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COUNCIL
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Agenda item 3(a)

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STRATEGY AND PLANNING

(a) Monitoring of performance

Report of the seventh session of the *ad hoc* Council Working Group on the Organization's Strategic Plan

Note by the Secretary-General

SUMMARY

Executive summary: This document reports on the outcome of the seventh session of the *ad hoc* Council Working Group on the Organization's Strategic Plan (CWGSP 7), held in the General Committee Room of Lloyd's Register of Shipping, London, from 24 to 26 September 2007

Action to be taken: Paragraph 4

Related documents: C 98/D (paragraphs 3(a).1 to 3(a).4); C 98/3(a); resolutions A.970(24) and A.971(24)

Introduction

1 At its ninety-seventh session, in June 2006, the Council decided to reconvene the *ad hoc* Working Group on the Organization's Strategic Plan, in March and September 2007, with terms of reference as set out in the annex to document C 97/WP.3. Accordingly, the report of the Working Group's sixth session was considered and approved by the Council at its ninety-eighth session (the annex to document C 98/3(a)), while the report of its seventh session, held at Lloyd's Register of Shipping, London, from 24 to 26 September 2007, is set out at annex. Both sessions of the Working Group were chaired by the Vice-Chairman of the Council, Mr. D. Ntuli (South Africa).

Recent developments

2 In its deliberations on matters concerning the Organization's planned outputs for 2008-2009 and the assessment of new work programme items, the Working Group was mindful that the outcome of its work might require adjustment to take into account any decisions and recommendations that could be made, subsequently, by the eighty-third session of the Maritime Safety Committee (3-13 October 2007) and the ninety-third session of the Legal Committee (22-26 October).

For reasons of economy, this document is printed in a limited number. Delegates are kindly asked to bring their copies to meetings and not to request additional copies.

3 At the time of finalizing this document, MSC 83 and LEG 93 had concluded their consideration of the foregoing matters and, accordingly, the report at annex incorporates the Committees' decisions and views, following CWGSP 7, with respect to editorial changes and additions to their planned outputs for the next biennium (appendix 2 of the annex) and the assessment of new work programme items (footnote 2 of the annex).

Action requested of the Council

4 The Council is invited to consider the outcome of the seventh session of its *ad hoc* Working Group on the Organization's Strategic Plan and, in particular, to:

- .1 note the Group's discussions on the Strategic Plan, the High-level Action Plan, its analysis of data on the performance indicators, its future work programme and other matters; and endorse its related recommendations (paragraphs 4, 13, 23, 24, 25 and 29.2 of the annex to this document), for action, as applicable, by all IMO organs;
- .2 approve the updated Strategic Plan for the Organization (for the six-year period 2008 to 2013), together with the associated draft Assembly resolution; and forward them to the twenty-fifth regular session of the Assembly for adoption (appendix 1 of the annex to this document);
- .3 approve the updated High-level Action Plan of the Organization and priorities for the 2008-2009 biennium, together with the associated draft Assembly resolution; and forward them to the twenty-fifth regular session of the Assembly for adoption (appendix 2 of the annex to this document);
- .4 approve the report in general; and
- .5 express appreciation to Lloyd's Register of Shipping for hosting the meeting and for its generous hospitality throughout the session.

ANNEX

**AD HOC COUNCIL WORKING GROUP
ON THE ORGANIZATION'S STRATEGIC PLAN
24 to 26 September 2007**

REPORT OF THE SEVENTH SESSION

GENERAL

1 The *ad hoc* Council Working Group on the Organization's Strategic Plan met from 24 to 26 September 2007, in the General Committee Room of Lloyd's Register of Shipping, London, under the chairmanship of Mr. D. Ntuli (South Africa).

2 The meeting was attended by representatives from the following Member Governments:

AUSTRALIA	MARSHALL ISLANDS
BAHAMAS	NETHERLANDS
BELGIUM	NIGERIA
BRAZIL	PANAMA
CHILE	POLAND
DENMARK	SINGAPORE
FRANCE	SOUTH AFRICA
GREECE	SPAIN
ITALY	SWEDEN
JAPAN	TURKEY
KENYA	UNITED KINGDOM
LIBERIA	UNITED STATES

ADOPTION OF THE AGENDA

3 In considering and adopting its provisional agenda (CWGSP 7/1), the Working Group noted that the principal expected outcomes of the meeting were two draft Assembly resolutions containing the Organization's updated Strategic Plan covering the period 2008 to 2013, and an updated High-level Action Plan, including the Organization's priorities for the biennium 2008-2009. The Working Group decided that a record of decisions should be prepared by the Secretariat as the meeting progressed, with the final report of the session being compiled by the Secretariat, in consultation with the Chairman, after the session. This report includes those decisions agreed by the Working Group.

4 On being informed that the Chairman of the Facilitation Committee, Mr. C. Abela (Malta), had sent his apologies, and also noting that the Chairman of the Sub-Committee on Safety of Navigation, Mr. K. Polderman (Netherlands) was present, the Working Group reiterated the recommendation made at its sixth session to the effect that "it would be useful for the Chairmen of the Committees to participate in the sessions of the Working Group" (C 98/3(a), section B of appendix 2, paragraph 3.1), emphasizing that the Chairmen's participation in its deliberations would not only help to ensure the accuracy and practicality of its work but also promote, within the IMO organs, a deeper understanding of the Organization's strategic planning process (see also paragraph 13).

OUTCOME OF THE NINETY-EIGHTH SESSION OF THE COUNCIL

5 The Working Group recalled that, at its ninety-eighth session, the Council had considered and approved the report of the Group's sixth session (C 98/3(a)), while noting that the Group's proposals would be revisited at its present session in the light of any developments during the interim period.

6 Recalling also the Council's discussions on the Secretary-General's proposals on the programme budget for the twenty-fifth financial period 2008-2009, and the linkages thereof with the Organization's Strategic Plan and High-level Action Plan, the Working Group decided to consider the Secretary-General's revised proposals on that subject (C/ES.24/6), under its agenda item 7 (Any other business) (see also paragraph 33).

REVIEW OF THE ORGANIZATION'S STRATEGIC PLAN

7 The Working Group recalled that, at its sixth session, it had examined in detail the four components of the current Strategic Plan, as set out in resolution A.970(24), and had agreed to:

- .1 make no change to the Organization's mission statement;
- .2 refine paragraphs 2.4 to 2.9 of the section of the Plan dealing with trends, developments and challenges, to better reflect certain ongoing developments;
- .3 make consequential changes to strategic directions 1, 3, 4, 7, 8 and 11; and
- .4 modify the current definitions of performance indicators 3 and 10, and approve new indicators 19 and 20 (the latter subject to review by the Facilitation Committee); and
- .5 request the Technical Co-operation Committee to consider the need for an indicator related to the strategic direction concerning Small Island Developing States and Least Developed Countries.

8 The agreed changes (detailed in document C 98/3(a), paragraphs 5 to 10 and sections A and B of appendix 1 and endorsed by the Council at its ninety-eighth session) had since been consolidated by the Secretariat in the annex to document CWGSP 7/3, setting out an updated draft Strategic Plan rolled forward to the period 2008 to 2013, which also took account of the outcomes of FAL 34 and TC 57 on the matters raised in the preceding paragraph.

9 Having examined the aforementioned document in detail, the Working Group made further changes and editorial amendments to: paragraphs 2.2, 2.5 and 2.6 of the section of the Strategic Plan dealing with trends, developments and challenges; strategic directions 4 and 9; and performance indicators 4, 9 and 20. As a consequence, the Working Group agreed the updated Strategic Plan for the Organization (for the six-year period 2008 to 2013), and its related Assembly resolution, which are set out in appendix 1 to this report. The Council is invited to approve the updated Strategic Plan and its related Assembly resolution and to forward them to the twenty-fifth regular session of the Assembly for adoption.

REVIEW OF THE ORGANIZATION'S HIGH-LEVEL ACTION PLAN

(a) Review of outputs produced during 2006-2007

10 The Working Group considered document CWGSP 7/4 (Secretariat), the annex to which updated the information examined at the Group's sixth session (CWGSP 6/4), which had provided a first attempt, as instructed by the Assembly in resolution A.970(24), at reporting progress towards fulfilling the Organization's aims and objectives by using the framework of the high-level actions and the planned biennial outputs (resolution A.971(24)).

11 The Group welcomed, with appreciation, the updated content of the new document – which took account of the recommendations made by the Group at its sixth session (C 98/3(a), paragraphs 11 to 15 and section A of appendix 2) – as well as the observations made by the Secretariat, which, as previously requested by the Group, sought to draw overall conclusions and recommendations.

12 Having examined the document in detail, the Working Group noted that, as foreshadowed at its sixth session, the updated information on the delivery of planned outputs should be viewed together with the analysis of data measured against the performance indicators (CWGSP 7/5), in order to obtain a fuller picture of organizational performance during the current biennium from which meaningful conclusions and recommendations for the future might be drawn (see also paragraph 22). In this respect, and recognizing that this was the first biennium in which a detailed examination of planned outputs had been possible, the Group concluded that the overall assessment of both sets of information:

- .1 confirmed that the Organization had effectively engaged in the delivery of its planned outputs throughout the biennium since the vast majority of planned outputs had been completed and, additionally, further outputs had been produced, although they had not been previously programmed in advance in the High-level Action Plan; and
- .2 reconfirmed the Working Group's earlier conclusion (C 98/3(a), paragraph 27) that the Organization was indeed moving steadily in the direction of its long-term goals, as articulated by the Council and endorsed by the Assembly.

13 Nevertheless, the Group noted that, following this first biennium of the existence of a High-level Action Plan, the interconnections between the Strategic and High-level Action Plans and the planned biennial outcomes were not yet sufficiently assimilated within the Organization. With the aim of promoting a cultural shift throughout IMO and embedding such interconnections firmly within the Organization's consciousness, the Working Group agreed to make the following recommendations:

- .1 all IMO organs should, sufficiently early in their agendas for each session, set aside adequate time for the systematic consideration of the high-level actions and their associated priorities, and their connection to the strategic directions;
- .2 all IMO organs should ensure that:
 - .1 their planned activities and, hence, the outputs thereof, are accurately and concisely described in the High-level Action Plan; and

- .2 the production of such outputs is systematically and regularly monitored;
- .3 when considering their work programmes and provisional agendas for their next sessions, all IMO organs should, under each item, cross-reference the related strategic directions and high-level actions. Sub-Committees should, in reporting to the Committees on their work programmes, also report on the status of their planned outputs;
- .4 guidelines on the application of and reporting on the Strategic and High-level Action Plans should be developed, with input from all Chairmen, to facilitate the work of all IMO organs (see also paragraphs 19.2 and 26 to 29);
- .5 all IMO documents – especially proposals for new work programme items (as already required by the Committees’ revised guidelines on organization and methods of work) – should demonstrate, where feasible, the linkages to the Strategic and High-level Action Plans by including, in the summary table at the beginning of each document, references to the related strategic direction(s), high-level action(s) and planned output(s), as shown in the illustration below (which uses document TC 57/4 as an example):

SUMMARY	
<i>Executive summary:</i>	This document provides the report of the Intersessional Working Group on the linkage between the Integrated Technical Co-operation Programme and the Millennium Development Goals, which held its session from 26 February to 1 March 2007
<i>Strategic Direction:</i>	11.1
<i>High-level Action:</i>	11.1.1
<i>Planned output:</i>	11.1.1.1 (or, if there is no planned output, appropriate descriptive text)
<i>Action to be taken:</i>	Paragraphs 3 and 4
<i>Related documents:</i>	TC/ISWG 1/3

- .6 the Council and the Committees should issue, possibly as an information paper that could be prepared by the respective Chairmen with the Secretariat, following the conclusion of their respective sessions, a table indicating the status of their outputs;
- .7 the Secretariat should prepare regularly a similar table on the status of its own outputs, for consideration by the Council;

- .8 the report on the delivery of planned biennial outputs (for example, the annex to document CWGSP 7/4) should, as from the 2008-2009 biennium, be annexed to the report of the Council to the Assembly on the work of the Organization since the previous session of the Assembly; and
- .9 in the report on the production of biennial outputs, those marked “not previously included” – because they had not been previously planned in advance – should also indicate the origin of the decision to proceed with such work.

