



COUNCIL
96th session
Agenda item 5(a)

C 96/5(a)
15 May 2006
Original: ENGLISH

STRATEGY AND PLANNING

Monitoring of performance

Note by the Secretary-General

SUMMARY

Executive summary: This document reports on the collection and collation of data on the Organization's performance, as measured against the performance indicators contained in the Strategic Plan

Action to be taken: Paragraph 10

Related documents: Resolutions A.970(24) and A.971(24), C 94/3(e)/1, C 94/D, C/ES.23/7, C/ES.23/D and C 95/D

Background

1 The twenty-fourth regular session of the Assembly adopted resolution A.970(21) on the Strategic Plan for the Organization (for the six-year period 2006 to 2011), as well as resolution A.971(24) on the High-level Action Plan of the Organization and Priorities for the 2006-2007 Biennium.

2 With the adoption of the latter resolution, the Organization is now able to monitor its performance against the Strategic Plan's strategic directions, using the agreed performance indicators, as well as its related high-level actions, using the agreed biennial priorities.

Strategic directions and performance indicators

3 Regarding the use of the performance indicators, the Council may note that, in accordance with its directions (C/ES.23/D, paragraphs 7.2 and 7.3), the Secretariat is currently carrying out necessary research to:

- .1 develop proposals for suitable performance indicators on:
 - (i) the monitoring of trends in the Organization's output related to the work of other UN bodies;

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- (ii) the effect on efficiency of shipping of IMO measures;
 - (iii) implementation and compliance, following the Assembly's adoption of the Code for the Implementation of Mandatory IMO Instruments (resolution A.973(24)) and the Framework and Procedures for the Voluntary IMO Member State Audit Scheme (resolution A.974(24)); and
- .2 identify further statistics with which to monitor the strategic direction related to the impact of shipping on the environment.

4 In addition to the foregoing specific requests of the Council, the Secretariat is also examining the feasibility of developing a performance indicator for strategic direction 3.2.5 and high-level action 9.1, relating to the needs of small island developing States (SIDS) and least developed countries (LDCs)¹, as well as a glossary of performance indicators.

High-level actions and priorities

5 In respect of the priorities for the current biennium, the Secretariat has invited all Committees to take action as requested in resolutions A.970(24) and A.971(24) and, in accordance with the further directions of the Council and the Assembly, to:

- .1 take into account, in the context of the prioritization of their work during the current biennium, the five issues identified by the *ad hoc* Council Working Group on the Organization's Strategic Plan (CWGSP) (C/ES.23/7, annex, paragraph 7 and C/ES.23/D, paragraph 7.2(iii));
- .2 note the additional high-level actions approved by the Council and the Assembly (C/ES.23/7, annex, paragraph 20, C/ES.23/D, paragraph 7.4(ii) and resolution A.971(24));
- .3 note the additional outputs approved by the Council and the Assembly under the high-level action plan (C/ES.23/7, annex, paragraph 22, C/ES.23/D, paragraph 7.4(iii) and resolution A.971(24));
- .4 set aside sufficient time at their future sessions for considering their high-level actions and associated priorities for the current biennium, in order to ensure that they both accurately and concisely describe their planned activities (C/ES.23/7, annex, paragraph 23 and C/ES.23/D, paragraph 7.4(iii));
- .5 note the revised reporting arrangements in the light of the adoption of the Strategic Plan (C/ES.23/7, annex, paragraph 27 and annex 4 of the annex, and C/ES.23/D, paragraph 7.4(v));
- .6 ensure that, when considering proposals for new work programme items, the issues to be addressed are those which fall within the scope of the Strategic Plan (C 95/D, paragraph 4.2); and

¹ While the development of such an indicator was not specifically requested by the Council or the Assembly, it may be useful, if feasible, to have an appropriate indicator relating to strategic direction 3.2.5 and high-level action 9.1. In this regard, resolution A.971(24) contains a related planned output for the current biennium, which reads: "Report on the attention given by the Committees to SIDS and LDCs".

- .7 ensure that, when reporting progress on work done towards fulfilling the Organization's aims and objectives, to do so using the framework of the high-level actions and planned biennial outcomes (C 95/D, paragraph 4.2).

Data collection and collation

6 Since the Assembly's adoption of the revised Strategic Plan, the Secretariat has collated the latest information available on the Organization's performance, as measured against the performance indicators in resolution A.970(24) and this document also reports on the outcome of that work.

7 As before, in collecting and collating data on the Organization's performance, the Secretariat has based its work on sources of data either available within the Organization or data made available to the Organization from other sources on a regular basis. In responding to the defined performance indicators, the Secretariat has made every effort to use existing internal systems as a basis for monitoring performance. External sources of data have been utilized where there were no internal monitoring systems at present. Data have not been collected against those indicators where work is ongoing (as per paragraph 3 above).

8 Performance against those indicators where data are available in-house, is presented at annex 1. Where external sources have been used, the performance against indicators using external data is presented at annex 2. A comparison on the baseline data against the current data on the performance indicators has been tabulated against their related strategic directions at annex 3.

Biennial schedule of monitoring and reporting

9 In accordance with the revised reporting arrangements, the Secretary-General intends to pursue the following timetable for the monitoring of, and reporting on, the Strategic Plan during the current biennium:

- .1 C 96 (June 2006): review of data collated on performance indicators;
- .2 C 97 (November 2006): review and analysis of data collated and consideration of proposed new indicators and data sources;
- .3 C 98 (June 2007): review of data collated and consideration of draft high-level action plans and priorities for 2008-2009 from all five Committees;
- .4 CWGSP 6 (September 2007): review and analysis of data collated and trends over the biennium, development of a draft Strategic Plan, High-level Action Plan and priorities for 2008-2009 in the light of the Council's prior decisions and directions, and review of the reporting arrangements; and
- .5 C/ES.24 and A 25 (November/December 2007): consideration and approval of proposals from CWGSP 6 and of any further proposals emerging from Committees meeting after CWGSP 6, but before C/ES.24 and A 25.

Action requested of the Council

10 The Council is invited to:

- .1 note the planned schedule of monitoring and reporting contained in paragraph 9;
- .2 note the information provided in annexes 1, 2 and 3; and
- .3 refer the annexes to the document and the subsequent further analysis of the data contained therein (with any relevant comments) to the next session of the *Ad Hoc* Council Working Group on the Organization's Strategic Plan, for information and detailed consideration and to draw any relevant conclusions in the context of its work in reviewing the Strategic Plan, the High-level Action Plan and the biennium priorities.

