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**Adopted on 25 November 2003
(Agenda item 9)**

**STRATEGIC PLAN FOR THE ORGANIZATION
(FOR THE SIX-YEAR PERIOD 2004 TO 2010)**

THE ASSEMBLY,

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

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

RECALLING FURTHER resolution A.900(21) on Objectives of the Organization in the 2000s and resolution 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,

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

HAVING CONSIDERED the recommendation of the Council at its twenty-second extraordinary session:

1. ENDORSES and ADOPTS the Mission Statement for the Organization;
2. APPROVES the Strategic Plan for the Organization, as set out in the attached Annex, for the six-year period 2004 to 2010, comprised of:
 - (a) the Mission Statement;
 - (b) the trends, developments and challenges in the shipping and maritime world facing the Organization over the aforementioned period;

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- (c) the strategic directions for the Organization, based on the emerging trends, developments and challenges; and
 - (d) performance indicators for the measurement of the performance of the Organization;
3. DIRECTS the Council and the Secretary-General, as appropriate, to establish the necessary monitoring mechanism to review and update progress made under the Plan;
 4. FURTHER DIRECTS the Council to review the plan every biennium;
 5. DECIDES to review the progress of the Plan at its twenty-fourth regular session on the basis of a Council report.

ANNEX

STRATEGIC PLAN FOR THE ORGANIZATION (FOR THE SIX-YEAR PERIOD 2004 – 2010)

This, the Organization's first Strategic Plan, covers the six-year period 2004 to 2010. 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 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, powerful 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 doing so, 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 organisations collectively to introduce new measures to the maritime transport sector designed to enhance maritime and port security, and to protect against disruptions to global trade. Following the adoption of amendments to SOLAS introducing the new International Ship and Port Facility Security Code, the new measures must be implemented effectively in order to enhance global maritime security. At the same time, there are growing concerns that new 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 sea-borne trade.

The challenge for IMO is to promote the effective implementation of the new 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 sea-borne trade continues to be smooth and efficient.

Heightened environmental consciousness

2.5 The public is clearly growing intolerant of environmental pollution from shipping incidents, as the experience of several accidents shows. Moreover, the heightened concern at the impact of global shipping activities on the environment has given impetus to efforts such as those aimed at ensuring the preservation of aquatic systems and preventing the introduction of harmful substances from ships into the marine environment.

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

- .1 be proactive in identifying and addressing shipping activities that could have an adverse impact on the environment;*
- .2 develop effective responses to shipping incidents in order to mitigate their impact on the environment.*

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 large passenger ships with capacities of several thousands, the increased use of ferries and high-speed craft to provide essential regional and archipelagic links, the growing number of migrants transported by sea and the continuing loss of seafarers' 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 operation of ships and whether current response capabilities are adequate to deal with emergencies.

The challenge for IMO, therefore, 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 helping developing countries implement IMO instruments for safer and more secure shipping and enhanced environmental protection. The importance of the ITCP increases further with every new instrument adopted by the IMO. There are concerns about IMO's capacity to meet the 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 the ITCP and to improve its delivery and effectiveness.

Shifting emphasis onto people

2.8 Human performance in all sections of the maritime industry is a major cause of shipping 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 shipping mishap 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 safer shipping.

The challenge for IMO is to place increased emphasis on the contribution of the human element to safer and more secure 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;*
- .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 STRATEGIC DIRECTIONS

Introduction

3.1 The strategic directions 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; and
- .3 enhancing the profile of shipping and instilling a quality culture and environmental conscience.

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.

3.1 Enhancing the status and effectiveness of IMO

- .1 IMO is the primary international forum for technical matters affecting international shipping. 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;
- .3 actively seek to reap synergies and avoid duplication of efforts made by other UN agencies in shipping matters.

An inclusive and comprehensive approach to technical shipping matters will be a hallmark of IMO.

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

- .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, and 3

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

The related performance indicators are: 14 and 15

- .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

3.2 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;
 - .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

- .2 IMO will seek to enhance the security of the maritime transport network and reduce piracy and armed robbery against ships by:
 - .1 promoting a comprehensive and co-operative approach, both among Member States within the Organization and between the 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: 3, 6, 7, 11, 12 and 15

- .3 IMO will focus on reducing and eliminating any adverse impact of shipping on the environment by:
 - .1 identifying and addressing possible adverse impacts; and
 - .2 developing effective measures for mitigating and responding to the impact on the environment caused by shipping incidents and operational pollution from ships.

The related performance indicators are: 8, 9, 10(a) to (c), 11 and 12

- .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

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

The related performance indicator is: 14(c)

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

The related performance indicator is: to be developed

3.3 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;
- .2 actively developing its community relations programmes.

The related performance indicators are: 4(b), 5(b), 6, 7, 8, 10(a) to (c), 11, 14 and 18.

- .2 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);
 - .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, 10(d), 11 and 12

- .3 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);
 - .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, 12 and 18

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;
- .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	To be developed following decisions on the future Voluntary IMO Member State Audit Scheme and the future Code for the implementation of [mandatory] IMO instruments
4	Lives lost	(a) Number of lives lost (seafarers and passengers) due to safety-related* accidents and incidents on ships subject to IMO conventions and other instruments (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
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]	[Tonnes of NO _x , SO _x [and CO ₂] released from ships subject to IMO instruments] Note: the square brackets, parts of the text or the performance indicator to be removed, subject to the results of later discussions on measurable targets
10	Environmental conscience	(a) Usage of Global Environment Fund (GEF) by IMO (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 (d) Level of utilization of best techniques as analyzed by the various bodies of the Organization on the basis of data submitted by Member States
11	PSC detention rate	Port State control detention rates as analyzed 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 analyzed 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

* 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
14	Delivery of technical assistance [Note: the Council is recommended to review this indicator following the future ITCP impact assessment exercise]	(a) Percentage of technical assistance requests met (b) Percentage of requests not met due to lack of resources (c) Proportion of spending allocated to SIDS/LDCs (d) Proportion of funding from donor sources and internal sources (e) Number of partnerships with governments, organizations and industry
15	Education outreach	Number of applications to IMO institutions and IMO-sponsored workshops
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	Transparency	Number of IMO and related information sources on ship safety, security and marine environmental issues and the extent of their availability and use

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