(b) Review of outputs proposed for 2008-2009

14 The Working Group considered document CWSGP 7/4/1 (Secretariat), the annex to which updated the information examined by the Group’s sixth session in document CWGSP 6/4/1, which set out a draft updated High-level Action Plan and priorities for the 2008-2009 biennium, based on the then planned outputs of LEG, MEPC and MSC.

15 The Group welcomed, with appreciation, the updated content of the new document, which included the planned outputs of all other IMO organs, and, in particular, its successful reformatting by the Secretariat in line with the related recommendations made by the Group at sixth session (C 98/3(a), paragraphs 16 to 22, section C of appendix 1 and sections B and C of appendix 2).

16 Having examined the document in detail, the Working Group agreed to make some changes to the table of planned outputs for 2008-2009, to better reflect more recent developments, while noting that further editorial or substantive changes might need to be made as a consequence of the table’s further review by MSC 83 and LEG 93 (respectively, 3-12 October and 22-26 October 2007), which would, consequently, be reported directly to the twenty-fourth extraordinary session of the Council.

17 During discussion on document CWGSP 7/4/1, the delegation of the Bahamas noted, with concern, that, with respect to the future development of goal-based standards, the entry under planned output 10.1.1.2, concerning the safety level approach, was misleading as it implied that that approach alone was to be used for ‘all other types of ships’, to the exclusion of any other approach, which was not an accurate reflection of earlier decisions taken by the MSC. After a clarification by the Secretariat that there had been no intention of misrepresenting in any way the decisions taken by the Committee on goal-based new ship construction standards over the last few sessions and that any perception that the document was misleading was regrettable, the Working Group agreed, following discussion, to incorporate in the final table of planned outputs for 2008-2009, such text for that particular output as might be agreed by MSC 83, and requested the Secretariat to issue a corrigendum to document CWSGP 7/5 (see paragraph 21), so that the sections of that document concerned with goal-based standards did not inadvertently associate the safety level approach exclusively with ‘all other types of ships’.

(c) Draft Assembly resolution

18 The Working Group considered document CWGSP 7/4/2 (Secretariat), providing, at annex, the draft text of an Assembly resolution relating to the updated High-level Action Plan. The draft had been prepared on the basis of resolution A.971(24), taking into account also the recommendations made by the Group at its sixth session to the effect that “the text should

incorporate instructions from the Assembly to both the Committees and the Council” (C 98/3(a), section B of appendix 2, paragraph 6).

19 Having examined the document in detail, the Working Group:

- .1 approved the text of the draft resolution, the annex to which would include the agreed table of planned outputs for 2008-2009 (see paragraphs 14-17), subject to any changes to it that might be made by MSC 83 and LEG 93; and
- .2 agreed, following consideration of document CWGSP 7/7 under agenda item 7 (Any other business), to incorporate new operative paragraphs 4 and 5 concerning, respectively, the development of guidelines on the application of the Strategic Plan and the High-level Action Plan – which should include guidance for the assessment of work programme items and for the format and content of reports on work carried out by the respective organs of the Organization – and consequential modifications to the guidelines on the organization and method of work of the various IMO organs (see also paragraphs 13.4 and 26-29).

20 Having concluded its consideration of the three sub-items under this agenda item, the Working Group agreed the updated High-level Action Plan of the Organization and priorities for the 2008-2009 biennium, and its related Assembly resolution, which are set out in appendix 2 to this report¹. The Council is invited to approve the updated High-level Action Plan, together with its related Assembly resolution, and to forward them to the twenty-fifth regular session of the Assembly for adoption.

ANALYSIS OF DATA MEASURED AGAINST THE PERFORMANCE INDICATORS

21 The Working Group considered document CWGSP 7/5 (Secretariat) and its corrigendum, providing, at annex, data and analyses on the Strategic Plan’s performance indicators, thereby updating the equivalent information considered by the Group at its sixth session (C 97/3(a)). The document also took into account, where possible, the Group-related recommendations (C 98/3(a), paragraphs 23-27 and section D of appendix 2) – including those concerning new performance indicators and data sources (C 98/3(a), paragraphs 28-33 and section E of appendix 2) – as well as subsequent developments deriving, in particular, from FAL 34 and TC 57.

22 In introducing the document, the Secretariat noted that, from the data and analyses relating to the now 20 performance indicators, continuing improvements could be detected in IMO’s work and in the industry, in particular in relation to: the increasing membership of the Organization; positive outcomes from consistent efforts to bring Conventions into force (AFS 2001 had recently met its entry-into-force requirements); successful initial implementation of the Voluntary IMO Member State Audit Scheme; sustained levels of technical co-operation delivery, with growing numbers of partnerships and external sources of funding, including for IMO’s environmental programmes; in general, clear downward trends in lives and ships lost, acts of piracy and armed robbery (in spite of some increases during 2007), the number and volume of oil spills, the sulphur content of fuel oil, and the PSC detention rate; considerable progress in the

¹ At the time of finalizing this report, MSC 83 and LEG 93 had taken decisions on their planned outputs for the 2008-2009 biennium and, accordingly, the table in appendix 2 incorporates the editorial changes and additions agreed by those Committees following CWGSP 7 (see MSC 83/WP.8/Add.2, paragraph 25.64 and LEG 93/WP.2, paragraph 11.6).

development of goal-based standards; the successful interaction of IMO within the wider UN System; the wider dissemination of transparent information on the Organization's work (through speeches, press releases, the various public IMO websites); and the production of planned organizational outputs, if due account was also taken of the report set out in the annex to document CWGSP 7/4 (see also paragraph 12).

23 The Secretariat also noted that, where its analysis suggested that efforts might need to be maintained or strengthened, in most, if not all of the cases cited, such efforts were already underway either by IMO, the industry, or both. In this regard, having examined the documents in detail, the Working Group endorsed the Secretariat's updated analyses and comments; expressed appreciation for the efforts made to incorporate its earlier recommendations and satisfaction with the progress being made towards achieving IMO's long-term objectives; and agreed to advise the Council that greater emphasis needs to be given to ongoing efforts in the following areas:

- .1 addressing the safety of non-Convention ships;
- .2 monitoring and acting on, as may be necessary, the unexpected increase in accidents, particularly in the tanker sector, which arose in late 2006/early 2007;
- .3 in this regard, continually strengthening IMO's role with respect to the human element;
- .4 improving the PSC non-compliance rate by promoting greater efforts by all parties in the chain of responsibility;
- .5 addressing the safety of life and navigation in waters affected by acts of piracy and armed robbery; and
- .6 promoting and raising the profile, quality and environmental consciousness of shipping, and ensuring that these are permanent tasks of all concerned.

24 In its discussion, the Working Group also addressed continuing difficulties in relation to the data sources for some performance indicators, as well as the possible need to differentiate between indicators dealing with matters over which the Organization has direct control (i.e., internal performance) and those which, while measuring trends in the performance of others (e.g., Member States or industry), may, nevertheless, call for some action by IMO. In this respect, the Group agreed to:

- .1 request the MEPC to assist in the identification of possible sources of data for the monitoring of performance indicators 8 and 9 and, as appropriate, to define methodologies for the calculation of such data;
- .2 urge Parties to MARPOL to fulfil their annual reporting obligations under MEPC/Circ.318 (Formats for a mandatory reporting system under MARPOL 73/78), by 30 September;
- .3 consider, during the 2008-2009 biennium, the need to distinguish between indicators that measure internal performance and those that track external developments relevant to the work of the Organization; and

- .4 develop target performance levels to facilitate the assessment of internal organizational performance and for the identification of the role of IMO in relation to external developments.

FUTURE WORK PROGRAMME

25 The Working Group recalled that the Council, at its twenty-third extraordinary session, had approved reporting arrangements in the light of the adoption of the Strategic Plan (C/ES.23/D, paragraph 7.4(v)), as a consequence of which the Group should meet once in a biennium (see also the diagrammatic representation of the reporting cycle set out in annex 4 to document C/ES.23/7). Noting that, as instructed by the Council, the Group had, nevertheless, met on two occasions during the current biennium, which had proved fruitful, it agreed to advise the Council that, subject to the Council's approval of the proposal to develop guidelines on the application of the Strategic Plan and the High-level Action Plan during the period 2008-2009 (see paragraphs 13.4 and 26-29), the Group would need to meet for two sessions during that biennium.

ANY OTHER BUSINESS

Assessment of proposals for new work programme items against the Strategic Plan and the High-level Action Plan

26 The Working Group considered document CWGSP 7/7 (Australia, Netherlands, Singapore, Sweden, United Kingdom), proposing a set of basic principles for the assessment of proposals for new work programme items against the Strategic Plan and the High-level Action Plan of the Organization.

27 In introducing the document, the delegation of the Netherlands, on behalf of the sponsoring States, recalled that all the IMO Committees had, as recommended by the Working Group and agreed by the Council in 2005, modified the guidelines on the organization and method of their work so as to include consideration of proposed new work programme items on the basis of whether they fall within the scope of the Strategic Plan. It was, nevertheless, the firm view of the sponsors that there was still a need to promote improved strategic planning, work programme control and workload management through the introduction of a more substantial and fundamental consideration and assessment of proposals for new work programme items, which would ensure a disciplined, rigorous and systematic analysis of such proposals against the Strategic and High-level Action Plans – a process that was summarized in paragraphs 6 to 12 of the document and expressed, in diagrammatic form, in its annex 1. Should the proposals be agreed by the Group and the Council, it would be necessary to make consequential modifications to the Committee's guidelines and, to that end, a tentative inventory of such modifications was presented in annex 2 of the document.

28 In the ensuing discussion, the Working Group:

- .1 recalled its earlier decision (see paragraph 13.4) to recommend the development of guidelines on the application of the Strategic and High-level Action Plans, with a view to promoting a greater understanding, within the Organization, of the interconnections between the Strategic and High-level Action Plans and the planned biennial outcomes;

- .2 considered that the planning of biennial outputs related to the agreed high-level actions and strategic directions constituted the formulation of the Organization's work programme, which, therefore, necessarily encompassed the assessment of existing work programme items and of proposals for new ones;
- .3 also considered, as a result of the foregoing, that, in the development of the aforementioned guidelines, due account would need to be taken of the proposals contained in document CWGSP 7/7; and
- .4 agreed that the disciplined assessment methodology recommended in the document – if applied by all IMO organs – could not only facilitate the enhanced implementation of strategic planning, work programme control and workload management, but would equally go a long way towards promoting the required cultural shift previously discussed by the Group (see paragraph 13).

29 Consequently, the Working Group expressed overwhelming support for the proposals contained in document CWGSP 7/7 and decided to:

- .1 invite the meeting of Committee and Sub-Committee Chairmen (held during MSC 83) to examine the proposals in the document and, through the MSC, to submit its preliminary views thereon to the twenty-fourth extraordinary session of the Council;
- .2 recommend that the Council approves the establishment of a correspondence group to:
 - .1 develop, taking into account the views of the Council and the meeting of Chairmen², the guidelines on the application of the Strategic Plan and the High-level Action Plan proposed in paragraph 13.4, which should include guidance for the assessment of work programme items and for the format and content of reports on work carried out by the respective organs of the Organization; and

² The meeting of the Chairmen of MSC, MEPC and Sub-Committees took place on 8 October 2007 and its views on document CWGSP 7/7 were relayed to MSC 83, under cover of document MSC 83/WP.10 (paragraphs 24.11-24.14). The Committee noted that the Chairmen were sympathetic to the proposals of the Working Group and were of the opinion that, since the basic proposals for the assessment of new work programme items against the Strategic Plan and the High-level Action Plan called upon the Chairmen to carry out preliminary assessments of proposed new work programmes items, all Chairmen should participate in the deliberations of the correspondence group to be established at C/ES.24. In providing its preliminary comments on the decisions of the CWGSP, the Chairmen's meeting made the following points:

- any criteria developed for the assessment of proposals for new work programme items against the Strategic Plan and the High-level Action Plan should not be subjective, vague or open to different interpretations. The criteria have to promote objectivity and clarity and should respect realistic timeframes;
- any methodology to be established for the assessment of proposals for new work programme items, in order to be successful in scope, would require the Organization simultaneously to cultivate a new culture and discipline in adherence to the new procedures and guidelines; and
- the proposed new procedure contains at least three levels of involvement: the Chairmen of the Committees and Sub-Committees; the Secretariat; and the Member States. Such a complex system requires a very disciplined assessment which, if not clearly defined from the beginning, would prove to be very difficult in its implementation. Further consideration of the criteria may be necessary in relation to important long-term work programme items.