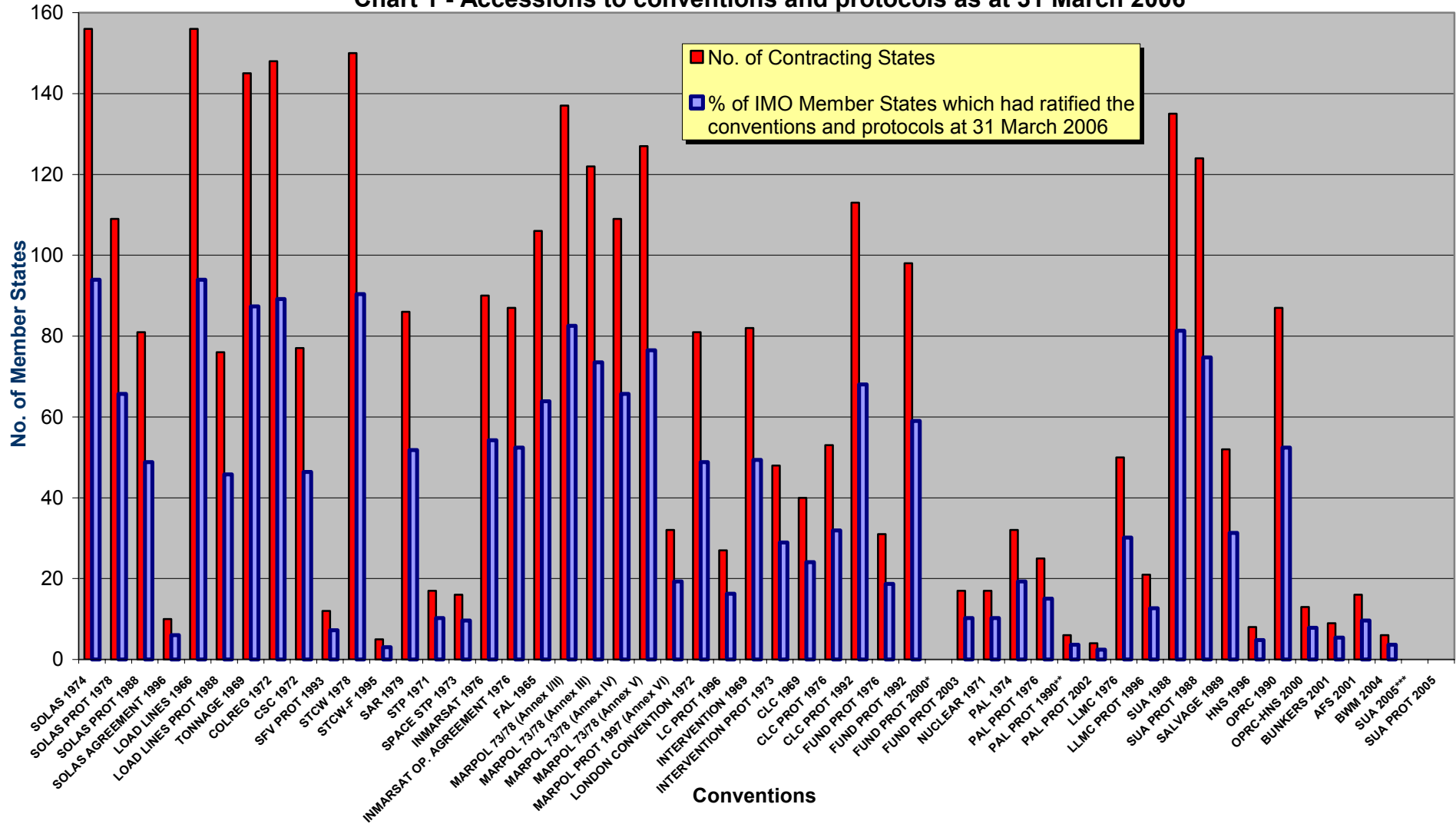
ANNEX 1

PERFORMANCE MEASURED AGAINST INDICATORS USING IN-HOUSE DATA

Indicator 1

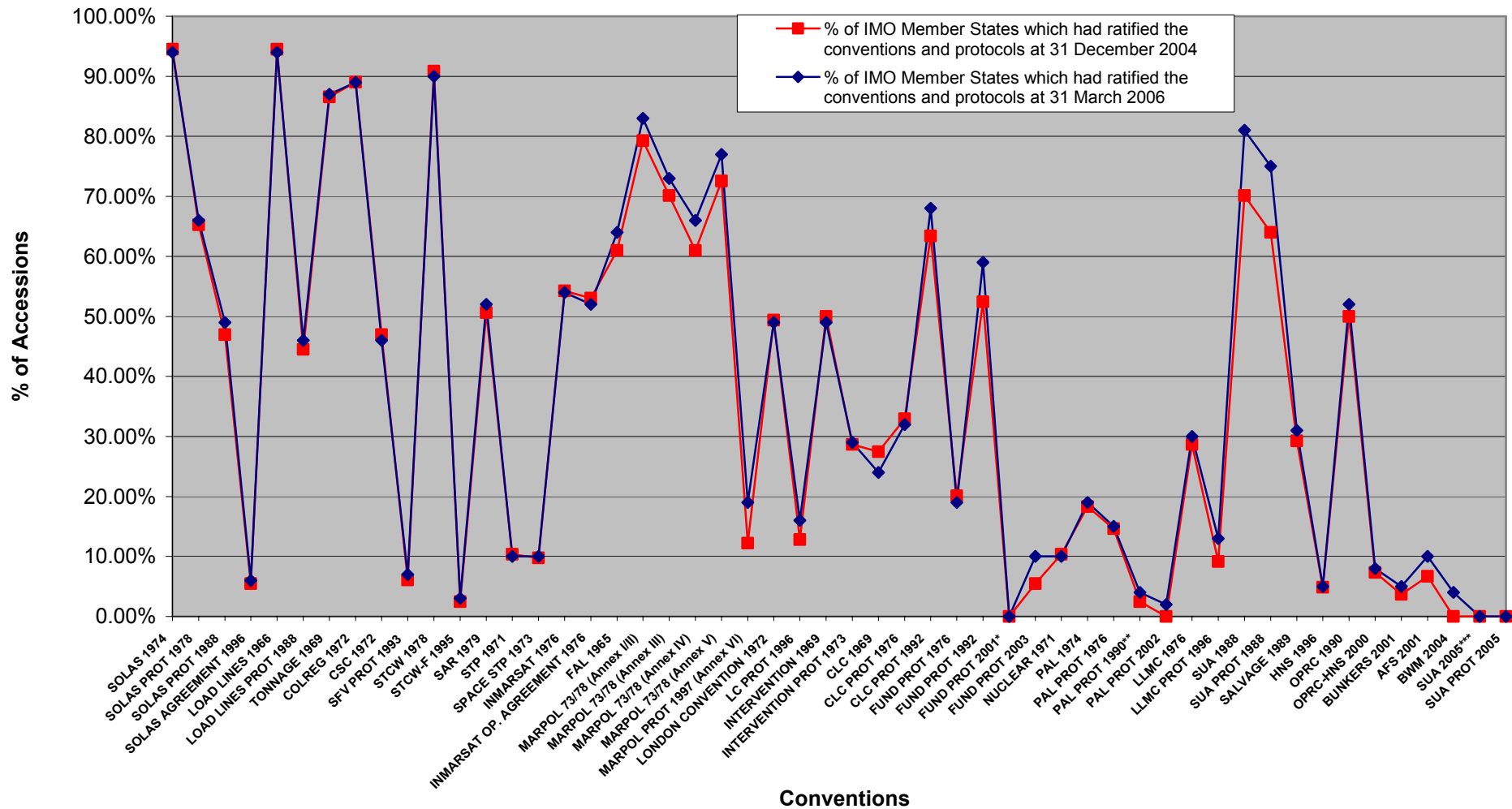
Definition: Percentage of IMO Member States that have ratified each IMO convention and protocol

Chart 1 - Accessions to conventions and protocols as at 31 March 2006



* Entered into force by the tacit acceptance procedure on 27 June 2001
 ** Will not enter into force and has been superseded by the PAL Protocol 2002
 *** Protocol of 2005 to the SUA Convention, adopted on 14 October 2005
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Indicator 1
Chart 2 - Percentage comparison of accessions to conventions and protocols



* Entered into force by the tacit acceptance procedure on 27 June 2001
 ** Will not enter into force and has been superseded by the PAL Protocol 2002
 *** Protocol of 2005 to the SUA Convention, adopted on 14 October 2005
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Indicator 2: Entry into force

Definition: Percentage and number of conventions adopted but which have not entered into force.

The total number of conventions or protocols so far adopted by the Organization is 49. Of those, 38 have entered into force, or are about to enter into force. The following 11 treaty instruments are neither in force, nor have yet met their entry-into-force requirements:

PAL Protocol 1990	Bunkers Convention 2001
SFV Protocol 1993	PAL Protocol 2002
STCW-F 1995	Ballast Water Management Convention 2004
HNS 1996	SUA Convention 2005 ²
OPRC-HNS 2000	SUA Protocol 2005 ³
AFS Convention 2001	

These 11 treaty instruments represent 22% of the total number of conventions and protocols that have been adopted by IMO.

