and therefore, there will be greater demand for improvement in local infrastructures and technology transfer;
- .3 there is a need to ensure that maritime safety and security will not be compromised due to global economic liberalization, which leads to utility privatization, deregulation and diminishes State support for the shipping related activities;
- .4 as the existing World's merchant fleet is ageing, more must be done to implement existing technical solutions for its maintenance and life optimization;
- .5 the public is acquiring an increasing role in shaping national and international policy, with the attendant need for enhanced and more open communication between the IMO and the public; and
- .6 rapid and extensive advances in information technology will offer exceptional opportunities for new ways of working. In addition, new information technology will make possible better communication and outreach.

The Form of the Strategic Plan

5 Cyprus would like to suggest that the Strategic Plan takes a 'one house' approach in which all relevant activities, independently of their program location, are integrated under three broad 'pillars' namely *technology, protection and verification*.

6 It is suggested any objectives set by the Organization for the five-year period be grouped under substantive goals that will be forming the basis for the Organization's work. Under each objective, performance indicators shall be included to provide a means of measuring the progress towards meeting the objective at the end of the five-year period and it should be recognized that in some cases the degree of progress would not depend solely on the Organization.

7 Program details or indications of financial resources must not be included in the Strategic Plan since these are difficult to predict on a five year time scale and are more appropriately addressed in the biennial program and budget proposals for which the Secretary General seeks approval from the policy making organs. In the preparation of these documents, full account will be taken of the availability of the financial resources.

8 However, no attempt shall be made within the Strategic Plan to set detailed priorities nor to specify projects that will be phased out. These will again effectively be established in the program and budget proposals, which will be developed on the basis of the Strategic Plan and reflect the changing circumstances and needs and interests of Member States. Should the changes be of such magnitude as to demand major alterations to the present framework, a modified Strategic Plan will be prepared. In this sense the Strategic Plan shall be consider as a 'rolling text'.

The Organization in 2008

Against the background of these trends and the opportunities and challenges they present, where does the Organization want to be at the end of the five-year time frame?

9 It is our opinion that the Organization should expect to have enhanced the ability of its Member States to make full use of maritime transport for their economic and social development. It will be more widely recognized as the principal regulator for shipping. It shall expect to see a worldwide maritime safety culture in place to protect humans and the environment; a strengthened, integrated and more effective implementation and verification system that is more widely and consistently applied.

10 In all aspects of its work, the Organization will be making optimal use of information technology. It will interact in a transparent and active manner with partners, be they Member States, international organizations or civil society. It will function as 'one house', able not only to readily identify the changing priorities of Member States under *all* three pillars, but also to respond to them quickly by improved planning, implementation and evaluation of the program, and efficient use of human and financial resources.

Action requested of the Working Group

11 In order to assist the CWGSP to progress its work we would like to propose a draft Strategy as shown in Annex I and a set of Goals as Annex II which could form part of the Strategic Plan as discussed within this document and Annex I.

12 It is believed that the strategy itself should be kept separate from the Plan. The strategy can hold valid for a long period of time, while the Strategic Plan has to be revised every five years, and sometimes might be necessary to be revised during the course of the five-year period.

13 The CWGSP is requested to take into consideration of the information contain therein and decide accordingly.

ANNEX 1

DRAFT STRATEGY

1. Introduction

1.1 The Convention on the International Maritime Organisation, signed at Geneva on 6 March 1948 and established the International Maritime Organisation with the following purposes:

- to provide machinery for co-operation among Governments in the field of governmental regulation and practices relating to technical matters and all kinds affecting shipping engaged in international trade; to encourage and facilitate the general adoption of the highest practicable standards in matters concerning the maritime safety, efficiency of navigation and prevention and control of maritime pollution from ships; and to deal with administrative and legal matters;
- to encourage the removal of discriminatory action and unnecessary restrictions by Governments affecting shipping engaged in international trade so as to promote the availability of shipping services to the commerce of the world without discrimination;
- to provide for the consideration by the Organisation of matters concerning unfair practices by shipping concerns;
- to provide for the consideration by the Organisation of any matters concerning shipping and the effect of shipping on the marine environment;

1.2 The Convention has proved resilient by providing a sufficiently flexible framework to enable the IMO to fulfil successfully the responsibilities assigned to it in a changing world.

