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AD HOC COUNCIL WORKING GROUP
ON THE ORGANIZATION'S STRATEGIC
PLAN
Agenda item 3

CWGSP 1/3
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ENGLISH ONLY

PREPARATION OF THE ORGANIZATION'S STRATEGIC PLAN

Note by the Chairman

SUMMARY

- Executive summary:*** The text of this document was originally posted on the IMO Intranet Discussion Page and contains the Chairman's proposals on the method of work for the Group and also provides some initial views to stimulate discussion on the development of the Strategic Plan.
- Action to be taken:*** Paragraph 13
- Related documents:*** C 88/D and C 88/WP.5

1 The *Ad Hoc* Council Working Group (AHCWG) has its terms of reference in document C 88/WP.5. The terms of reference can be summarized as follows:

- .1 the strategic plan shall cover a five-year period but also give an outline of the strategy of the Organization for the years following the initial five-year period;
- .2 the strategic plan shall establish the strategic directions, including defined objectives, in which the Organization shall go. The directions shall be based on emerging trends, developments and challenges in the shipping and maritime world. Among such trends, developments and challenges are safety, technology development, marine environment, globalization and maritime security;
- .3 the strategic directions shall be translated into high-level action plans, in which areas of work are prioritised;
- .4 the AHCWG shall also provide a projection of the Organization's prospective resource requirements;
- .5 the terms of reference also refer to Resolutions A.909(22), A..900(21) and A.901(21); and
- .6 finally, the Group should consider a mission statement for the Organization.

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2 If one takes a bird's eye view of the terms of reference, it seems obvious that one has to begin with what is going on in the shipping and maritime world, i.e. look at the trends etc. The Organization does not exist in a vacuum but is, as the competent international body, charged with regulating, when necessary, safety, marine environmental and – today also – maritime security issues.

3 It will be difficult to look at trends etc. in a five-year perspective. Trends, developments and challenges are what they are. They may be slowly emerging, they may emerge quickly, they may be short-lived and they may be long-lived. It will be important not to have a preconceived opinion about the trends but have a thorough, unprejudiced look at them.

4 The following order of work may be fruitful:

- .1 begin by identifying emerging trends, developments and challenges;
- .2 decide whether they are short term (five-year period) or long term (>five-year period) and whether they have, will have or should have an impact on the mission and the work of the Organization;
- .3 establish, on the basis of the identification work done, the strategic directions, in which the work of the Organization will have to go, for a five-year period and a longer perspective;
- .4 translate the directions into high-level action plans for a five-year period and a projection of a possible action plan in a longer perspective;
- .5 project the prospective resource requirements; and
- .6 formulate a mission statement.

5 The terms of reference talk about emerging trends, developments and challenges in the areas of i.a. safety, technology development, marine environment, globalization and maritime security. What is mentioned inter alia covers – in my mind – fairly well the Organization's field of play but two important areas seem to be missing, namely increased political awareness and developing nations. Increased political awareness is mentioned to bring into the picture the zero tolerance to certain types of accidents (passenger ships and tanker accidents). Developing nations are mentioned because of the increase of the Organization's membership, the building-up of new fleets and the need for assistance to emerging flag States. There may certainly be more areas of concern which will emerge during the meeting of AHCWG.

6 One should then proceed to identify the emerging trends, ongoing developments and challenges in areas of concern such as maritime safety, political awareness, technology development, marine environment, globalization, maritime security and developing nations and put them on a time scale (long-term or short-term). The next step would be to formulate strategic directions.

7 An element of prioritisation will come into the process when the strategic directions are to be developed into high-level action plans. These should – I believe – be taken into the five-year plan. For the time after the initial five-year period possible action plans may be formulated but they would possibly be slightly outside the terms of reference; the WG may want to discuss this.

8 An example of some emerging trends and related developments and challenges might be the following:

Emerging trends

- Globalization of industry and the workforce
- Growing use of information and communication technology (GMDSS, GPS, AIS, VDR etc.)
- Increased level of ship inspection (port and flag, class, cargo owners, charterers etc)
- Enhanced public (political) concern for, and awareness of, the marine environment (air and sea pollution, ship-generated waste etc.)
- Monitoring role for IMO (STCW, Model Audit Scheme)
- More proactive role for IMO
- Increased public (political) concern about ship and port security (terrorism, piracy etc.)
- Increasing numbers of economic migrants
- Recognition of the role of the human element

Developments

- Technical developments in equipment
- Safety management systems
- Ballast water management
- Safety culture and environmental conscience
- Increasing ship size (passenger, container)
- Formal safety assessment
- Monitoring of ships and cargoes (facilitation vs security)

Challenges

- Improving maritime security on ships and in ports
- Improving implementation of IMO instruments (substandard shipping, poor flag State performance, capacity building in developing countries etc.)
- Increasing transparency and access to data
- Protection of the marine environment
- Enhanced safety performance (reduced regulatory burden)
- Ensuring seafarers are effectively trained
- Involvement of the whole of IMO membership in policy preparation
- Measuring IMO effectiveness (accident statistics, technical cooperation activities etc.)
- Introduction of FSA to rule-making process

9 Among the terms of reference is to provide a projection of the Organization's prospective resource requirements. This will be a difficult task. The WG will probably have to draw on the services of the Secretariat in order to be able to form an opinion on this. I think we as members of the WG should draw a distinct line here: the terms of reference talk about prospective resource requirements but not about the Organization of the work of the Organization or its Committees and Sub-Committees.

10 The terms of reference state that the AHCWG should establish strategic directions, taking emerging trends into account etc. The terms also state that the Group should take a number of Assembly Resolutions into account. In one of these, Res.900(21), operative paragraph 2.1 the

need for a more active implementation of the proactive policy agreed in the 90's is mentioned. Reference is also made to Formal Safety Assessment.

11 The Conventions, in which the result of the work on safety and environmental matters of the Organization is formulated, are to a great extent a product of, not proactive but, reactive work. The on-going work on the safety of large passenger ships is the result of a proactive attitude. Great hopes are attached to that project.

12 The Conventions, especially SOLAS and MARPOL, are complicated instruments and, as has been said, to a great extent the result of reactive work. Should the Organization begin working with other types of ships the way we are today dealing with large passenger ships. This may be something the AHCWG may also wish to discuss.

Action requested of the Working Group

13 The Working Group is invited to consider the proposals and take action as appropriate.