Indicator 3: Implementation and compliance

Definition: To be developed by the Secretariat, pending adoption by the Assembly of the Voluntary IMO Member State Audit Scheme and the Code for the Implementation of Mandatory IMO Instruments.

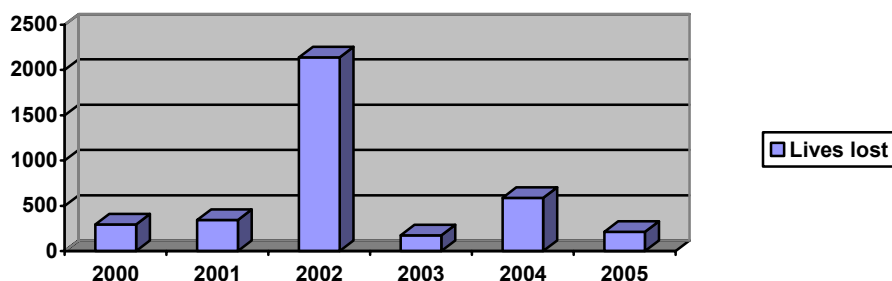
As directed by the Council and the Assembly, data for the measurement of performance against this indicator are being explored by the Secretariat, as a consequence of the Assembly's adoption of the Code for the Implementation of Mandatory IMO Instruments (resolution A.973(24)) and the Voluntary IMO Member State Audit Scheme (resolution A.974(24)).

² Protocol of 2005 to the SUA Convention, adopted on 14 October 2005.

³ Protocol of 2005 to the SUA Protocol, adopted on 14 October 2005.

Indicator 4: Lives lost

Definition: (a) Number of lives lost (seafarers and passengers) due to safety-related* accidents and incidents on ships subject to IMO conventions and other instruments.



Source: C 94/3(e)/1, FSI.3/Circ.6 and preliminary IMO Secretariat data for 2005

Definition: (b) Ratio of lives lost (seafarers 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.

	2000	2001	2002
Lives lost	296	346	2,139
Estimated total number of seafarers and passengers (approx.)	676,388,100	811,802,100	855,668,842
	2003	2004	2005
Lives lost	174	589	214
Estimated total number of seafarers and passengers (approx.)	1,089,606,604	1,088,606,004	1,336,631,628

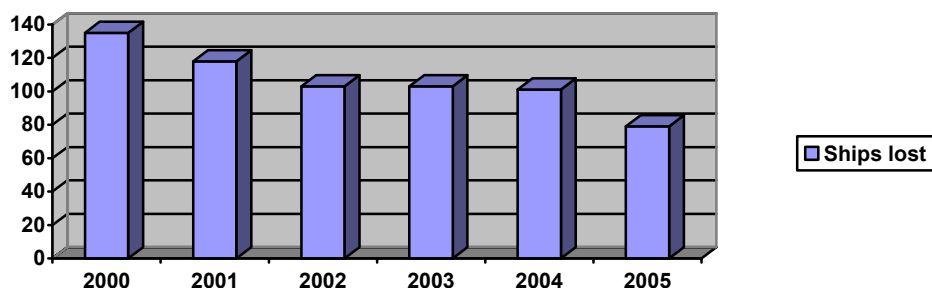
Source: C 94/3(e)/1, FSI.3/Circ.6, preliminary IMO Secretariat data for 2005 and Shippax

The resulting ratio is infinitesimally small.

* 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.

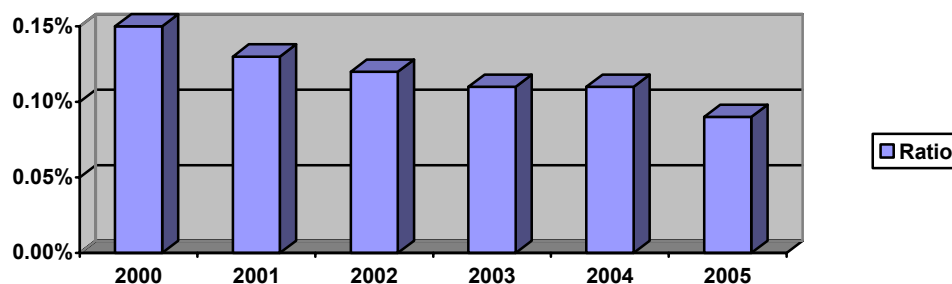
Indicator 5: Ships lost

Definition: (a) Number of ships subject to IMO conventions lost for any safety-related* reason other than those declared constructive total losses for insurance purposes.



Source: C 94/3(e)/1, FSI.3/Circ.6 and preliminary IMO Secretariat data for 2005

Definition: (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.



Source: C 94/3(e)/1, FSI.3/Circ.6, preliminary IMO Secretariat data for 2005 and Lloyd's Register Fairplay World Fleet Statistics

Indicator 6: Security failures

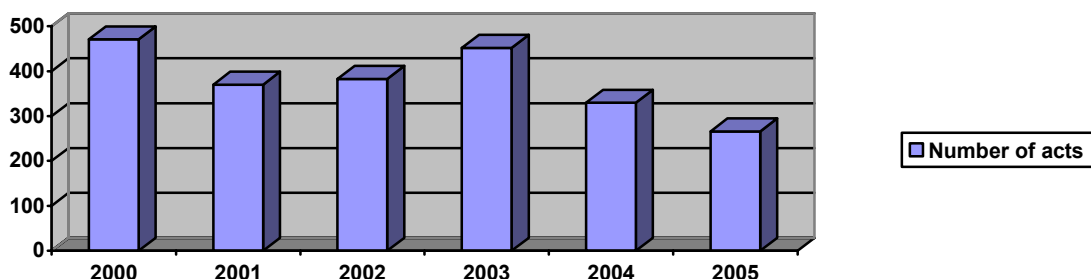
Definition: Number of ships and lives lost due to security failures and number of terrorist incidents on ships subject to SOLAS chapter XI-2.

No incident has occurred to date on ships subject to SOLAS chapter XI-2, which was adopted on 12 December 2002 and entered into force on 1 July 2004. The incident involving the **MV Limburg** occurred in October 2002.

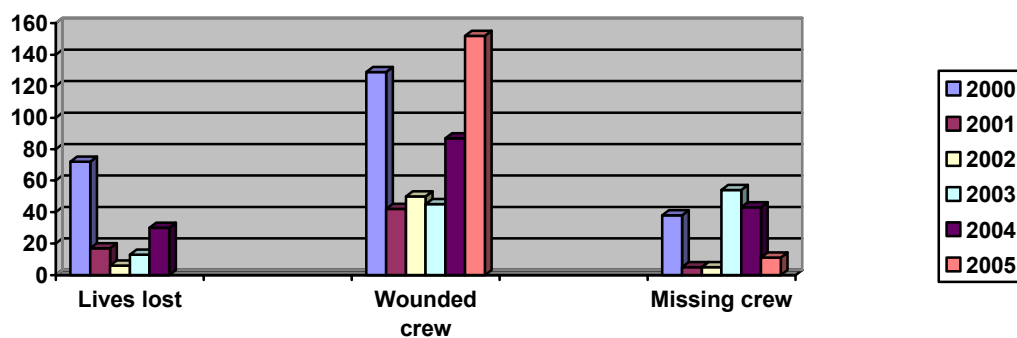
* i.e. **not** accidents and incidents which are due to security failures, acts of piracy and armed robbery or whose prevention is addressed by other international conventions.

