

COUNCIL  
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Agenda item 3

C 110/3/8  
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## STRATEGY, PLANNING AND REFORM

### Future monitoring of the Secretariat's activities

#### Note by the Secretary-General

##### SUMMARY

*Executive summary:* This document proposes a restructuring of the Organization's High-level Action Plan to improve the identification, monitoring and reporting of service delivery by IMO staff members

*Strategic direction:* 4

*High-level action:* 4.0.3

*Planned output:* 4.0.3.1

*Action to be taken:* Paragraph 10

*Related document:* C 110/4 (b), annex

#### Introduction

1 In the Secretary-General's Statement to the Financial Statements (see the annex to document C 110/4(b)) reference is made to the Secretariat's development of a methodology to improve the identification, monitoring and reporting of service delivery by IMO staff members, since they represent some 75 per cent of the biennial budget adopted by the membership.

2 As the system is currently applied, the High-Level Action Plan (HLAP) is developed principally around the regulatory work of the Organization, and only to a limited extent does the HLAP reflect the significant service delivery by the Secretariat not only in connection with the regulatory work (i.e. technical meeting support; translation; documentation; and conference services), but also in other operational areas (i.e. provision of advisory services to Member States; delivery of technical co-operation; legal services as depositary of IMO instruments; budgetary, financial and human resources management; ICT and procurement services; commercial trading activities; security and building management; external relations; collaboration with the United Nations system and other organizations; protocol; liaison and representation services; etc.).

3 These matters have, until now, been covered partly in the Secretariat's "business plan" in the biennial budget, which reflects the full scope of all of its work under four principal categories, namely, intergovernmental decision-making; support to Member States; public outreach; and general management of the Organization and its activities. In this regard, however, some duplication of planned outputs in the HLAP and the Secretariat's business plans has occurred.

### **Secretariat activities**

4 An on-going point of discussion has been the ease or otherwise of performance monitoring under the HLAP, partly because the Plan contains within it a large number of planned outputs with a target completion year specified as "continuous". C 109 noted the large number of such outputs and requested the Secretary-General, as well as the committees and sub-committees, to specify interim outputs, or specify target completion years for these outputs, when proposing the HLAP for the 2014-2015 biennium. In this context, some of the Secretariat's "continuous" outputs are, in fact, related to permanent actions derived from IMO's position within the United Nations system (i.e. participating in UN-wide initiatives), or to ensuring follow-up to decisions taken (for example, technical co-operation activities), or to the maintenance of databases and systems established by the Organization itself (e.g. the GISIS modules), or to activities that are part of IMO's *raison d'être*, i.e. performing depositary functions, releasing press briefings, etc.

5 Yet, other activities of the Secretariat may not be sufficiently reflected in the HLAP, i.e. payroll, timely translation and word processing of documents, general conference services, organization of public outreach functions, etc. and, accordingly, the Secretariat's activities are partly reflected in the HLAP, partly in the Division's business plans, while others are not reflected at all.

### **Better monitoring of the Organization's planned outputs and the Secretariat's activities**

6 In order to ensure better monitoring of the Organization's planned outputs and the Secretariat's activities, it is proposed that:

- .1 the HLAP should contain only the planned outputs that are directly related to the expected deliverables of the Assembly, Council, committees, sub-committees and conferences (i.e. resolutions, amendments to existing regulations, development of new Conventions, guidance etc.); and
- .2 the business plan of the Secretariat will contain all of its supporting activities, as well as the "follow-up activities" flowing from decisions taken by the Organization.

7 There will, however, most likely be a need to ensure that the Secretariat's activities can be brought to the attention of relevant organs (for example, a report on the Secretariat's involvement in the development of a United Nations Security Council resolution) and therefore a linkage – or a placeholder – in the HLAP is needed to ensure that reports can be made to the relevant organs.

8 The removal from the HLAP of all of the Secretariat's activities (except for the above-mentioned placeholders) will lead to a reduction in the number of continuous outputs and to the rationalization of inconsistencies and duplications that have been identified and will, thereby, better represent the actual regulatory performance of the Organization and facilitate its monitoring and measurement against pre-established plans.

9 At the same time, reports on the delivery of the Secretariat's business plan will be presented to the Council and Assembly periodically, in the same way as reports on the Secretariat's planned outputs are currently presented.

**Action requested of the Council**

- 10 The Council is invited to consider the proposals in paragraphs 6 to 9 and:
- .1 agree to the delineation between the HLAP and Secretariat business plans as described; and
  - .2 request the Secretary-General to prepare the draft Strategic Plan, High-Level Action Plan and results-based budget, including the Secretariat's business plan, for the next biennium, accordingly.
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