- .2 consider any consequential modifications to the guidelines on the organization and method of work of the various IMO organs;
- .3 subject to such approval, review, at its eighth session, the outcome of the correspondence group's work, so as to finalize the aforementioned guidelines for consideration and approval by the Council at its one hundred and first session (November 2008); and
- .4 incorporate, within the draft Assembly resolution on the updated High-level Action Plan set out in appendix 2, two new operative paragraphs on these matters (see also paragraph 19.2).

United Nations Global Counter-Terrorism Strategy

30 The Working Group recalled that, at its ninety-seventh session, the Council, having noted the United Nations Global Counter-Terrorism Strategy (UN General Assembly resolution 60/288), requested the Maritime Safety, Legal, Technical Co-operation and Facilitation Committees to study the Strategy, as well as related UN General Assembly and Security Council resolutions, and to prepare and submit, through the Working Group, where practicable, for consideration by the Council at its twenty-fourth extraordinary session, specific proposals in association with a plan of action, within the framework of the Strategic Plan of the Organization, on how the Organization could respond and contribute to the implementation of the Strategy.

31 In response to the Council's decision, MSC 82, FAL 34 and TC 57 had considered the matter and LEG 93 would do so in October 2007³, but, as no specific proposals had yet been developed by those Committees on how IMO could respond and contribute to the implementation of the Strategy, the Group was not in a position, at its present session, to examine the subject in the context of the Organization's Strategic Plan, as the Council had previously requested⁴.

Programme budget for the twenty-fifth financial period

33 In line with its earlier decision (see paragraph 6), the Working Group reviewed and noted, with appreciation, the contents of document C/ES.24/6 – setting out the Secretary-General's revised proposals on the programme budget for the twenty-fifth financial period 2008-2009 – the main elements of which were introduced and summarized by the Director, Administrative Division.

General

34 The Working Group formally thanked Lloyd's Register of Shipping – in particular Mr. Richard Saddler, Chief Executive Officer, and Ms Manuela Sarris, Governmental Affairs Senior Specialist – for hosting the Group's seventh session in its General Committee Room and for the excellent facilities and generous hospitality provided throughout the session.

³ See, respectively: MSC 82/24 (paragraph 4.32.1); FAL 34/19 (paragraph 16.6); TC 57/14 (paragraph 2.13.1) and LEG 93/8/1.

⁴ In this context, see output 1.1.2.4 in the draft High-level Action Plan set out in appendix 2 of this report.

ACTION REQUESTED OF THE COUNCIL

35 The Council is invited to consider the outcome of the seventh session of its *ad hoc* Working Group on the Organization's Strategic Plan and, in particular, to:

- .1 note the Group's discussions on the Strategic Plan, the High-level Action Plan, its analysis of data on the performance indicators, its future work programme and other matters, and endorse its related recommendations (paragraphs 4, 13, 23, 24, 25 and 29.2 of this report), for action, as applicable, by all IMO organs;
- .2 approve the updated Strategic Plan for the Organization (for the six-year period 2008 to 2013), together with the associated draft Assembly resolution; and forward them to the twenty-fifth regular session of the Assembly for adoption (appendix 1 to this report);
- .3 approve the updated High-level Action Plan of the Organization and priorities for the 2008-2009 biennium, together with the associated draft Assembly resolution; and forward them to the twenty-fifth regular session of the Assembly for adoption (appendix 2 to this report);
- .4 approve the report in general; and
- .5 express appreciation to Lloyd's Register of Shipping for hosting the meeting and for its generous hospitality throughout the session.

APPENDIX 1

DRAFT ASSEMBLY RESOLUTION
STRATEGIC PLAN FOR THE ORGANIZATION
(FOR THE SIX-YEAR PERIOD 2008-2013)

THE ASSEMBLY,

RECALLING Part I of the Convention on the International Maritime Organization, in particular article 1(a) thereof,

RECALLING ALSO Part II of the Convention, in particular articles 2(a) and (c) thereof,

RECALLING FURTHER resolutions:

- A.900(21) on Objectives of the Organization in the 2000s;
- A.901(21) on IMO and technical co-operation in the 2000s; and
- A.909(22) on Policy-making in IMO – setting the Organization's policy and objectives,

RECALLING IN PARTICULAR the directions given, at its twenty-second session, to the Council to prepare the Organization's strategic plan outlining the Organization's broad direction and strategic objectives; and the adoption, at its twenty-fourth session, of resolution A.970(24) on the Strategic Plan for the Organization (for the six-year period 2006 to 2011), including the direction given to the Council therein to review the Plan every biennium,

BEING COMMITTED to ensuring the fulfilment of the Organization's aims and objectives in a uniform manner on a global basis and to setting clear priorities for the purpose of achieving them,

HAVING CONSIDERED the recommendations of the Council at its twenty-fourth extraordinary session,

1. APPROVES the Strategic Plan for the Organization, as set out in the attached annex, for the six-year period 2008 to 2013, comprising:

- (a) the Mission Statement;
- (b) the trends, developments and challenges in the shipping and maritime world that the Organization is anticipated to face over the aforementioned period;
- (c) the strategic directions for the Organization, based on the emerging trends, developments and challenges;
- (d) performance indicators for assessing the performance of the Organization;

2. REQUESTS the Council and the Secretary-General, as appropriate, to monitor progress and analyse, as necessary, mechanisms to review and update progress made under the Plan, taking into account the High-level Action Plan developed by the Organization;
3. DIRECTS the Council to review the Plan every biennium;
4. DECIDES to review the Organization's progress against the Plan at its twenty-sixth regular session on the basis of a Council report;
5. REVOKES resolution A.970(24).

ANNEX

STRATEGIC PLAN FOR THE ORGANIZATION (FOR THE SIX-YEAR PERIOD 2008 to 2013)

This, the Organization's Strategic Plan, covers the six-year period 2008 to 2013. It comprises four sections:

- .1 the Mission Statement;
- .2 the trends and developments in the shipping and maritime world and the related challenges for the Organization;
- .3 the strategic directions that the Organization wishes to take over the period;
- .4 a series of performance indicators.

1 MISSION STATEMENT

1.1 The mission of the International Maritime Organization (IMO) as a United Nations specialized agency is to promote safe, secure, environmentally sound, efficient and sustainable shipping through co-operation. This will be accomplished by adopting the highest practicable standards of maritime safety and security, by efficiency of navigation, and by the prevention and control of pollution from ships, as well as through consideration of the related legal matters and effective implementation of IMO's instruments with a view to their universal and uniform application.

2 TRENDS, DEVELOPMENTS AND CHALLENGES

2.1 In its work to achieve its mission in an ever-changing world, the Organization faces many challenges. The Organization's strategic directions have been developed in the context of the trends and developments in today's shipping industry, as enumerated below.

Globalization

2.2 Today's globalized world is characterized by freer movement of people, goods, services and information. It is a more interconnected world, in which the actions taken in one place have implications elsewhere. As commerce has expanded, shipping has taken on greater importance as the major facilitator of global trade. Globalization has also given rise to new players in the maritime arena. For instance, through the process of consolidation, shipping conglomerates and alliances, as well as global terminal operators, wield increasing influence on global trade, the maritime transport sector and shipping matters at large. There is concern that shipping standards might be compromised by the forces of liberalization and competition sweeping through the maritime sector. At the same time, there has also been increased interaction between IMO and other intergovernmental organizations, as well as non-State actors such as industry and special interest groups, in response to the need for a more comprehensive and inclusive approach to shipping matters.

The challenge for IMO is to:

- .1 be proactive in identifying trends and developments affecting shipping;*
- .2 adopt a comprehensive and inclusive approach to shipping matters;*
- .3 provide an effective and efficient response to shipping trends, developments and incidents, and in so doing, stave off regional or unilateral tendencies which conflict with the Organization's regulatory framework;*
- .4 involve the whole of the IMO membership in the formulation and adoption of policy.*

Heightened maritime safety concerns

2.3 Enhancing maritime safety by ensuring that each link in the chain of responsibility fully meets its obligations is a priority for the maritime community as a whole. Flag, port and coastal States, shipowners, classification societies and other stakeholders all have an important role to play in collectively implementing, maintaining and raising the standards of shipping. Access to information, transparency, and an inclusive approach in developing measures for the uniform and effective implementation of IMO instruments are also critical success factors in enhancing maritime safety.

The challenge for IMO is to enhance technical, operational and safety management standards and to eliminate shipping that fails to meet and maintain these standards at all times. A further challenge is to identify and evaluate factors influencing safety culture and to turn them into practical and effective mechanisms for further developing a quality and safety culture throughout the maritime community.

Heightened maritime security concerns

2.4 The terrorist attacks of 11 September 2001 sent shock waves throughout the maritime and port community, compelling IMO Member States and intergovernmental and non-governmental organizations collectively to introduce new measures to the maritime transport sector designed to enhance maritime and port security, prevent and suppress unlawful acts against the safety of

maritime navigation and to protect against disruptions to global trade, including those to vital shipping lanes. Further terrorist attacks simply reinforced the need for such measures. Following the adoption of amendments to SOLAS introducing the International Ship and Port Facility Security Code, the measures must be implemented effectively in order to enhance global maritime security. At the same time, there are growing concerns that security measures must not unduly affect the efficiency of shipping and port operations, the more so in an interconnected world which is so highly dependent on seaborne trade.

The challenge for IMO is to promote the effective implementation of the security measures, and to instil a security consciousness in ship and port facility operations, at the same time ensuring that the right balance is struck in trade facilitation and that the flow of seaborne trade continues to be smooth and efficient.

Heightened environmental consciousness

2.5 The public is clearly growing intolerant of pollution of the environment from shipping incidents. There is also growing concern about pollution arising from shipping activities. Moreover, the heightened concern at the impact of global shipping activities on the environment has given impetus to efforts such as those aimed at reducing atmospheric pollution and addressing global warming; ensuring the preservation of aquatic systems; and preventing the introduction of harmful substances from ships into the marine environment. Concern for the environment has also extended to concerns over the safest and most effective measures for the recycling of ships.

The challenge for IMO, in line with the global emphasis on sustainable development, is to:

- .1 be proactive in identifying and addressing shipping activities and incidents that could have an adverse impact on the environment;*
- .2 contribute to international efforts to reduce atmospheric pollution and address global warming;*
- .3 develop effective responses to shipping incidents in order to mitigate their impact on the environment;*
- .4 make new ships more environmentally friendly by adopting the 'cradle to grave' concept for new ships whilst facilitating practicable solutions for the recycling of existing ships.*

People at sea

2.6 In the context of IMO's fundamental mission to protect the lives of all those at sea, the advent of passenger ships with capacities of several thousands, the increased use of ferries and high-speed craft on international and domestic services to provide essential national, regional and archipelagic links, the growing number of migrants transported by sea, continuing piracy and armed robbery and the continuing loss of seafarers' and fishers' lives at sea have all heightened the concerns relating to the safety of human life at sea and the success of search and rescue operations in the case of distress, in particular the safe and secure operation of ships and whether current response capabilities are adequate to deal with emergencies.

The challenge for IMO is to ensure the adequacy of all systems used in ensuring the safety of life at sea, including those concerned with large concentrations of people.