Indicator 7: Piracy and armed robbery against ships

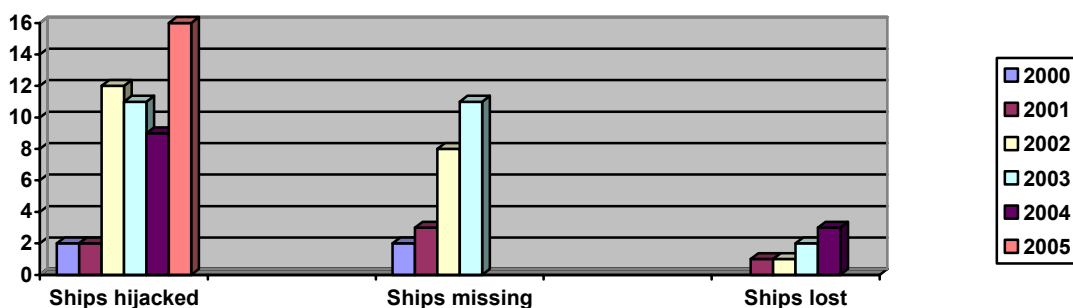
Definition: Number of ships and lives lost due to piracy and armed robbery and number of such incidents against ships engaged on international voyages.



Source: MSC.4/Circ.81 and earlier annual reports in the same series



Source: MSC.4/Circ.81 and earlier annual reports in the same series



Source: MSC.4/Circ.81 and earlier annual reports in the same series

Indicator 10: Environmental conscience

Definition: (a) Usage of Global Environment Facility (GEF) by IMO

Ongoing and pipeline projects

- (i) Building Partnerships in Environmental Management for the Seas of East Asia: total budget of US\$16,224,000 (commenced in October 1999).

- (ii) Building Partnerships to Assist Developing Countries to Reduce the Transfer of Harmful Aquatic Organisms in Ships' Ballast Water and Sediments (PDF Block B): total budget of US\$699,840 (commenced in April 2005).
- (iii) Development of Regional Marine Electronic Highway in the Straits of Malacca and Singapore (PDF Block B): total budget of US\$574,210 (commenced in March 2001).
- (iv) Development and Implementation of Public-Private Partnerships in Environmental Investments: total budget of US\$926,000 (commenced in January 2005).
- (v) Development of a Regional Marine Electronic Highway Demonstration Project in the Straits of Malacca and Singapore: total budget of US\$6,860,000 (expected to commence in July 2006).

Definition: (b) Number of projects sponsored, initiated and funded by IMO regarding ship design.

Although there are at present no such projects, the Secretariat does participate in the Pollution Prevention and Control (POP&C) Project (www.pop-c.org), which intends to develop a framework and suitable tools for the methodological assessment of risk so as to facilitate the rational making of decisions on the design, operation and regulation of oil tankers, thereby contributing to reducing the likelihood and severity of future oil spills. The project's three key objectives are:

- "To develop a risk-based methodology to measure the oil spill potential of specific tankers (applicable for both existing and proposed new designs) considering the probability of collisions, groundings, fire and explosions and structural failure.
- To develop a risk-based passive pollution prevention methodology (design and operational lines of defence).
- To develop a risk-based active post-accident pollution mitigation and control framework."

Definition: (c) Number of collaborative agreements with regional groups responding to marine pollution such as: REMPEC, ROCRAM, Barcelona Convention.

Memoranda of Understanding (MoUs) with:

ASEAN	REMPEC (joint IMO/UNEP Project)
COCATRAM	REMPEITC-Carib
NOWPAP MER-RAC MoU	ROCRAM
PMAESA	ROPME/MEMAC
PMAWCA	SPREP

Letters of agreement (LoAs) with:

SACEP	UNIDO
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It may also be noted that, to date, the PEMSEA and MEH projects (see items (a)(i) and (a)(iii) above) have between them entered into no less than 24 agreements with national, regional and global institutions associated with their execution.

Indicator 13: Fraudulent certificates

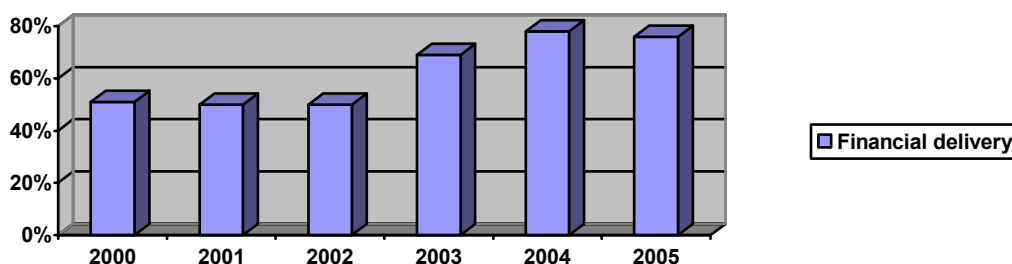
Definition: Number of fraudulent certificates and endorsements of any type reported to IMO.

Year	2001	2002	2003	2004	2005
No. of certificates	1359	16	36	3	47

Source: IMO Secretariat

Indicator 14: Delivery of technical assistance

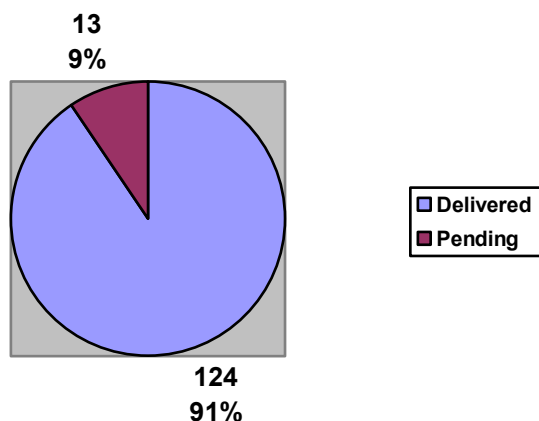
Definition: (a) Percentage of planned activities delivered.



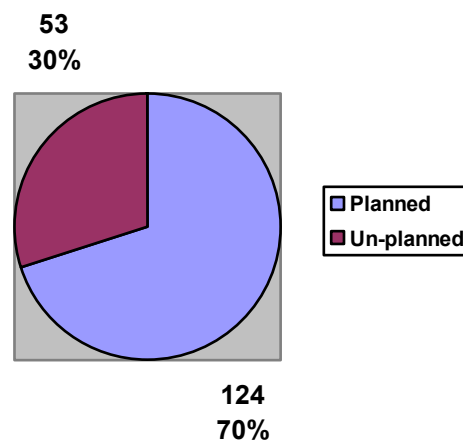
Source: interim and biennial reports on the ITCP

Definition: (b) Activities delivered: planned and unplanned percentages.

Total activities planned for 2005 = 137

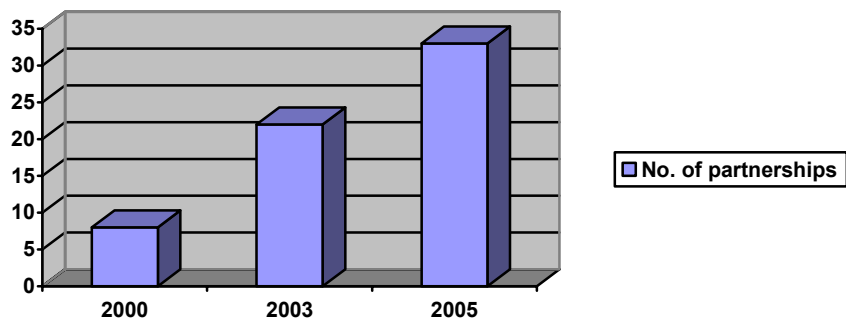


Total activities delivered in 2005 = 177



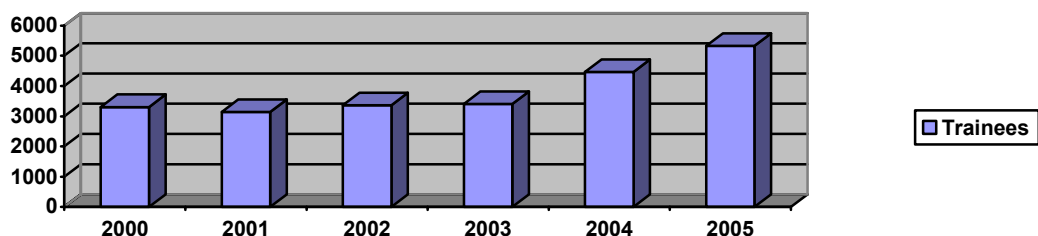
Source: biennial report on the ITCP

Definition: (c) Number of partnerships with Governments, organizations and industry.