1.3 While fundamental aims and objectives of the Convention remain as relevant today as when they were conceived in 1948, at no time has there been a greater need for IMO to adapt within the framework of its Convention to rapidly changing circumstances such as globalisation of markets and operations, commercialisation of government service providers, emergence of new technology etc.

1.4 These developments are common to all economic, industrial or service sectors, but the implications for international merchant shipping are notable. For example, globalisation has implications for the regulation of safety at sea which, under the relevant Convention(s), is the responsibility of individual contracting States.

1.5 Potential evasion of safety regulation is associated with the above implications and in the case of shipping is a fundamental issue for governments, given their responsibility for safety regulation irrespective of devolution of operational functions and increased public pressure for a safer shipping system with strong regulatory oversight.

This Strategy is designed to ensure that IMO responds to the major challenges which such implications represent for international shipping in the coming years and meets the related needs of all its contracting States.

2 Strategic objectives

2.1 The objectives of this Strategy are to further the safety, security and efficiency of international shipping, and to promote the principles enshrined in the convention on the International Maritime Organisation by developing vision for harmonious development of international shipping on national regional basis and reflecting this vision in global planning, by creating and fostering the implementation of common maritime standards and practices, and by encouraging the economic design and operation of ship and shipping facilities while avoiding discrimination between Member States and optimising the utilisation of human, technical and financial resources. To this effect, the International Maritime Organisation will:

1. Foster the implementation of IMO instruments to the greatest extent possible;
2. Develop and adopt new instruments and associated documents in a timely manner to meet changing needs;
3. Strengthen the legal framework governing international shipping by development of new international shipping law instruments as required and by encouraging the ratification by States of existing instruments;
4. Respond on timely basis to major challenges to the safe, secure and efficient development and operation of merchant shipping;
6. Assist in the mobilisation of human, technical and financial resources for shipping facilities and services, and
7. Ensure the greatest possible efficiency and effectiveness in the operations of the Organisation, inter alia to meet the above objectives.

3. Action to Achieve the Strategic Objectives

3.1 A Strategic Action Plan shall be developed to drive the work programme and associated prioritisation and budgetary processes of the Organisation. For each of the 7 strategic objectives listed above, the Council must identify the key activities of the Organisation and issues which need to be addressed in the evolution of these key activities, either by ongoing consideration in general terms as work progresses or by means of specific study. Many key activities may in practice be pertinent to more than one strategic objective, but wherever possible each key activity is identified below under the single objective with which it is most closely identified.

3.2 Prior each biennium programming, the Council will, in conjunction with preparing the Programme budget for the biennium, develop a complementary document to the Strategic Action Plan, defining action programmes for the biennium for each key activity, including in each case specific objectives, expected results, priorities and target dates, thereby enabling the Council to define and assess progress in relation to implementation of the Plan and take remedial or other action as required. At the end of each biennium, the Council will report to the Assembly on progress in the key activities and action on the related issues.

ANNEX 2

Draft Goals for 2003 - 2008

1 Cyprus suggests the objectives to be set by the Organization for the five-year period 2003- 2008 are grouped under three substantive goals that will continue to form a valid basis for the Organization's work, and two complementary functional goals whose aim is to ensure efficient achievement of the substantive goals. The order in which the substantive goals, or pillars, are treated in the text does not imply any judgment as to their relative importance. They are complementary and interrelated.