The importance of capacity building in ensuring universal and uniform application of IMO instruments

2.7 The Integrated Technical Co-operation Programme (ITCP) is crucial for assisting developing countries to implement IMO instruments for safer and more secure shipping and enhanced environmental protection. In addition, the ITCP makes a contribution to assisting developing countries to achieve relevant Millennium Development Goals (MDGs). The importance of the ITCP increases further with every new instrument adopted by IMO. There are concerns about IMO's capacity to meet the historical and growing needs of developing countries for technical assistance and, in particular, about the long-term financial sustainability of the ITCP.

The challenge for IMO is to ensure an equitable and sustainable means of funding for the ITCP and to improve its delivery and effectiveness.

Shifting emphasis onto people

2.8 Shortcomings in human performance at all levels in the chain of responsibility are a major cause of incidents. IMO will continue its efforts to address this problem. As IMO strives for full compliance with its instruments, their effectiveness will come under scrutiny with each incident resulting from human error. On the other hand, technological advances will offer new opportunities, which IMO can harness in order to enhance the contribution of the human element to safety, security and environmental protection.

The challenge for IMO is to place increased emphasis on the contribution of the human element to safer, more secure and environmentally friendly shipping and continuously to improve measures aimed at enhancing human performance in the maritime industry.

Technology as a major driving force for change in the maritime transport sector

2.9 Technological developments have created new opportunities, but may also have negative consequences. New opportunities therefore exist to further develop various IMO initiatives, from safety and security to environmental protection. Developments in communications and information technology will provide opportunities to develop knowledge management so as to increase transparency and accessibility to information.

The challenge for IMO is to:

- .1 ensure that the technological developments adopted are conducive to enhancing maritime safety, security and protection of the environment, and take into account the need for their global application;*
- .2 ensure the proper application of information technology within the Organization and to provide enhanced access to that information for the shipping industry and others;*

- .3 *ensure that new equipment for use on board ships is designed and manufactured with the needs, skills and abilities of all users in mind.*

3 STRATEGIC DIRECTIONS

Introduction

3.1 The strategic directions (SDs) for enabling IMO to achieve its mission objectives in the years ahead can be considered under three broad categories:

- .1 enhancing the status and effectiveness of the Organization;
- .2 developing and maintaining a comprehensive framework for safe, secure, efficient and environmentally sound shipping;
- .3 enhancing the profile of shipping and instilling a quality culture and environmental conscience.

3.2 The Organization's performance in these three categories will be monitored through a series of performance indicators. The numbers of the applicable indicators are listed for each strategic direction.

Enhancing the status and effectiveness of IMO

SD 1 IMO is the primary international forum for technical matters of all kinds affecting international shipping and legal matters related thereto. An inclusive and comprehensive approach to such matters will be a hallmark of IMO. In order to maintain that primacy, it will:

- .1 further develop its role in maritime affairs *vis-à-vis* other intergovernmental organizations, so as to be able to deal effectively and comprehensively with complex cross-agency issues;
- .2 actively engage the various stakeholders - new and existing - in the shipping arena, including non-governmental organizations, industry and the public in general, to ensure a more inclusive approach to decision-making; and
- .3 actively seek to reap synergies and avoid duplication of efforts made by other UN agencies in shipping matters.

The related performance indicators are: 1, 2, 3, 16, 17 and 19

SD 2 IMO will foster global compliance with its instruments governing international shipping and will promote their uniform implementation by Member States.

The related performance indicators are: 1, 2, 3 and 14

SD 3 IMO will strengthen its capacity building programmes and will focus on:

- .1 developing capacity building partnerships with governments, organizations and industry;
- .2 ensuring the long-term sustainability of the ITCP;
- .3 contributing to the achievement of the MDGs;
- .4 meeting the needs of its developing Member States; and
- .5 improving the delivery, utilization and effectiveness of its technical co-operation programmes.

The related performance indicators are: 1, 14 and 15

SD 4 Internally, IMO should be able to respond effectively and efficiently to emerging trends, developments, and challenges. It will strive for excellence in governance and management. Besides the Strategic Plan, it will put in place and maintain a risk management framework. The Council will provide visionary leadership, Committees will be optimally structured and will be supported by an effective and efficient Secretariat. The Secretariat will be endowed with sufficient resources and expertise to realize the Organization's work plans within approved biennial appropriations, and the Organization will make effective use of information and communication technology in management and administration.

The related performance indicator is: 16

Developing and maintaining a comprehensive framework for safe, secure, efficient and environmentally sound shipping

SD 5 IMO's highest priority will be the safety of human life at sea. In particular, greater emphasis will be accorded to:

- .1 ensuring that all systems related to enhancing the safety of human life at sea are adequate, including those concerned with large concentrations of people;
- .2 enhancing technical, operational and safety management standards;
- .3 eliminating shipping that fails to meet and maintain these standards on a continuous basis; and
- .4 increasing the emphasis on the role of the human element in safe shipping.

The related performance indicators are: 3, 4, 5, 11, 12 and 13

SD 6 IMO will seek to enhance the security of the maritime transport network, including vital shipping lanes, and to reduce piracy and armed robbery against ships, as well as the frequency of stowaway incidents, by:

- .1 promoting a comprehensive and co-operative approach, both among Member States within the Organization and between IMO and other intergovernmental and non-governmental organizations;
- .2 raising awareness of IMO security measures and promoting their effective implementation; and
- .3 increasing the emphasis on the role of the human element and safeguarding the human rights of seafarers in secure shipping.

The related performance indicators are: 6, 7, 11, 12 and 15

SD 7 IMO will focus on reducing and eliminating any adverse impact by shipping on the environment by:

- .1 identifying and addressing possible adverse impacts;
- .2 developing effective measures for mitigating and responding to the impact on the environment caused by shipping incidents and operational pollution from ships;
- .3 contributing to international efforts to reduce atmospheric pollution and address global warming; and
- .4 increasing the emphasis on the role of the human element in environmentally sound shipping.

The related performance indicators are: 8, 9, 10, 11 and 12

SD 8 IMO will seek to ensure that measures to promote safe, secure and environmentally sound shipping do not unduly affect the efficiency of shipping. It will also constantly review such measures to ensure their adequacy, effectiveness and relevance, using the best available tools.

The related performance indicators are: 1, 2, 3 and 20

SD 9 IMO will pay special attention to the shipping needs of small island developing States (SIDS) and the least developed countries (LDCs).

The related performance indicator is: 14

SD 10 IMO will establish goal-based standards for the design and construction of new ships.

The related performance indicator is: 18

Enhancing the profile of shipping, quality culture and environmental conscience

SD 11 IMO, in partnership with other stakeholders, will seek to raise the profile of the safety, security and environmental records of shipping in the eyes of civil society by:

- .1 actively publicizing the vital importance of shipping as a safe, secure and environmentally sound mode of transport for goods and people, and underlining the role of the Organization in that regard; and
- .2 actively developing its community relations programmes.

The related performance indicators are: 4(b), 5(b), 6, 7, 8, 10, 11, 14 and 17(b)

SD 12 IMO will take the lead in enhancing the quality of shipping by:

- .1 encouraging the utilization of the best available techniques not entailing excessive costs, in all aspects of shipping;
- .2 encouraging proper management of ships;
- .3 promoting and enhancing the availability of, and access to, information – including casualty information – relating to ship safety and security (i.e., transparency); and
- .4 ensuring that all stakeholders understand and accept their responsibilities regarding safe, secure and environmentally sound shipping by developing a ‘chain of responsibility concept’ among them;
- .5 identifying, correlating and evaluating the factors, including human interaction on board ships, that influence safety and security culture, and developing practical and effective mechanisms to address them.

The related performance indicators are: 3, 11 and 12

SD 13 IMO will seek to enhance environmental conscience within the shipping community by:

- .1 strengthening awareness of the need for a continuous reduction of the adverse impact of shipping on the environment;
- .2 promoting and enhancing the availability of, and access to, information relating to environmental protection (i.e., transparency); and
- .3 encouraging the use in shipping of the best available environmental technology not entailing excessive costs, in line with the goal of sustainable development.

The related performance indicators are: 10, 11 and 12

4 PERFORMANCE INDICATORS

4.1 The performance indicators in Table 1 have been developed in the context of the Organization’s Mission Statement and on the basis of the Strategic Directions, with the aim of achieving the following:

- .1 safe shipping;

- .2 secure shipping;
- .3 environmentally sound shipping;
- .4 efficient shipping;
- .5 sustainable shipping;
- .6 adoption of the highest practicable standards;
- .7 implementation of instruments; and
- .8 capacity-building.

TABLE 1

Indicators		Definition
1	Accessions to conventions	Percentage of IMO Member States that have ratified each IMO convention and protocol
2	Entry into force	Percentage and number of conventions adopted but which have not entered into force
3	Implementation and compliance	(a) Number and percentage of Member States that have volunteered for audit (b) Number and percentage of Member States that have been audited (c) Number and percentage of Member States that have nominated auditors (d) Number and percentage of nominated auditors that have carried out audits (e) Number of technical assistance activities carried out following audits
4	Lives lost	(a) Number of lives lost (seafarers, fishers and passengers) due to safety-related* accidents and incidents on ships subject to IMO conventions and other instruments (b) Ratio of lives lost (seafarers, fishers and passengers) due to safety-related accidents and incidents on ships subject to IMO conventions and other instruments, to total number of lives at risk
5	Ships lost	(a) Number of ships subject to IMO conventions lost for any safety-related* reason other than those declared constructive total losses for insurance purposes (b) Ratio of ships subject to IMO conventions lost for any safety-related reason, other than those declared constructive total losses for insurance purposes, to total number of ships subject to IMO conventions
6	Security failures	Number of ships and lives lost due to security failures and number of terrorist incidents on ships subject to SOLAS chapter XI-2
7	Piracy and armed robbery	Number of ships and lives lost due to piracy and armed robbery and number of such incidents against ships engaged on international voyages
8	Ship-generated water pollution	(a) Tonnes of harmful substances discharged into the sea operationally or accidentally from ships subject to IMO instruments (b) Number of spills occurring from ships subject to IMO instruments (c) Ratio of oil (cargo and bunkers) discharged into the sea to total quantities carried by sea
9	Ship-generated air pollution and CO ₂ emissions	(a) 3-year rolling average of the sulphur content of fuel oil delivered to ships (b) Tonnes of NO _x , SO _x and CO ₂ released from ships subject to IMO instruments (c) Ratio of estimated tonnage of SO _x , NO _x and CO ₂ released annually per tonne-mile of cargo carried by sea

* i.e., **not** accidents and incidents which are due to security failures, acts of piracy and armed robbery or whose prevention is addressed by other international conventions

Indicators		Definition
10	Environmental conscience	(a) Mobilization by IMO of donor funds for environmental programmes (b) Number of projects sponsored, initiated and funded by IMO regarding ship design (c) Number of collaborative agreements with regional groups responding to pollution such as: REMPEC, ROCRAM, Barcelona Convention
11	PSC detention rate	Port State control detention rates as analysed by the various bodies of the Organization on the basis of data submitted by Member States
12	PSC non-compliance rate	Port State control non-compliance rates as analysed by the various bodies of the Organization on the basis of data submitted by Member States
13	Fraudulent Certificates	Number of fraudulent certificates and endorsements of any type reported to IMO
14	Delivery of technical assistance	(a) Percentage of planned activities delivered (b) Activities delivered: planned and unplanned percentages (c) Number of partnerships with Governments, organizations and industry (d) Number of trainees in IMO institutions and IMO-sponsored workshops
15	Sustainability of ITCP	Proportion of funding from donor sources and internal sources
16	Cycle time	Time taken to develop IMO conventions and other instruments compared to planned time
17	IMO's role	(a) Size of IMO membership compared to UN membership (b) Level of participation of IGOs and approved NGOs at IMO meetings
18	Goal-based standards	Progress towards development of the goal-based standards concept
19	Work of other UN bodies	(a) Incorporation of specific policy input provided by IMO organs within the policy and programme decisions of other UN bodies (i.e., in their treaty instruments, codes, resolutions, guidelines, etc., work programmes and technical activities) (b) Number of joint working groups established (c) Number of partnerships (MoUs or other agreements) established (d) Number of joint technical co-operation programmes
20	Efficiency of shipping - facilitation of international maritime traffic	(a) Number and percentage of Member States that are party to the FAL Convention (b) Number and percentage of Contracting Governments to the FAL Convention that have registered differences between their practices and the Standards of the FAL Convention (c) Number and percentage of Contracting Governments to the FAL Convention that have notified that their practices are in accord with the Recommended Practices of the FAL Convention