Source: A 24/12/Add.1 and additional IMO Secretariat data for 2005

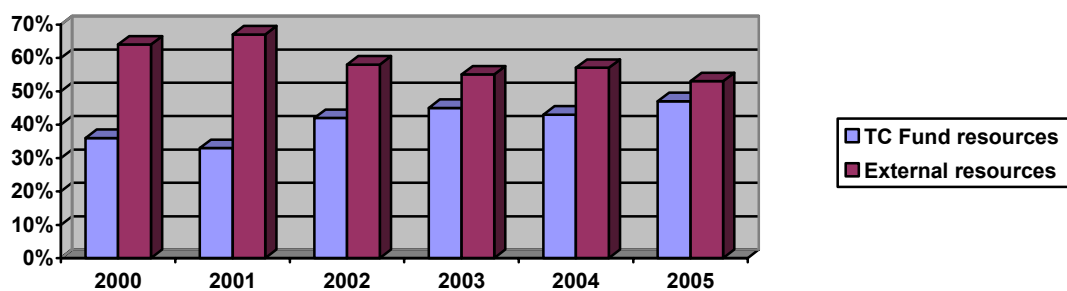
Definition: (d) Number of trainees in IMO institutions and IMO-sponsored workshops.



Source: interim and biennial reports on the ITCP

Indicator 15: Sustainability of ITCP

Definition: Proportion of funding from donor sources and internal sources.



Source: interim and biennial reports on the ITCP

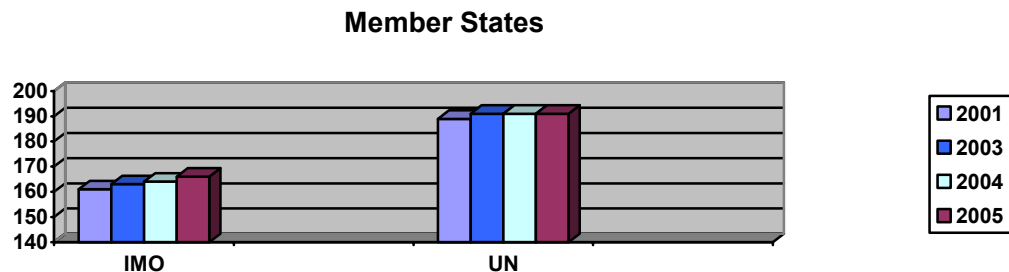
Indicator 16: Cycle time

Definition: Time taken to develop IMO conventions and other instruments compared to planned time.

- (a) **OPRC/HNS Protocol:** adopted March 2000.
Resolution 10 adopted by the OPRC conference held in November 1990 invited IMO to develop an appropriate instrument to expand the scope of the OPRC convention to cover hazardous and noxious substances. The work to develop the Protocol commenced at MEPC 37 in 1994. Cycle time: 6 years.
- (b) **Bunkers Convention:** adopted March 2001.
The Legal Committee at its seventy-fifth session commenced work on the draft convention in October 1996, which was concluded in March 2000. Cycle time: 4.5 years.
- (c) **AFS Convention:** adopted October 2001.
In November 1999, the twenty-first Assembly adopted resolution A.895(21) that called on the MEPC to develop an instrument, legally binding throughout the world, to address the harmful effects of anti-fouling systems used on ships. The resolution called for a global prohibition on the application of organotin compounds which act as a biocide in anti-fouling systems on ships by 1 January 2003, and a complete prohibition by 1 January 2008. Cycle time: 2 years.
- (d) **Athens (PAL) Protocol 2002:** adopted November 2002.
The Legal Committee, at its seventy-sixth session in October 1997, commenced consideration of a draft Protocol to amend the 1974 Athens Convention. This work was concluded in October 2001, at the Committee's eighty-third session, with a Diplomatic Conference adopting the Protocol a year later. Cycle time: 5 years.
- (e) **Fund Protocol 2003:** adopted May 2003.
A Working Group of the IOPC Fund developed this Protocol, to amend the 1992 Fund Convention, over approximately two years (2001-2002), with a Diplomatic Conference adopting the instrument in May 2003. Cycle time: 3 years.
- (f) **BWM Convention:** adopted February 2004.
The twentieth Assembly, in November 1997, adopted resolution A.868(20) on Guidelines for the control of and management of ship's ballast water to minimize the transfer of harmful aquatic organisms and pathogens. Cycle time: 6 years.
- (g) **SUA Convention and Protocols:** adopted October 2005
The twenty-second Assembly, in November 2001, adopted resolution A.924(22) on Review of measures and procedures to prevent acts of terrorism which threaten the security of passengers and crews and safety of ships. The Legal Committee commenced the review of the 1988 SUA treaties and the development of new Protocols at its eighty-fourth session in April 2002. Cycle time: 3.5 years.

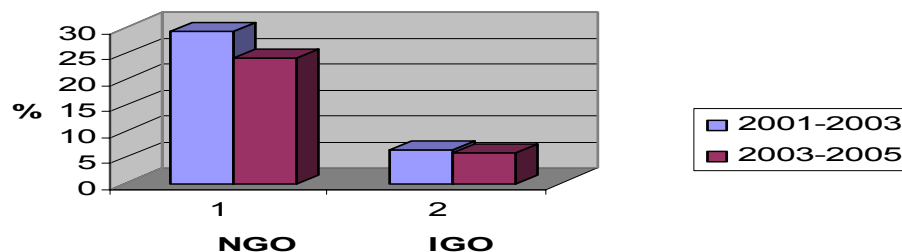
Indicator 17: IMO's role

Definition: (a) Size of IMO membership compared to UN membership.



Source: UN and IMO Secretariats

Definition: (b) Level of participation of IGOs and approved NGOs at IMO meetings.



Source: IMO Secretariat

It may be noted that data on IGO and NGO participation in IMO meetings is at present collated on a biennial basis. The next collation will cover the period from March 2005 to February 2007 and will be reported to the Council in due course.

Indicator 18: Goal-based standards

Definition: Progress towards development of the goal-based standards concept.

The further development of goal-based standards will be considered at the eighty-first session of the Maritime Safety Committee. Progress in that regard will be considered by the Council at its present session under agenda item 7 – Consideration of the report of the Maritime Safety Committee.

ANNEX 2

PERFORMANCE MEASURED AGAINST INDICATORS USING EXTERNAL DATA

Indicator 8: Ship-generated water pollution

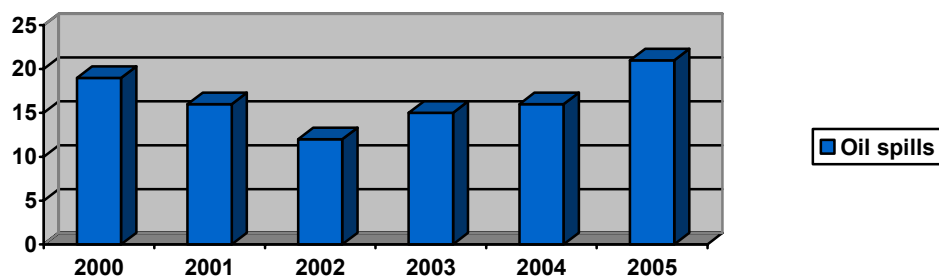
Definition: (a) Tonnes of harmful substances discharged into the sea operationally or accidentally from ships subject to IMO instruments.