Substantive goals

- A: Enhancement of the contribution of maritime technologies towards meeting, in a sustainable manner, the needs and interests of Member States;
- B: A comprehensive and effective worldwide maritime safety culture;
- C: Assurances to the international community of the safe, secure and environmentally friendly use of shipping as a mode of transport;

Functional goals

- D: Effective interaction with partners and the public;
- E: Excellence in management.

Goal A:

Enhancement of the contribution of maritime technologies towards meeting, in a sustainable manner, the needs and interests of Member States

2 The Organization's Member States have different interests in, needs for and attitudes towards the governmental regulation and practices relating to technical matters of all kind affecting shipping engaged in international trade. In addition, developments in other related technical fields have had an impact — both positive and negative — on the way governmental regulation evolves.

- 3 The challenge for the Organization in the medium term is threefold:
- to understand how the needs and interests of Member States are changing so as to be able to respond in a proactive manner or to identify the corrective actions necessary to existing rules and regulations;
 - to assist Member States to achieve consistent and uniform implementation of IMO instruments;
 - to play a catalytic role in the international effort to maintain and increase knowledge, understanding and expertise in the maritime field, particularly through the collection and dissemination of information and the transfer of technology.

Goal B:

A comprehensive and effective worldwide maritime safety culture

4 It is widely recognized today that a demonstrated high standard maritime safety will be a determining factor for the future use of shipping as an efficient and effective mode of transport and that safety relies not only on good technology but also on good regulatory practices and well-qualified personnel.

5 The achievement of a worldwide maritime safety culture will be aided by the existence of effective international instruments prescribing the basic legal norms for safety, security and the protection of the marine environment, internationally accepted standards, and assistance to States in their implementation.

6 The challenges to the goal of a comprehensive safety culture are:

1. areas where adequate international regulation is lacking;
2. Organization standards that are not always up to date and areas where standards have not yet been formulated;
3. inadequate implementation of standards;

7 Transparency and openness are important characteristics of the envisaged safety culture. For the Organization this implies supporting such openness in Member States and taking on a more active role in helping to raise awareness of safety issues.

Goal C:

Assurances to the international community of the safe, secure and environmentally friendly use of shipping as a mode of transport.

8 The Organization's safeguards system has expanded considerably over the last decade, as more States became Members.

9 During the period 1985 – 1999 the public's faith in shipping as a safe, secure and environmentally friendly mode of transport has been shaken due to the many losses of bulk carriers that cost the lives of many seafarers, the loss of Estonia and lately with the environmental catastrophe caused by the sinking of ERIKA. The Organization has responded by designing a series of measures to enhance the safety of bulk carriers and roro passenger ships and took drastic measures to eliminate single hull skin tankers. The challenge now is to implement an effective and efficient integrated safeguards system, combining in an optimal manner existing measures with new measures so that the Organization operates in a proactive rather in an active manner

Goal D:

Effective interaction with partners and the public.

10 Effective interaction with Member States is fundamental to the Organization's ability to maintain broad support and deliver its program. Beyond national authorities, interaction with civil society (non-governmental organizations, the shipping community, professional associations, academia and the private sector) is also of critical importance. The challenge here is to build partnerships. While there are partnerships with relevant United Nations organizations, and close co-operation with international bodies such as the OECD, CMI etc., it is important to optimize synergies and to avoid duplication of efforts, taking care, at the same time, that the information will be available to all Member States, particularly developing countries. As maritime expertise grows, the Organization will also have an interest in strengthening partnerships between institutions in Member States. Another challenge is meeting the concerns of the general public regarding the safety and environmental effects of shipping, the risk of accidents, and the recycling of ships. The Organization must develop a public information and outreach strategy to better address these concerns.

Goal E:

Excellence in management.

11 In the context of increasing responsibilities and constrained financial resources, the Organization must have high standards of efficiency and implement a program that is recognized by its Member States as being of real value. The challenges are to develop and implement a more results based program and budget, achieve optimal levels of efficiency and transparency in the management of human and financial resources, and make expanded use of information technology.