APPENDIX 2

DRAFT ASSEMBLY RESOLUTION

**HIGH-LEVEL ACTION PLAN OF THE ORGANIZATION AND PRIORITIES FOR
THE 2008-2009 BIENNIUM**

THE ASSEMBLY,

RECALLING the directives contained in resolution A.500(XII) concerning co-ordination of the work of the Committees by the Council, taking into account the views of the Committees on priorities and their responsibilities for substantive technical and legal matters,

RECALLING ALSO the directives contained in resolutions:

- A.777(18) on Work methods and organization of work in Committees and their subsidiary bodies;
- resolution A.900(21) on Objectives of the Organization in the 2000s; and
- resolution A.901(21) on IMO and technical co-operation in the 2000s,

RECALLING FURTHER resolutions A.970(24) and A.971(24), by which it approved, respectively, the Strategic Plan for the Organization for the six-year period 2006 to 2011 and the High-level Action Plan of the Organization and priorities for the 2006-2007 biennium,

HAVING ADOPTED resolution A.[...](25) providing an updated Strategic Plan for the Organization for the six-year period 2008 to 2013,

HAVING CONSIDERED the recommendations of the Council, at its twenty-fourth extraordinary session, for the adoption of an updated high-level action plan and related priorities for the 2008-2009 biennium, which have been prepared on the basis of the Strategic Plan and inputs from the Maritime Safety Committee, the Legal Committee, the Marine Environment Protection Committee, the Technical Co-operation Committee and the Facilitation Committee,

1. APPROVES the high-level action plan and priorities for the 2008-2009 biennium, as set out in the annex to the present resolution;
2. REQUESTS the Council, the Maritime Safety Committee, the Legal Committee, the Marine Environment Protection Committee, the Technical Co-operation Committee and the Facilitation Committee, when reporting on their work to the Assembly at its twenty-sixth regular session, and to the Council at its sessions during the 2008-2009 biennium, to ensure that they report progress towards fulfilling the Organization's aims and objectives using the framework of the strategic directions, high-level actions and planned biennial outputs;
3. FURTHER REQUESTS the Council and all the Committees, when considering proposals for new work programme items, to ensure that, in accordance with their guidelines for the organization and method of their work and, as appropriate, that of their subsidiary bodies, the issues to be addressed are those which fall within the scope of the Strategic Plan and the High-level Action Plan;

4. ALSO REQUESTS the Council, on a priority basis and through its *ad hoc* Working Group on the Organization's Strategic Plan, to develop guidelines for all IMO organs on the application of the Strategic Plan and the High-level Action Plan, including guidance for the assessment of work programme items and for the format and content of reports on work carried out by the respective bodies of the Organization;
5. REQUESTS the Council and the Committees to review and revise the guidelines for the organization and method of their work in the light of the guidelines developed by the Council on the application of the Strategic Plan and the High-level Action Plan;
6. EMPHASIZES that the high-level actions and related outputs, especially those involving amendments to existing conventions, particularly those which have been in force for a short period, should take fully into account the directives in resolution A.500(XII); and that due attention should be given to the requirement that a well-documented compelling need must be demonstrated for the development and adoption of new or revised standards;
7. REITERATES ITS REQUEST to the Council and all the Committees, when making recommendations for their work programmes during the Strategic Plan period, to bear in mind the desirability of not scheduling more than one diplomatic conference in each year, save in exceptional circumstances;
8. REVOKES resolution A.971(24).

ANNEX

1 The Organization's Strategic Plan for the period 2008 to 2013 (resolution A....(25)) includes thirteen key strategic directions to enable IMO to achieve its mission objectives. In order for the Organization to effectively address those strategic objectives, a High-level Action Plan has been developed which identifies the actions required and provides the linkage between the Organization's strategy and the work of the various IMO organs.

2 The High-level Action Plan thus identifies the high-level actions necessary to achieve the strategic objectives in the Strategic Plan, as well as the priorities for the 2008-2009 biennium in response to those identified actions.

3 The progress of the Organization towards fulfilling its aims and objectives will be monitored through the series of performance indicators in the Strategic Plan and also by monitoring progress against the planned outputs for the biennium.

HIGH-LEVEL ACTION PLAN OF THE ORGANIZATION AND PRIORITIES FOR THE 2008-2009 BIENNIUM

Strategic Directions (SDs) (A.[...](25))		High-level Actions (HLAs)		Planned outputs for 2008-2009		
ENHANCING THE STATUS AND EFFECTIVENESS OF IMO						
1	IMO is the primary international forum for technical matters of all kinds affecting international shipping and legal matters related thereto. An inclusive and comprehensive approach to such matters will be a hallmark of IMO. In order to maintain that primacy, it will:	1.1	Further develop its role in maritime affairs <i>vis-à-vis</i> other intergovernmental organizations, so as to be able to deal effectively and comprehensively with complex cross-agency issues	1.1.1	Take the lead and actively promote its role as the primary international forum on matters within its purview	Note: Outputs of the Organization meeting this high-level action are tabulated in this annex against the most relevant high-level actions
				1.1.1.1		Permanent analysis, demonstration and promotion of the linkage between a safe, secure, efficient and environmentally friendly maritime transport infrastructure, the development of global trade and the world economy and the achievement of the Millennium Development Goals (Assembly, Council, all Committees and Secretariat) (see Outputs 3.3.1.1 and 11.1.1.1)
				1.1.2	Co-operate with the United Nations and other international bodies on matters of mutual interest	1.1.2.1
1.1.2.2	Liaison statements issued to or from (MSC): <ul style="list-style-type: none"> - IALA: VTS, aids to navigation, e-navigation and AIS matters - ICAO: GNSS and SAR issues - IEC: radiocommunications and safety of navigation - IHO: hydrographic matters and promotion of ENC's covering various parts of the globe 					

Strategic Directions (SDs) (A.[...](25))			High-level Actions (HLAs)		Planned outputs for 2008-2009	
						<ul style="list-style-type: none"> - ILO: seafarers' issues - ITU: radiocommunications - UNHCR: persons rescued at sea - WMO: meteorological issues
					1.1.2.3	<p>Policy input or guidance issued to or on:</p> <p>Safety and security topics (MSC):</p> <ul style="list-style-type: none"> - IAEA: development of class 7 radioactive carriage requirements - ILO: development of PSC guidelines in the context of the Maritime Labour Convention, 2006 - IMO/FAO Working Group on IUU fishing and related matters: safety regulations for fishing vessels and fishermen (see Output 1.1.2.1 – safety and security topics) - ISO TC 8: development of industry consensus standards - PSC regimes: related IMO developments - UN Sub-Committee on Dangerous Goods: harmonization of multimodal transport of dangerous goods <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Environment Management Group (established by UN General Assembly resolution A/53/463UN): inter-agency sharing of information sharing and agreement on priorities - GESAMP: related IMO developments - GESAMP-BW Working Group: evaluation of active substances used by ballast water management systems (see Output 1.3.3.2) - GESAMP- EHS Working Group: evaluation of bulk chemicals - IMO/FAO Working Group on IUU fishing and related matters: marine litter/garbage issues (MARPOL Annex V) (see Output 1.1.2.1 – environmental topics) - IMO/ILO/Basel Convention Working Group: ship recycling - UNFCCC: greenhouse gas emissions from ships - UN Globally Harmonized System: classification and labelling of products - UN-Oceans: inter-agency coordination on oceans and coastal issues - UN Regular Process: assessment of the state of the marine environment <p>Legal topics (LEG):</p> <ul style="list-style-type: none"> - Implementation of IMO guidelines on provision of financial security in case of abandonment of seafarers, and IMO guidelines on shipowners' responsibilities in respect of contractual claims for personal injury to or death of seafarers (see Output 6.3.1.2) - Implementation of the 2005 SUA Protocols as may be needed, in the context of international efforts to combat terrorism (see Outputs 1.1.2.4, 6.1.1.1 and 6.1.2.1) <p>Facilitation topics (FAL):</p> <ul style="list-style-type: none"> - IAEA: facilitation of the shipments of class 7 radioactive materials - UNECE/UNCEFACT: trade facilitation and electronic transmission of information-related matters - UNODC/WCO: prevention and control of illicit drug trafficking - WCO: clearance of ships, persons and cargoes; and security of the supply chain

Strategic Directions (SDs) (A.[...](25))			High-level Actions (HLAs)		Planned outputs for 2008-2009						
						1.1.2.4	Policy and strategy for the implementation of the IMO-related aspects of the UN Global Counter-Terrorism Strategy (MSC/LEG/TCC/FAL) (see Outputs 1.1.2.3 (legal topics), 6.1.1.1 and 6.1.2.1)				
						1.1.2.5	Holding of a meeting on “Delivering as One: UN collaboration on technical co-operation in the maritime sector” in response to the “Delivering as One” report of the Secretary-General’s High-level Panel on UN System-wide coherence in the areas of development, humanitarian assistance and development (Secretariat)				
		1.2	Actively engage the various stakeholders – new and existing – in the shipping arena, including non-governmental organizations, industry and the public in general, to ensure a more inclusive approach to decision-making	1.2.1	Further encourage the active participation of all stakeholders to achieve the Organization’s mission objectives through consultation and liaison			1.2.1.1	Identification of reasons why certain instruments (e.g., HNS) have not come into force; and consideration and development of strategies to facilitate their entry into force and to encourage States to become party (LEG) (see Output 2.1.1.3)		
								1.2.1.2	Joint programmes, meetings and press conferences with UN and other international organizations, as well as industry and civil society interests (Secretariat)		
		1.3	Actively seek to reap synergies and avoid duplication of efforts made by other UN agencies in shipping matters	1.3.1	Consider issues under the United Nations Law of the Sea Convention relevant to the role of the Organization			1.3.1.1	Advice provided following referrals from other IMO bodies, Member States and observer delegations (LEG)		
								1.3.1.2	Circular on implications of UNCLOS for IMO (Secretariat)		
								1.3.1.3	Identification of PSSAs, taking into account article 211 and other related articles of UNCLOS (MEPC)		
				1.3.2	Follow-up to the activities of UNCED and WSSD, including prevention of marine pollution from offshore oil and gas activities					1.3.2.1	Contributions to the follow-up to UNCED and WSSD (MEPC)
										1.3.2.2	Capacity-building follow-up action reflected in the ITCP (TCC)
				1.3.3	Monitor developments within GESAMP and make full use of the knowledge available and gained					1.3.3.1	Hazard profiles and evaluation of newly-submitted substances to be incorporated into the IBC Code (MEPC)
										1.3.3.2	Approval of active substances used by ballast water management systems (MEPC) (see Outputs 1.1.2.3 (environmental topics) and 7.1.2.4)
				1.3.4	Promote facilitation measures					1.3.4.1	Participation in relevant international fora (Secretariat)
										1.3.4.2	FAL module incorporated in the programme of maritime security training activities (Secretariat)
										1.3.4.3	Finalized Explanatory Manual to the FAL Convention (FAL) (see Output 8.1.1.2)
		1.3.5	Harmonize IMO instruments with other relevant international instruments, as necessary					1.3.5.1	Harmonized provisions relating to the safe, secure and efficient carriage of dangerous goods following participation in the activities of UN CETDGD and GHS, and IAEA (MSC)		
1.3.5.2	Amendments to the ICAO/IMO IAMSAR Manual (MSC)										
1.3.5.3	Training standards for ratings in the STCW Convention and Code (transfer from ILO) (MSC)										
1.3.5.4	Amendments to the MODU Code with regard to changes to the ICAO Convention (see Outputs 2.1.1.2 (safety topics) and 5.2.1.2)										
<i>The related performance indicators are: 1, 2, 3, 16, 17 and 19</i>											
2	IMO will foster global compliance with its instruments governing international shipping and will promote their uniform			2.1.1	Monitor and improve conventions, etc., and provide interpretation thereof if requested by Member States	2.1.1.1	New or amended mandatory IMO instruments: Safety and security topics (MSC): – Amendments to SOLAS to require fixed hydrocarbon gas detection systems on double-hull oil tankers				