Definition: (b) Number of spills occurring from ships subject to IMO instruments.

As directed by the Council (C/ES.23/D, paragraph 7.2 and 7.3), the Secretariat is examining the availability of statistics to monitor the strategic direction related to the impact of shipping on the environment, in particular for those indicators on which reporting against performance has not previously been possible owing to insufficient and relevant data sources. Appropriate proposals on such data sources will be submitted to a future session of the Council.

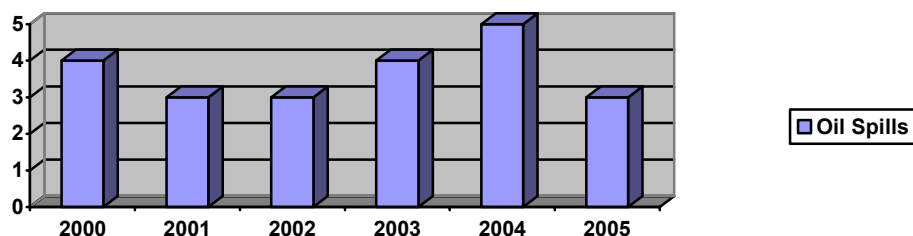
Definition: (c) Ratio of oil (cargo and bunkers) discharged into the sea, to total quantities carried by sea.

Number of spills over 7 tonnes, but less than 700 tonnes



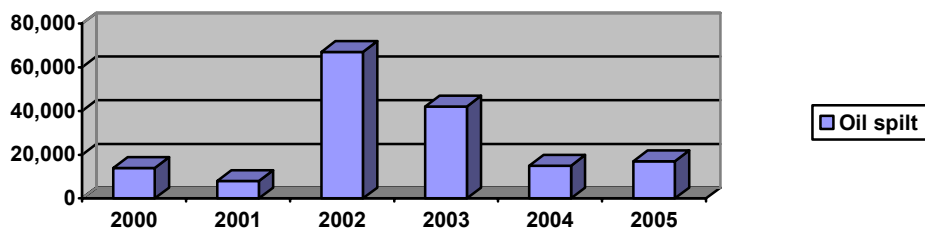
Source: ITOPF Annual Statistics

Number of oil spills over 700 tonnes



Source: ITOPF Annual Statistics

Annual quantity of oil spilt (tonnes)



Source: ITOPF Annual Statistics

Ratio of oil (cargo and bunkers) discharged into the sea to total quantities carried by sea						
	2000	2001	2002	2003	2004	2005
Annual quantity of oil spilt (tonnes)	14,000	8,000	67,000	42,000	15,000	17,000
Annual quantity of oil carried by sea (tonnes)	2,027,000	1,997,000	2,000,000	2,135,000	2,280,000	2,308,000

Source: ITOPF Annual Statistics and Fearnley's annual reports

The resulting ratio is negligible.

Indicator 9: Ship-generated air pollution

Definition: (a) 3-year rolling average of the sulphur content of fuel oil delivered to ships.

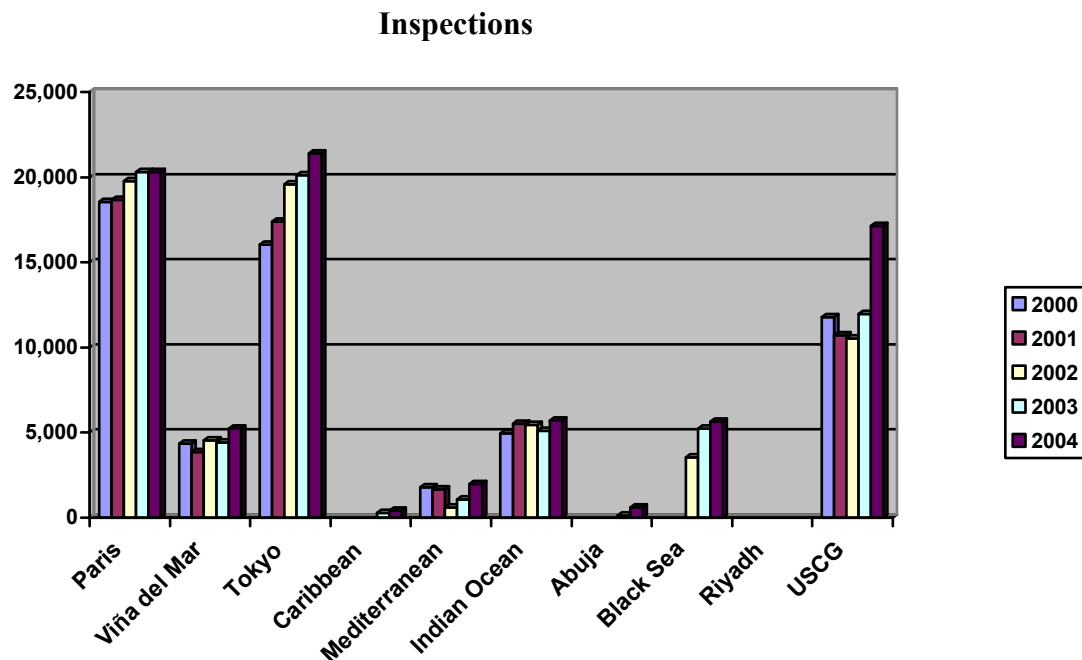
Definition: (b) Tonnes of NO_x, SO_x [and CO₂] released from ships subject to IMO instruments.

Definition: (c) Ratio of estimated tonnage of SO_x and NO_x released annually per tonne-mile of cargo carried by sea.

As directed by the Council (C/ES.23/D, paragraph 7.2 and 7.3), the Secretariat is examining the availability of statistics to monitor the strategic direction related to the impact of shipping on the environment, in particular for those indicators on which reporting against performance has not previously been possible owing to insufficient and relevant data sources. Appropriate proposals on such data sources will be submitted to a future session of the Council.

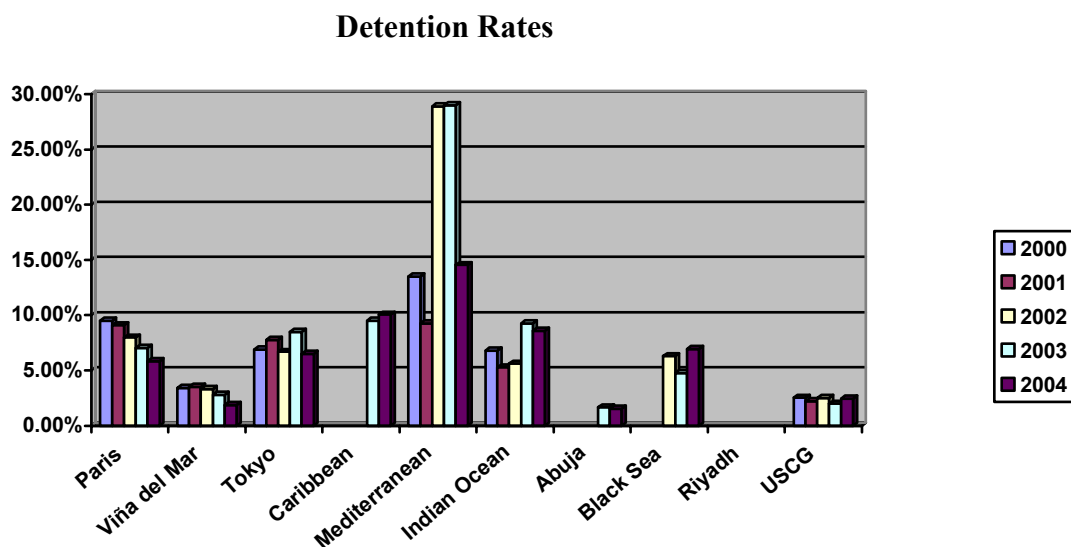
Indicator 11: PSC detention rate

Definition: Port State control detention rates as analyzed by the various bodies of the Organization on the basis of data submitted by Member States.



Source: Annual reports of regional PSC MoUs/Agreement and United States Coast Guard

Note: United States Coast Guard inspections in 2004 cover safety (11,054) and security (6,087).

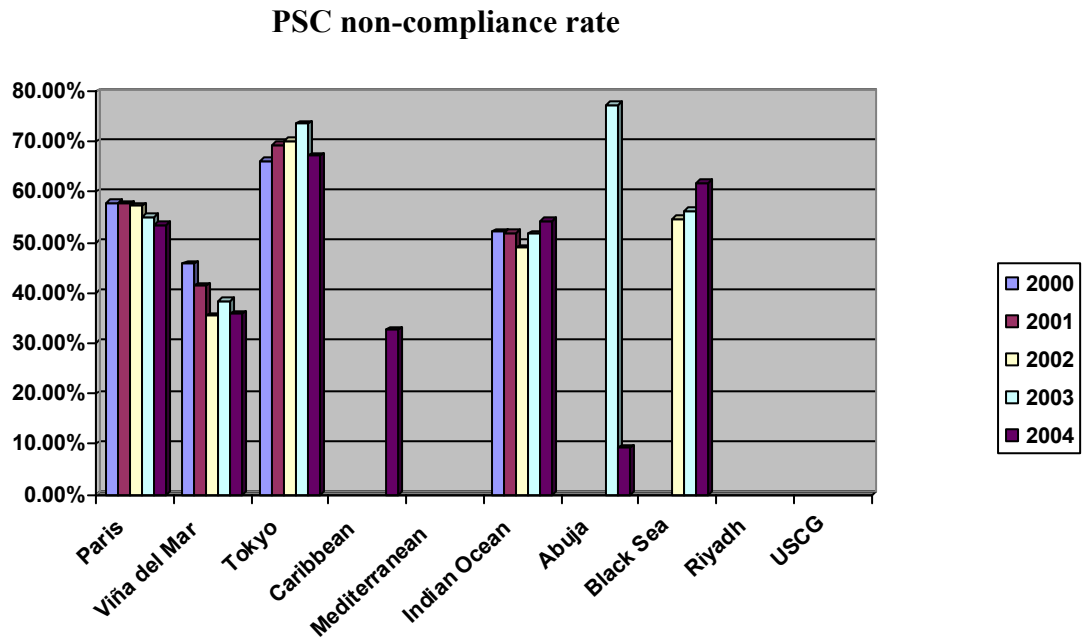


Source: Annual reports of regional PSC MoUs/Agreement and United States Coast Guard

Indicator 12: PSC non-compliance rate

Definition: Port State control non-compliance rates as analyzed by the various bodies of the Organization on the basis of data submitted by Member States.

$$\text{Non-compliance rate} = \frac{\text{No. of inspection with deficiencies}}{\text{total number of inspection}} \times \%$$



Source: Annual reports of regional PSC MoUs/Agreement and United States Coast Guard

ANNEX 3

STRATEGIC DIRECTIONS

Strategic directions annotated with related performance indicators

1 Enhancing the status and effectiveness of IMO

- .1 IMO is the primary international forum for technical matters affecting international shipping. 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 and 17

	Indicator	Base data	2005	
1	Accession to conventions	See annex 1	Seen annex 1	
2	Entry into force	25.5% as at 31/12/03	22% as at 31/03/06	
3	Implementation and compliance	To be developed	To be developed	
16	Cycle time		Base data	Average
		(a) OPRC/HNS Protocol	6 years	4.5 years
		(b) Bunkers Convention	4.5 years	
		(c) AFS Convention	2 years	
		(d) Athens Protocol 2002	5 years	
		(e) Fund Protocol 2003	5 years	
		(f) BWM Convention	6 years	
		(g) SUA Convention and Protocol	4 years	
17	IMO's role	<u>2001</u> 85%	<u>2003</u> 85%	
			<u>2005</u> 87%	

- .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

	Indicator	Base data	2005		
1	Accession to conventions	See annex 1	See annex 1		
2	Entry into force	25.5% at 31/12/03	22% at 31/03/06		
3	Implementation and compliance	To be developed	To be developed		
14	Delivery of technical assistance	2000 Base	2005		
	(a) Percentage of planned activities delivered	51%	76%		
	(b) Activities delivered: planned and unplanned percentages	Planned = 137	Delivered = 124	-	91%
			Pending = 13	-	9%
		Delivered = 177	Planned = 124	-	70%
		Un-planned = 53	-	30%	

	Indicator	Base data	2005
	(c) Number of partnerships with Governments, organizations and industry	8	33
14	(d) Number of trainees in IMO institutions and IMO-sponsored workshops	3,306	3,372

- .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 meeting the needs of its developing Member States; and
 - .4 improving the delivery, utilization and effectiveness of its technical co-operation programmes.

The related performance indicators are: 1, 14 and 15

	Performance Indicator	Base data	2005
1	Accession to Conventions	See annex 1	See annex 1
14	Delivery of technical assistance	2000 Base	2005
	(a) Percentage of planned activities delivered	51%	76%
	(b) Activities delivered: planned and unplanned percentages Planned = 137 Delivered = 124 Pending = 13	-	91%
		-	9%
	Delivered = 177 Planned = 124 Un-planned = 53	-	70%
		-	30%
(c) Number of partnerships with Governments, organizations and industry	8	33	
(d) Number of trainees in IMO institutions and IMO-sponsored workshops	3,306	3,372	
15	Proportion of funding from donor sources and internal sources TC Fund External	2000 Base	2005
		36%	47%
		64%	53%

- .4 Internally, IMO should be able to respond effectively and efficiently to emerging trends, developments and challenges. It will strive for excellence in institutional governance and management. The Council will provide visionary leadership, Committees will be optimally structured and IMO 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

16	Cycle time	Base data	Average
	(a) OPRC/HNS Protocol	6 years	4.5 years
	(b) Bunkers Convention	4.5 years	
	(c) AFS Convention	2 years	
	(d) Athens Protocol 2002	5 years	
	(e) Fund Protocol 2003	5 years	
	(f) BWB Convention	6 years	
	(g) SUA Convention and Protocol	4 years	

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

- .1 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

	Indicator	Baseline data	2005	
3	Implementation and compliance	To be developed	To be developed	
4	Lives lost		2000 Base	2005
		No. of lives lost	373	214
		Ratio of lives lost	Infinitesimal	Infinitesimal
5	Ships lost	Ships lost	135	79
		Ratio of ships lost	0.15%	0.09%
11	PSC detention rate		2000 Base	2004
		Paris MoU	9.50%	5.84%
		Viña del Mar	3.40%	1.87%
		Tokyo MoU	6.87%	6.51%
		Caribbean MoU	-	10.05%
		Mediterranean MoU	13.5%	14.54%
		Indian Ocean MoU	6.79%	8.59%
		Abuja MoU	-	1.54%
		Black Sea MoU	-	6.95%
		Riyadh MoU	-	-
United States Coast Guard	2.52%	2.43%		
12	PSC non-compliance rate		2000 Base	2004
		Paris MoU	57.90%	53.59%
		Viña del Mar	45.84%	35.80%
		Tokyo MoU	66.28%	67.27%
		Caribbean MoU	-	32.66%
		Mediterranean MoU	-	-
		Indian Ocean MoU	52.05%	54.25%
		Abuja MoU	77.68%	9.24%
		Black Sea MoU	-	61.88%
		Riyadh MoU	-	-
United States Coast Guard	-	-		
13	Fraudulent certificates		2001 Base	2005
			1,359	47

- .2 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 emphasis on the role of the human element and safeguarding the human rights of seafarers in secure shipping.