Strategic Directions (SDs) (A.[...](25))		High-level Actions (HLAs)		Planned outputs for 2008-2009		
implementation by Member States					<ul style="list-style-type: none"> - Revised Code for the investigation of marine casualties and incidents adopted and implemented through the collection of investigation reports - Revised Fire Test Procedures Code <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Amendments to MARPOL Annexes I to VI, including revised MARPOL Annexes V and VI (see Output 7.3.1.1) 	
				2.1.1.2	<p>New or amended non-mandatory IMO instruments:</p> <p>Safety and security topics (MSC):</p> <ul style="list-style-type: none"> - Explanatory Notes for a harmonized SOLAS chapter II-1 (see Output 5.2.1.2) - Guidelines for verification of damage stability requirements for tankers and bulk carriers - Guidance on the impact of open watertight doors on existing and new ship survivability - Guidance to ensure a consistent policy for watertight doors to remain open during navigation - Guidelines for corrosion protection of means of access arrangements (see Output 5.2.1.2) - Guidelines for maintenance and repair of protective coatings (see Output 5.2.1.2) - Guidelines on central control stations and safety centres - Guidelines on the number and arrangement of portable fire extinguishers - Guidelines to improve the effect on ship design and safety of the 1969 TM Convention - Guidelines to prevent fires in engine-rooms and cargo pump-rooms - Interpretation of the definition of the term "bulk carrier" - Performance standards for protective coatings for void spaces (see Output 5.2.1.2) - Revised Code on Alarms and Indicators - Revised MODU Code (see Outputs 1.3.5.4 and 5.2.1.2) - Revised performance testing and approval standards for fire safety systems - Revised SPS Code (see Output 5.2.1.2) <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Clarified boundaries between MARPOL and the London Convention 1972 - Guidelines for enforcement of MARPOL Annex I - Guidelines for the BWM Convention (updating and consolidation of existing guidelines) (see Output 7.1.2.2) 	
					2.1.1.3	Identification of reasons why certain instruments (e.g., HNS) have not come into force; and consideration and development of strategies to facilitate their entry into force and to encourage States to become party (LEG) (see Output 1.2.1.1)
					2.1.1.4	Unified interpretations of the MARPOL regulations (MEPC)
					2.1.1.5	Promotion of the implementation of mandatory and non-mandatory instruments (MSC)
					2.1.1.6	<p>Reports (MEPC/Secretariat):</p> <ul style="list-style-type: none"> - Reports on the average sulphur content of residual fuel oil supplied for use on board ships - Summary reports and analyses of mandatory reports under MARPOL
					2.1.1.7	GISIS module on requirements, including uploaded national legislation (MSC)

Strategic Directions (SDs) (A.[...](25))			High-level Actions (HLAs)		Planned outputs for 2008-2009		
			2.2.1	Encourage and support implementation of the Voluntary IMO Member State Audit Scheme	2.2.1.1	Input related to marine environment protection to the Voluntary IMO Member State Audit Scheme and to the Code for the implementation of mandatory IMO instruments (MEPC)	
					2.2.1.2	A continuously updated audit standard (resolution A.973(24) on the Code for the implementation of mandatory IMO instruments, as amended) (MSC)	
					2.2.1.3	Organization and delivery of State audits (Secretariat)	
					2.2.1.4	Capacity-building aspects of the Scheme reflected in the ITCP (TCC)	
					2.2.1.5	Implementation of pre- and post-audit technical assistance activities (Secretariat)	
			2.3.1	Encourage the worldwide provision of maritime search and rescue services	2.3.1.1	Technical guidance for the establishment of regional MRCCs and MRSCs in Africa supported by the ISAR Fund (MSC)	
					2.3.1.2	Further development of the Global SAR Plan for the provision of maritime SAR services (MSC)	
					2.3.1.3	Guidelines on medical assistance in SAR services (MSC)	
					2.3.1.4	Implementation of an ITCP programme contributing to the worldwide provision of maritime SAR services (Secretariat)	
					2.3.1.5	Completed WMU project on SAR related to passenger ships	
<i>The related performance indicators are: 1, 2, 3 and 14</i>							
3	IMO will strengthen its capacity-building programmes and will focus on:	3.1	Developing capacity-building partnerships with governments, organizations and industry	3.1.1	Participate in environmental programmes with UNDP, UNEP, WORLD BANK, etc.	3.1.1.1	Guidance for the Secretariat concerning the environmental programmes and projects to which the Organization contributes or executes, such as GEF, UNDP, UNEP and World Bank projects or programmes, and the IMO/UNEP forum on regional co-operation in combating marine pollution (MEPC)
						3.1.1.2	Reports on resource mobilization for, and on implementation of, environmental programmes (MEPC/TCC/Secretariat)
				3.1.2	Establish partnerships with governments, organizations and industry to enhance the delivery of IMO's capacity-building programmes	3.1.2.1	Guidance for the Secretariat concerning partnerships with the industry (Global Initiative) aiming at promoting implementation of the OPRC Convention and the OPRC-HNS Protocol (MEPC)
						3.1.2.2	Reports on implementation of resolution A.965(23) on Development and improvement of partnership arrangements for technical co-operation (TCC/Secretariat)
				3.1.3	Promote and strengthen partnerships with global maritime training institutions and training programmes	3.1.3.1	An OPRC-HNS model training course approved and published for delivery (MEPC/Secretariat)
						3.1.3.2	Implementation of a global ITCP programme on the enhancement of maritime training capacities (Secretariat)
		3.2	Ensuring the long-term sustainability of the ITCP	3.2.1	Mobilize and allocate financial or in-kind resources including the promotion of technical and economic co-operation among developing countries (TCDC and ECDC)	3.2.1.1	TCDC reflected in the ITCP and partnerships (TCC/Secretariat)
						3.2.1.2	Reports on the TC Fund, voluntary trust funds, cash contributions and in-kind support under the ITCP (TCC/Secretariat) (see Output 1.1.2.1 (general))
				3.2.2	Implement the approved mechanism to ensure the sustainable financing of the ITCP	3.2.2.1	Review of the implementation of the approved mechanism on sustainable financing of the ITCP (TCC/Secretariat)
		3.3	Contributing to the attainment of the MDGs	3.3.1	Establish, maintain and promote the linkage between the ITCP and the MDGs	3.3.1.1	Reports on the promotion and implementation of resolution A.[...](25) on the linkage between the Integrated Technical Co-operation Programme and the Millennium Development Goals (TCC/Secretariat) (see Outputs 1.1.1.1 and 11.1.1.1)

Strategic Directions (SDs) (A.1...)(25)		High-level Actions (HLAs)		Planned outputs for 2008-2009		
	3.4	Meeting the needs of its developing Member States	3.4.1	Implement the arrangements to identify the emerging needs of developing States in general and the developmental needs of SIDS and LDCs in particular (see HLA 9.1.1)	3.4.1.1	Guidance on identifying the emerging needs of developing States, in particular SIDS and LDCs (MEPC)
					3.4.1.2	Review of the implementation of the arrangements to identify the emerging needs of developing States in general and the developmental needs of SIDS and LDCs in particular (TCC/Secretariat)
	3.5	Improving the delivery, utilization and effectiveness of its technical co-operation programmes	3.5.1	Consider and prioritize the ITCP	3.4.1.3	Approved ITCP for 2010-2011 reflecting the emerging needs of developing countries, SIDS and LDCs (TCC)
					3.5.1.1	A process to identify experts who may be available to provide assistance to developing countries (LEG)
					3.5.1.2	Input to the ITCP on: <ul style="list-style-type: none"> - maritime safety and security (MSC) - marine environment protection (MEPC) - maritime legislation (LEG) - facilitation of international maritime traffic (FAL) - sustainable development and achievement of the MDGs (TCC)
					3.5.1.3	Enhanced prioritization of the ITCP for 2010-2011 (TCC/Secretariat)
			3.5.2	Strengthen the role of women in the maritime sector	3.5.2.1	Reports on the implementation of the enhanced global programme for the integration of women in the maritime sector, including a review of the regional association for women in the maritime and port sectors (TCC/Secretariat)
			3.5.3	Develop new measures to improve the delivery of technical assistance	3.5.3.1	Reports on new and cost-effective measures to deliver technical assistance (TCC/Secretariat)
			3.5.4	Undertake regular TC impact assessments	3.5.4.1	Report on the ITCP Impact Assessment Exercise covering 2004-2007 (TCC/Secretariat)
			<i>The related performance indicators are: 1, 14 and 15</i>			
4	Internally, IMO should be able to respond effectively and efficiently to emerging trends, developments, and challenges. It will strive for excellence in governance and management. Besides the Strategic Plan, it will put in place and maintain a risk management framework. The Council will provide visionary leadership, Committees will be optimally structured and will be supported by an effective and efficient Secretariat. The Secretariat will be endowed with sufficient resources and expertise to realize the Organization's work plans within approved biennial		4.1.1	Ensure that the Organization, within agreed appropriations, uses its resources efficiently and effectively	4.1.1.1	Approved accounts and audited financial reports (Assembly/Council)
4.1.1.2					Approved report on ITCP implementation during 2006-2007 (TCC)	
4.2.1			Create a knowledge and information-based Organization through improved management and dissemination of information making use of appropriate technology	4.1.1.3	Internal systems, regulations, rules and procedures developed for introduction of IPSAS as of 2010 (Secretariat)	
				4.1.1.4	Upgrade of SAP and introduction of SAP Human Resources and Payroll modules (Secretariat)	
				4.2.1.1	Guidance on the establishment or further development of information systems (databases, websites, etc.) as part of the Global Integrated Shipping Information System (GISIS) platform, as appropriate (all Committees, as appropriate) (see Outputs 12.3.1.1 and 13.2.1.1)	
				4.2.1.2	Development and management of mandatory IMO number schemes (MSC)	
				4.2.1.3	Protocols on data exchange with other international, regional and national data providers (all Committees, as appropriate/Secretariat) (see Output 1.1.2.1 (general))	
4.2.1.4			Improved IMO, IMODOCS and Intranet websites (Secretariat)			
4.2.1.5			Increased number of electronic publications (Secretariat)			
4.3.1			Enhance transparency in the Organization's operations	4.3.1.1	Comprehensive, transparent, deliverable and approved Strategic Plan, High-level Action Plan and biennial programme budget for 2010-2011 (Assembly/Council/Secretariat)	