The related performance indicators are: 3, 6, 7, 11, 12 and 15

	Indicator	Baseline data	2005	
3	Implementation and compliance	To be developed	To be developed	
6	Security failures	None	None	
7	Piracy and armed robbery		2000 Base	2005
		No. of acts	471	266
		Lives lost and missing	110	11
11	PSC detention rate		2000 Base	2004
		Paris MoU	9.50%	5.84%
		Viña del Mar	3.40%	1.87%
		Tokyo MoU	6.87%	6.51%
		Caribbean MoU	-	10.05%
		Mediterranean MoU	13.5%	14.54%
		Indian Ocean MoU	6.79%	8.59%
		Abuja MoU	-	1.54%
		Black Sea MoU	-	6.95%
		Riyadh MoU	-	-
		United States Coast Guard	2.52%	2.43%
12	PSC non-compliance rate		2000 Base	2004
		Paris MoU	57.90%	53.59%
		Viña del Mar	45.84%	35.80%
		Tokyo MoU	66.28%	67.27%
		Caribbean MoU	-	32.66%
		Mediterranean MoU	-	-
		Indian Ocean MoU	52.05%	54.25%
		Abuja MoU	77.68%	9.24%
		Black Sea MoU	-	61.88%
		Riyadh MoU	-	-
		United States Coast Guard	-	-
15	Proportion of funding from donor sources and internal sources		2000 Base	2005
		TC Fund	36%	47%
		External	64%	53%

- .3 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; and
 - .3 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

	Indicator	Baseline data		
8	Ship-generated water pollution	(a) To be developed (b) To be developed (c) Negligible		
9	Ship-generated air pollution	To be developed		
10	Environmental conscience	2000	2005	
	(a) Usage of Global Environment Fund (GEF)	US\$2,259,000	US\$25,284,050	
	(b) Number of projects sponsored, initiated and funded	None	None	
	(c) Number of collaborative agreements with regional groups responding to pollution	7	12	
11	PSC detention rate	2000 Base	2004	
		Paris MoU	9.50%	5.84%
		Viña del Mar	3.40%	1.87%
		Tokyo MoU	6.87%	6.51%
		Caribbean MoU	-	10.05%
		Mediterranean MoU	13.5%	14.54%
		Indian Ocean MoU	6.79%	8.59%
		Abuja MoU	-	1.54%
		Black Sea MoU	-	6.95%
		Riyadh MoU	-	-
United States Coast Guard	2.52%	2.43%		
12	PSC non-compliance rate	2000 Base	2004	
		Paris MoU	57.90%	53.59%
		Viña del Mar	45.84%	35.80%
		Tokyo MoU	66.28%	67.27%
		Caribbean MoU	-	32.66%
		Mediterranean MoU	-	-
		Indian Ocean MoU	52.05%	54.25%
		Abuja MoU	77.68%	9.24%
		Black Sea MoU	-	61.88%
		Riyadh MoU	-	-
United States Coast Guard	-	-		

- .4 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 and 3

	Indicator	Base data	2005/2006
1	Accession to conventions	See annex 1	See annex 1
2	Entry into force	25.5% at 31/12/03	22% at 31/03/06
3	Implementation and compliance	To be developed	To be developed

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

A performance indicator is to be developed for this strategic direction.

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

The related performance indicator is: 18

3 Enhancing the profile of shipping, quality culture and environmental conscience

- .1 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 and 14

	Indicator	2000 Base	2005	
4(b)	Ratio of lives lost	Infinitesimal	Infinitesimal	
5(b)	Ratio of ships lost	0.16%	0.11%	
6	Security failure	None	None	
7	Piracy and armed robbery			
	(a) Number of acts	471	266	
	(b) Lives lost	72	0	
8	Ship-generated water pollution			
	(a) Tonnes of harmful substances discharged	To be developed	To be developed	
	(b) Number of spills occurred	To be developed	To be developed	
	(c) Ratio of oil discharged into the sea to total quantities carried by sea	Negligible	Negligible	
10	Environmental conscience			
	(a) Usage of Global Environment Fund (GEF)	US\$2,259,000	US\$25,284,050	
	(b) Number of projects sponsored, initiated and funded	None	None	
	(c) Number of collaborative agreements with regional groups responding to pollution	7	12	
11	PSC detention rate		2000 Base	2004
		Paris MoU	9.50%	5.84%
		Viña del Mar	3.40%	1.87%
		Tokyo MoU	6.87%	6.51%
		Caribbean MoU	-	10.05%
		Mediterranean MoU	13.5%	14.54%
		Indian Ocean MoU	6.79%	8.59%
		Abuja MoU	-	1.54%
		Black Sea MoU	-	6.95%
		Riyadh MoU	-	-
		United States Coast Guard	2.52%	2.43%
14	Delivery of technical assistance		2000 Base	2005
	(a) Percentage of planned activities delivered		51%	76%
	(b) Activities delivered: planned and unplanned percentages			
	Planned = 137 Delivered = 124		-	91%
	Pending = 13		-	9%
	Delivered = 177 Planned = 124		-	70%
	Un-planned = 53		-	30%

14	Delivery of technical assistance	2000 Base	2005
	(c) Number of partnerships with Governments, organizations and industry	8	33
	(d) Number of trainees in IMO institutions and IMO-sponsored workshops	3,306	3,372

- .2 IMO will take the lead in enhancing the quality of shipping by:
- .1 encouraging the utilization of best available techniques not entailing excessive costs, for all facets 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);
 - .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; and
 - .5 identifying, correlating and evaluating factors, including human interaction onboard ships, that influence safety and security culture, and developing practical and effective mechanisms for addressing them.

The related performance indicators are: 3, 11 and 12

	Indicator	Baseline data	2005	
3	Implementation and compliance	To be developed	To be developed	
11	PSC detention rate		2000 Base	2004
		Paris MoU	9.50%	5.84%
		Viña del Mar	3.40%	1.87%
		Tokyo MoU	6.87%	6.51%
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		Black Sea MoU	-	6.95%
		Riyadh MoU	-	-
	United States Coast Guard	2.52%	2.43%	
12	PSC non-compliance rate		2000 Base	2004
		Paris MoU	57.90%	53.59%
		Viña del Mar	45.84%	35.80%
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		Mediterranean MoU	-	-
		Indian Ocean MoU	52.05%	54.25%
		Abuja MoU	77.68%	9.24%
		Black Sea MoU	-	61.88%
		Riyadh MoU	-	-
	United States Coast Guard	-	-	

- .3 IMO will seek to enhance environmental consciousness 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

	Indicator	2000 Base	2005	
10	Environmental conscience			
	(a) Usage of Global Environment Fund (GEF)	US\$2,259,000	US\$25,284,050	
	(b) Number of projects sponsored, initiated and funded	None	None	
	(c) Number of collaborative agreements with regional groups responding to pollution	7	12	
11	PSC detention rate		2000 Base	2004
		Paris MoU	9.50%	5.84%
		Viña del Mar	3.40%	1.87%
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		Riyadh MoU	-	-
United States Coast Guard	2.52%	2.43%		
12	PSC non-compliance rate		2000 Base	2004
		Paris MoU	57.90%	53.59%
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		Abuja MoU	77.68%	9.24%
		Black Sea MoU	-	61.88%
		Riyadh MoU	-	-
United States Coast Guard	-	-		