Strategic Directions (SDs) (A.[...](25))			High-level Actions (HLAs)		Planned outputs for 2008-2009		
	appropriations, and the Organization will make effective use of information and communication technology in management and administration.		4.4.1	Establish and maintain a risk management framework	4.4.1.1	A risk management framework for the Organization adopted and implemented (Council/Secretariat)	
			4.5.1	Keep under review working methods and processes	4.5.1.1	Revised guidelines, as appropriate, including on the application of and reporting on the Strategic Plan and the High-level Action Plan (Council and all Committees)	
<i>The related performance indicator is: 16</i>							
DEVELOPING AND MAINTAINING A COMPREHENSIVE FRAMEWORK FOR SAFE, SECURE, EFFICIENT AND ENVIRONMENTALLY SOUND SHIPPING							
5	IMO's highest priority will be the safety of human life at sea. In particular, greater emphasis will be accorded to:	5.1	Ensuring that all systems related to enhancing the safety of human life at sea are adequate, including those concerned with large concentrations of people	5.1.1	Review adequacy of passenger ship safety provisions	5.1.1.1	New or amended mandatory IMO instruments (MSC): – Performance standards for recovery systems for all types of ship – Stability and seakeeping characteristics of damaged passenger ships in a seaway when returning to port under own power or under tow – Standards for the fire safety of external areas of passenger ships – Standards on time dependent survivability of passenger ships in damaged condition
						5.1.1.2	New or amended non-mandatory IMO instruments (MSC): – Guidelines for drainage systems in closed vehicle, ro-ro and special category spaces of passenger ships (see Output 5.2.1.2) – Guidelines for the approval of novel life-saving appliances
						5.1.2.1	Measures to prevent accidents with lifeboats (MSC)
						5.1.2.2	Guidance on compatibility of life-saving appliances (MSC)
				5.1.2.3	Test standards for extended service intervals for inflatable liferafts (MSC)		
				5.1.3	Enhance the safety of navigation in vital shipping lanes	5.1.3.1	Participate in the Co-operative Mechanism for the Straits of Malacca and Singapore (Secretariat)
				5.2	Enhancing technical, operational and safety management standards	5.2.1	Keep under review the technical and operational safety aspects of all types of ships, including fishing vessels
		5.2.1.2	– New or amended non-mandatory IMO instruments (MSC): – Amendments to the Guidelines for ships operating in Arctic ice-covered waters – Amendments to the MODU Code (see Outputs 1.3.5.4 and 2.1.1.2 (safety and security topics)) – Continuously updated revised Survey Guidelines under the Harmonized System of Survey and Certification (HSSC) (resolution A.948(23), as amended) (see Output 5.3.1.2 (environmental topics)) – Explanatory Notes for a harmonized SOLAS chapter II-1 (see Output 2.1.1.2 (safety and security topics)) – Guidelines for corrosion protection of means of access arrangements (see Output 2.1.1.2 (safety and security topics)) – Guidelines for drainage systems in closed vehicle, ro-ro and special category spaces for cargo ships (see Output 5.1.1.2) – Guidelines for maintenance and repair of protective coatings (see Output 2.1.1.2 (safety and security topics))				

Strategic Directions (SDs) (A.[...](25))			High-level Actions (HLAs)		Planned outputs for 2008-2009	
						<ul style="list-style-type: none"> - Guidelines for the installation of shipborne radar equipment - Guidelines for uniform operating limitations of high-speed craft - Guidelines for verification of damage stability requirements for tankers and bulk carriers - Guidelines to enhance the safety of small fishing vessels - Performance standards for protective coatings for void spaces (see Output 2.1.1.2 (safety and security topics)) - Regulations for non-Convention ships - Revised Intact Stability Code - Revised SPS Code (see Output 2.1.1.2 (safety and security topics)) - Revision of resolution A.760(18)
					5.2.1.3	Promotion of the implementation of resolution A.925(22) on the entry into force of the 1993 Torremolinos Protocol and the 1995 STCW-F Convention (MSC) (see Output 1.12.1 (safety and security topics))
			5.2.2	Development and review of training and watchkeeping standards and operational procedures for maritime personnel	5.2.2.1	New or amended mandatory IMO instruments: Safety and security topics (MSC): <ul style="list-style-type: none"> - Comprehensive review of the STCW Convention and Code (MSC) (see Output 12.5.1.1) Environmental topics (MEPC): <ul style="list-style-type: none"> - Input regarding MARPOL, BWM and other environmental conventions
					5.2.2.2	New or amended non-mandatory IMO instruments (MSC): <ul style="list-style-type: none"> - Revised Principles of safe manning (resolution A.890(21))
			5.2.3	Keep under review standards for safe handling and carriage by sea of solid and liquid cargoes carried in bulk and packaged form	5.2.3.1	New or amended mandatory IMO instruments: Safety and security topics (MSC): <ul style="list-style-type: none"> - Amendments to the BC Code - Amendments to the CSC Convention - Amendments to the CSS Code - Amendments to the IMDG Code and supplements, including stowage of water-reactive cargoes - Application of requirements for dangerous goods in packaged form in SOLAS and the 2000 HSC Code - Review of MSDS for MARPOL Annex I cargoes and marine fuels - SOLAS amendments to make the BC Code mandatory Environmental topics (MEPC): <ul style="list-style-type: none"> - Input regarding MARPOL Annexes I and II and the IBC Code
					5.2.3.2	New or amended non-mandatory IMO instruments (MSC): <ul style="list-style-type: none"> - Form and procedure for approval of the Cargo Securing Manual (MSC) - Guidance on protective clothing - Guidance on providing safe working conditions for securing of containers - Review of recommendations on the safe use of pesticides in ships - Revised Guidelines for packing of cargo transport units
					5.2.3.4	Measures to prevent fires and explosions on chemical tankers and product tankers under 20,000 deadweight tonnes operating without inert gas systems (MSC)

Strategic Directions (SDs) (A.1...)(25)			High-level Actions (HLAs)		Planned outputs for 2008-2009			
			5.2.4	Keep under review measures to improve navigational safety, including e-navigation, ships' routing, ship reporting systems, vessel traffic services, requirements and standards for shipborne navigational aids and systems	5.2.4.1	New or amended mandatory IMO instruments (MSC): – Amendments to COLREG Annex I – Amendments to SOLAS for the carriage of BNWAS – New routing measures and mandatory ship reporting systems, including associated protective measures for PSSAs		
					5.2.4.2	New or amended non-mandatory IMO instruments (MSC): – Guidance on interpretation of UNCLOS provisions vis-à-vis IMO instruments – Revised performance standards for IBS		
					5.2.4.3	Update and development of worldwide radionavigation systems (GPS, GLONASS and GALILEO) (MSC)		
					5.2.4.4	Strategic review and policy framework for e-navigation (MSC)		
			5.2.5	Monitor the operation of the Global Maritime Distress and Safety System (GMDSS)	5.2.5.1	New or amended non-mandatory IMO instruments (MSC): – Amendments to NAVTEX, SafetyNET and MSI Manuals – Guidelines on emergency radiocommunications, including false alerts		
					5.2.5.2	Further development of the GMDSS master plan on shore-based facilities		
					5.2.5.3	Replacements for use of NBDP (radio telex) for maritime distress and safety communications in maritime MF/HF bands		
			5.3	Eliminating shipping that fails to meet and maintain these standards on a continuous basis	5.3.1	Keep under review flag and port State procedures for the control of ships	5.3.1.1	Amendments to the Guidelines on the enhanced programme of inspections during surveys of bulk carriers and oil tankers (resolution A.744(18)) (MSC) (see Output 5.2.1.1)
							5.3.1.2	New or amended non-mandatory IMO instruments: Safety and security topics (MSC): – Revised guidelines on control and compliance measures to enhance maritime security, if necessary – Revised procedures for port State control (resolution A.787(19), as amended by resolution A.882 (21)) Environmental topics (MEPC): – Survey guidelines under the HSSC (resolution A.948(23), as amended) for MARPOL Annex VI and the BWM Convention (see Output 5.2.1.2)
							5.3.1.3	Harmonized PSC procedures (MSC)
5.3.1.4	Methodology for the in-depth analysis of annual PSC report (MSC)							
5.3.1.5	A risk assessment comparison between marine casualties and incidents and PSC inspections (MSC)							

Strategic Directions (SDs) (A.1...)(25)			High-level Actions (HLAs)		Planned outputs for 2008-2009	
	5.4	Increasing the emphasis on the role of the human element in safe shipping	5.4.1	Develop a strategy for the work related to the role of the human element including the chain of responsibility in maritime safety	5.4.1.1	New or amended non-mandatory IMO instruments (MSC): <ul style="list-style-type: none"> Guidance for companies on the incorporation of a safety culture and environmental consciousness Guidelines on how to present relevant information to seafarers
<i>The related performance indicators are: 3, 4, 5, 11, 12 and 13</i>						
6	6.1	Promoting a comprehensive and co-operative approach, both among Member States within the Organization and between IMO and other intergovernmental and non-governmental organizations	6.1.1	Keep under review measures (e.g., ISPS Code) to enhance security for ships and port facilities including the ship/port interface and shipping lanes of strategic importance	6.1.1.1	New or amended non-mandatory IMO instruments (MSC): <ul style="list-style-type: none"> Guidelines and guidance on the implementation and interpretation of SOLAS chapter XI-2 and the ISPS Code Guidelines on matters related to the security of ships and of ports to which SOLAS chapter XI-2 and the ISPS Code do not apply Guidelines relating to the implementation of the provisions of article 8bis of the 2005 SUA Convention (subject to the concurrence of LEG) (see Outputs 1.1.2.3 (legal topics), 1.1.2.4 and 6.1.2.1) Measures to enhance the security of closed cargo transport units and of freight containers (MSC/FAL)
			6.1.2	Keep under review the adequacy of the legal framework to suppress unlawful acts against ships and fixed platforms through the SUA Convention and its Protocol	6.1.2.1	Guidance on implementation of the 2005 SUA Protocols, as may be needed, in the context of international efforts to combat terrorism (MSC and LEG) (see Outputs 1.1.2.3 (legal aspects), 1.1.2.4 and 6.1.1.1)
	6.2	Raising awareness of IMO security measures and promoting their effective implementation	6.2.1	Promulgate information on prevention and suppression of acts of piracy and armed robbery against ships	6.2.1.1	Monthly, quarterly and annual reports (MSC)
			6.2.2	Assist developing regions in their introduction and implementation of effective security measures and measures against piracy and armed robbery against ships	6.2.2.1	Implementation of related ITCP activities (Secretariat)
					6.2.1.2	Revised guidance relating to the prevention of piracy and armed robbery to reflect emerging trends and behaviour patterns (MSC)
					6.2.2.2	Model legislation on maritime security (Secretariat)
	6.3	Increasing the emphasis on the role of the human element and safeguarding the human rights of seafarers in secure shipping	6.3.1	Actively participate in work of the Joint IMO/ILO <i>ad hoc</i> expert working groups on issues related to safeguarding the human rights of seafarers	6.3.1.1	Monitor the application of the joint IMO/ILO Guidelines on the fair treatment of seafarers (LEG) (see Output 1.1.2.1 (legal topics))
					6.3.1.2	Policy input on implementation of IMO guidelines on provision of financial security in case of abandonment of seafarers, and IMO guidelines on shipowners' responsibilities in respect of contractual claims for personal injury to or death of seafarers (LEG) (see Output 1.1.2.3 (legal topics))
			6.3.2	Develop a strategy for the work related to the role of the human element in maritime security	6.3.2.1	Strategy on the role of the human element in the enhancement of maritime security, taking into account human rights, the workload on seafarers, the revised 1988 SUA Convention and its Protocol and developments relating to the revision of the STCW Convention, if necessary (MSC)
	<i>The related performance indicators are: 6, 7, 11, 12 and 15</i>					

Strategic Directions (SDs) (A.)(25)			High-level Actions (HLAs)		Planned outputs for 2008-2009		
7	IMO will focus on reducing and eliminating any adverse impact by shipping on the environment by:	7.1	Identifying and addressing possible adverse impacts	7.1.1	Monitor pollution and adverse impact on the marine environment caused by ships and their cargoes	7.1.1.1	Follow-up to the GESAMP study on “Estimates of Oil Entering the Marine Environment from Sea Based Activities” (MEPC)
						7.1.1.2	Technical guidance for the development, on the basis of reporting requirements under MARPOL, OPRC and the OPRC-HNS Protocol, as well as other relevant sources of information, of a pollution incident information structure for regular reporting to the FSI and BLG Sub-Committees, and/or the MEPC (MEPC)
				7.1.2	Keep under review measures to reduce adverse impact on the marine environment by ships and their cargoes	7.1.2.1	New or amended mandatory IMO instruments (MEPC): – A legal instrument on ship recycling adopted – Designation of Special Areas and PSSAs and adoption of their associated protective measures
						7.1.2.2	New or amended non-mandatory IMO instruments (MEPC): – Consolidated guidelines on ballast water management (see Output 2.1.1.2 (environmental topics))
						7.1.2.3	Approved ballast water management systems (MEPC)
						7.1.2.4	Approved list of active substances used by ballast water management systems (MEPC) (see Output 1.3.3.2)
						7.1.2.5	Production of a manual entitled “Ballast Water Management – How to do it” (MEPC)
						7.1.2.6	Holding of the third BWM R&D symposium (MEPC) (see Output 13.3.1.2)
						7.1.2.7	Policies on Practices Related to the Reduction of Greenhouse Gas Emissions from Ships (resolution A.963(23)) (MEPC): – Ship CO ₂ indexing scheme; CO ₂ emission baseline
						7.1.2.8	Measures to promote the AFS Convention (MEPC)
						7.1.2.9	Revised manual on administrative arrangements for response to HNS incidents (MEPC)
						7.1.2.10	OPRC-HNS model courses developed (MEPC)
				7.1.2.11	Updated OPRC Train-the-Trainer Course (MEPC)		
		7.1.2.12	Revised Manual on oil pollution, Section 1 – Prevention (MEPC)				
		7.1.2.13	Guidance on the carriage of biofuels and biofuel blends as cargo (MEPC)				
		7.1.3	Monitor and keep under review the provision of reception facilities in ports and their adequacy	7.1.3.1	Reports on inadequacy of port reception facilities (MEPC)		
				7.1.3.2	Follow-up on the implementation of the Action Plan on port reception facilities (MEPC)		
		7.1.4	Consider the need for the development of measures to prevent and control marine pollution from small craft	7.1.4.1	Action Plan on prevention and control of marine pollution from small craft, including development of appropriate measures (MEPC)		
		7.2	Developing effective measures for mitigating and responding to the impact on the environment caused by shipping incidents and operational pollution from ships	7.2.1	Keep under review the guidelines on the identification of places of refuge	7.2.1.1	Bi-annual MSC circulars on designation of maritime assistance services (MAS) (MSC)
						7.2.1.2	Input to the review of the guidelines on the identification of places of refuge with regard to marine environment protection (MEPC)
7.2.2	Keep under review the adequacy of the legal framework			7.2.2.1			
7.2.3	Foster co-operation and mutual assistance between Member States under the provisions of the OPRC Convention and OPRC-HNS Protocol	7.2.3.1	Increased activities within the ITPC regarding the OPRC Convention and the OPRC-HNS Protocol (MEPC/TCC)				

Strategic Directions (SDs) (A.1...)(25)			High-level Actions (HLAs)		Planned outputs for 2008-2009	
	7.3	Contributing to international efforts to reduce atmospheric pollution and address global warming (see SDs 13.1 and 13.3)	7.3.1	Keep under review IMO measures to reduce atmospheric pollution and address global warming (see HLAs 2.1.1 and 7.1.2)	7.3.1.1	New or amended mandatory IMO instruments (MEPC): – Revised MARPOL Annex VI and NOx Technical Code (MEPC) (see Output 2.1.1.1 (environmental topics))
					7.3.1.2	Updated study on greenhouse gas (GHG) emissions from ships (MEPC)
					7.3.1.3	Completed work plan to identify and develop mechanisms needed to achieve the limitation or reduction of CO ₂ emissions from international shipping (MEPC)
	7.4	Increasing the emphasis on the role of the human element in environmentally sound shipping				
<i>The related performance indicators are: 8, 9, 10, 11 and 12</i>						
8	IMO will seek to ensure that measures to promote safe, secure and environmentally sound shipping do not unduly affect the efficiency of shipping. It will also constantly review such measures to ensure their adequacy, effectiveness and relevance, using the best available tools		8.1.1	Promote wider acceptance of the FAL Convention and adoption of measures contained therein, to assist the Committee's effort and work towards the universal implementation of measures to facilitate international maritime traffic	8.1.1.1	Reports on the status of the FAL Convention (FAL)
					8.1.1.2	Finalized Explanatory Manual to the FAL Convention (FAL) (see Output 1.3.4.3)
			8.2.1	Ensure that an appropriate balance is maintained between measures to enhance maritime security and measures to facilitate international maritime traffic	8.2.1.1	FAL provisions compatible with the provisions in SOLAS chapter XI-2 and the ISPS Code (FAL)
					8.2.1.2	Access procedures at the ship/port interface for public officers and service providers visiting a vessel (FAL)
					8.2.1.3	Procedures to facilitate seafarers' access in and out of a port facility during shore leave, if necessary (FAL)
					8.2.1.4	Guidance on documentation required by passengers, particularly transit cruise passengers, to ensure their smooth flow through ports (FAL)
					8.2.1.5	Procedures for cargo and baggage clearance through a port facility (FAL)
			8.3.1	Encourage the use of information and communication technology to drive continuous improvement and innovation in the facilitation of maritime traffic	8.3.1.1	Information and communication technology solutions and standards developed for use by public authorities to facilitate procedures for visiting ships, their cargo, crews and passengers (FAL)
					8.3.1.2	Revised IMO Compendium of Facilitation and Electronic Business (FAL)
					8.3.1.3	Information technology solutions (e.g., electronic signature) developed to facilitate the process of clearing the ship, its cargo, passengers and crew (FAL)
					8.3.1.4	Technologies made available for demonstration to public authorities and other stakeholders (FAL)
<i>The related performance indicators are: 1, 2, 3 and 20</i>						
9	IMO will pay special attention to the shipping needs of small island developing States (SIDS) and the least developed countries (LDCs)		9.1.1	Identify and address the special shipping needs of SIDS and LDCs (see HLA 3.4.1)	9.1.1.1	Report on the implementation of the global ITCP programme on support to SIDS and LDCs for their special shipping needs (TCC/Secretariat)
					9.1.1.2	Report to the Council on the Committees' consideration of the special shipping needs of SIDS and LDCs vis-à-vis new IMO standards (Secretariat)
<i>The related performance indicator is: 14</i>						

Strategic Directions (SDs) (A.[...](25))			High-level Actions (HLAs)		Planned outputs for 2008-2009		
10	IMO will establish goal-based standards for the design and construction of new ships			10.1.1	Develop goal-based standards for the design and construction of new ships	10.1.1.1	New or amended mandatory IMO instruments (MSC): – Amendments to SOLAS chapter II-1 – Development of goal-based ship construction standards (GBS) for new oil tankers and bulk carriers (MSC)
						10.1.1.2	Further development of GBS based on both the prescriptive and safety-level approaches as integral elements of the IMO GBS (MSC)
						10.1.1.3	Establishment of an MSC Group of Experts to carry out the verification of compliance with GBS for oil tankers and bulk carriers
<i>The related performance indicator is: 18</i>							
ENHANCING THE PROFILE OF SHIPPING AND INSTILLING A QUALITY CULTURE AND ENVIRONMENTAL CONSCIENCE							
11	IMO, in partnership with other stakeholders, will seek to raise the profile of the safety, security and environmental records of shipping in the eyes of civil society	11.1	Actively publicizing the vital importance of shipping as a safe, secure and environmentally sound mode of transport for goods and people, and underlining the role of the Organization in that regard	11.1.1	Raise awareness of the role of international shipping in world trade and the global economy and the importance of the Organization's role	11.1.1.1	Permanent analysis, demonstration and promotion of the linkage between a safe, secure, efficient and environmentally friendly maritime transport infrastructure, the development of global trade and the world economy and the achievement of the Millennium Development Goals (Assembly, Council, all Committees and Secretariat) (see Outputs 1.1.1.1 and 3.3.1.1)
						11.1.1.2	Speeches, messages, interviews and articles delivered and published in all media on the work and advances of IMO and the shipping industry (Secretariat)
						11.1.1.3	Other outreach activities delivered (including some 50 press releases annually) to enhance the image of IMO and the industry, and promote IMO's work and the effective implementation of its standards (Secretariat)
						11.1.1.4	Two World Maritime Day celebrations and two Parallel Events organized, and consequential action plans implemented to promote and publicize the respective World Maritime Day themes (Secretariat)
						11.1.1.5	Winners elected for two International Maritime Prizes and two IMO Awards for Exceptional Bravery at Sea (Council)
						11.1.1.6	Measures to promote the "IMO Children's Ambassador" concept, in collaboration with junior marine environment protection associations worldwide (MEPC)
						11.1.2	Enhance the image of the role of the human element in the context of the shipping industry
11.2	Actively developing its community relations programmes	11.2.1	Actively promote and encourage the development of community relations programmes	11.2.1.1	ITCP programmes identified that are amenable to the addition of community outreach activities (TCC)		
<i>The related performance indicators are: 4(b), 5(b), 6, 7, 8, 10, 11, 14 and 17(b)</i>							
12	IMO will take the lead in enhancing the quality of shipping by:	12.1	Encouraging the utilization of the best available techniques not entailing excessive costs, in all aspects of shipping	12.1.1	Use formal safety assessment techniques in the development of technical standards	12.1.1.1	New or amended non-mandatory IMO instruments (MSC): – Revised FSA guidelines
				12.1.2	Use risk-based tools that take account of costs and the human element in the development of operational standards	12.1.2.1	Guidelines for all sub-committees on the casualty analysis process (MSC)
						12.1.2.2	A casualty analysis process effectively implemented and monitored (MSC)

Strategic Directions (SDs) (A.1...)(25)		High-level Actions (HLAs)		Planned outputs for 2008-2009			
	12.2	Encouraging proper management of ships	12.2.1	Keep under review the effectiveness of the ISM Code with regard to safety and protection of the marine environment	12.2.1.1	New or amended mandatory IMO instruments (MSC): – Amendments to the ISM Code, including requirements for seafarer safety representation	
					12.2.1.2	New or amended non-mandatory IMO instruments (MSC): – Guidelines and associated training to assist companies and seafarers in improving the implementation of the ISM Code (see Output 5.4.1.1) – Revised guidelines for Administrations (resolution A.913(22)) to make them more effective and user-friendly (see Output 5.4.1.1)	
	12.3	Promoting and enhancing the availability of, and access to, information – including casualty information – relating to ship safety and security (i.e., transparency)	12.3.1	Consider the wider dissemination of information, analyses and decisions, taking account of the financial implications	12.3.1.1	Guidance on the development of GISIS and on access to information (MSC/Secretariat) (see Outputs 4.2.1.1 and 13.2.1.1)	
					12.3.1.2	PSC-related data collected and disseminated in co-operation with PSC regimes (MSC)	
	12.4	Ensuring that all stakeholders understand and accept their responsibilities regarding safe, secure and environmentally sound shipping by developing a ‘chain of responsibility concept’ among them	12.4.1	Raise awareness of the “chain of responsibility” concept among all stakeholders through organizations that have consultative status	12.4.1.1	Guidelines and MEPC circulars (MEPC)	
	12.5	Identifying, correlating and evaluating the factors, including human interaction on board ships, that influence safety and security culture, and developing practical and effective mechanisms to address them	12.5.1	Promote bridge resource management	12.5.1.1	Bridge resource management effectively addressed through comprehensive review of the STCW Convention and the STCW Code (MSC) (see Output 5.2.2.1 (safety and security topics))	
<i>The related performance indicators are: 3, 11 and 12</i>							
13	IMO will seek to enhance environmental conscience within the shipping community by:	13.1	Strengthening awareness of the need for a continuous reduction of the adverse impact of shipping on the environment		13.1.1.1	Continued promotion of World Maritime Day theme on IMO’s response to current environmental challenges (Secretariat)	
		13.2	Promoting and enhancing the availability of, and access to, information relating to environmental protection (i.e., transparency)	13.2.1	Consider the wider dissemination of information, analyses and decisions, taking account of the financial implications	13.2.1.1	Guidance for the Secretariat on the development of GISIS and on access to information (MEPC/Secretariat) (see Outputs 4.2.1.1 and 13.3.1.1)
		13.3	Encouraging the use in shipping of the best available environmental technology not entailing excessive costs, in line with the goal of sustainable development			13.3.1.1	Improved and new technologies approved for reduction of atmospheric pollution and ballast water management systems (MEPC) (see Outputs 7.1.2.3 and 7.3.1.1)
					13.3.1.2	Holding of the third BWM R&D symposium (MEPC) (see Output 7.1.2.6)	
<i>The related performance indicators are: 10, 11 and 12</i>							