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**Resolution A.1173(33)**

**Adopted on 6 December 2023  
(Agenda item 8)**

**STRATEGIC PLAN FOR THE ORGANIZATION  
FOR THE SIX-YEAR PERIOD 2024 TO 2029**

THE ASSEMBLY,

RECALLING the Convention on the International Maritime Organization, in particular part I, Article 1(a), and part II, Articles 2(a) and (c) thereof,

RECALLING ALSO the directives contained in resolution A.500(XII) concerning coordination 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 FURTHER resolutions:

- A.900(21) on *Objectives of the Organization in the 2000s*; and
- A.909(22) on *Policymaking in IMO – setting the Organization's policies and objectives*, and the relevant documents of the Council and the committees on the organization and method of their work,

RECALLING IN PARTICULAR the adoption, at its thirty-second session, of resolution A.1149(32) on *Revised Strategic Plan for the Organization for the six-year period 2018 to 2023*, including the decision that the strategic directions are established for the six-year period 2018 to 2023 and that the Council will bring to the attention of the Assembly proposed amendments to the Strategic Plan on which it has had an agreement, including the biennial update of outputs in a consolidated manner,

RECOGNIZING that the scope and significance of the human element in the safe, secure and environmentally sound operation of ships has been amplified during the COVID-19 pandemic,

REGOGNIZING ALSO that the success of IMO's Strategic Plan hinges on navigating through all strategic directions, with a holistic understanding of their interdependencies, when and where appropriate, ensuring an effective approach,

TAKING INTO ACCOUNT the benefits that the strategic directions and the Sustainable Development Goals will provide to international shipping and the development of Member States' national maritime strategies,

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 130th session,

1 APPROVES the Strategic Plan for the Organization for the six-year period 2024-2029, as set out in the annex to the present resolution, comprising:

- (a) the mission statement;
- (b) the vision statement;
- (c) the overarching principles for the Organization's Strategic Plan 2024-2029;
- (d) the strategic directions for the Organization;
- (e) the performance indicators for assessing the Organization's performance against the strategic directions; and
- (f) the list of outputs that are planned to be delivered by the Organization over the 2024-2025 biennium;

2 REQUESTS that all IMO organs ensure full observance of resolution A.1174(33) on *Application of the Strategic Plan of the Organization*, which provides a uniform basis for the application of the Strategic Plan throughout the Organization, and for the strengthening of existing working practices through the provision of enhanced planning and management procedures that are simple, manageable, proportional, transparent and balanced;

3 REQUESTS the Council, the Maritime Safety Committee, the Legal Committee, the Marine Environment Protection Committee, the Technical Cooperation Committee and the Facilitation Committee, when reporting on their work to the Assembly at its thirty-fourth regular session and to the Council at its sessions during the 2024-2025 biennium, to ensure that they report progress towards fulfilling the Organization's mission using the framework of the Strategic Plan;

4 REQUESTS the Council and the Secretary-General, as appropriate, to monitor progress and analyse, as necessary, any mechanisms required to review and update progress made under the Strategic Plan, taking into account resolution A.1174(33) on *Application of the Strategic Plan of the Organization*;

5 INVITES Member States, the Secretariat and other stakeholders to provide the necessary data to ensure that progress towards the achievement of the Strategic Plan can be adequately assessed and reported on;

6 REQUESTS the chairs, vice-chairs and secretaries of the Council, committees and sub-committees to ensure a consistent and rigorous application of resolution A.1174(33) on *Application of the Strategic Plan of the Organization* and of the documents on the organization and method of work of the respective committees and their subsidiary bodies;

7 ENCOURAGES the Council, the committees and the Secretariat, when considering proposals for new outputs, to ensure, in accordance with resolution A.1174(33) on *Application of the Strategic Plan of the Organization* and with the documents on the organization and method of their work, as appropriate, that the issues to be addressed are those which fall within the mission of the Organization;

8 REQUESTS the committees and the Secretariat, as appropriate, and in accordance with resolution A.1174(33) on *Application of the Strategic Plan of the Organization*, to submit to the Council for endorsement any new outputs that they may approve during the 2024-2025 biennium for inclusion in the list of outputs for that biennium;

9 AUTHORIZES the Council to endorse such new outputs and to include them in the list of outputs for the 2024-2025 biennium, as set out in the annex to the present resolution;

10 REVOKES resolution A.1149(32).

## ANNEX

**STRATEGIC PLAN FOR THE ORGANIZATION  
FOR THE SIX-YEAR PERIOD 2024 TO 2029****MISSION STATEMENT**

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 cooperation. This will be accomplished by adopting the highest practicable standards of maritime safety and security, efficiency of navigation and prevention and control of pollution from ships, as well as through consideration of the related legal matters and effective implementation of IMO instruments, with a view to their universal and uniform application.

**VISION STATEMENT**

2 The vision of IMO for the period 2024 to 2029 is as follows:

- .1 IMO will uphold its leadership role as the global regulator of shipping, promote greater recognition of the sector's importance to world trade, and enable the advancement of shipping. In this regard, IMO will address the challenges and opportunities presented by ongoing developments in technology, the protection and preservation of the marine environment, tackling climate change, improving the well-being and competence of seafarers, and strengthening the resilience of the maritime industry and global supply chains.
- .2 To achieve this, IMO will focus on the review, development, implementation of and compliance with IMO instruments in its pursuit to proactively identify, analyse and address emerging issues. IMO will support Member States in achieving the goals of the 2030 Agenda for Sustainable Development, including through capacity development, taking into account the Organization's Capacity-Building Decade 2021-2030 Strategy.

**OVERARCHING PRINCIPLES FOR THE ORGANIZATION'S  
STRATEGIC PLAN 2024 to 2029**

3 The Strategic Plan identifies the strategic directions which IMO will focus on in the period 2024 to 2029. The IMO organs will continue their work to fulfil the purposes of the Organization, as set out in Article 1 of the IMO Convention, while sustaining the system of global maritime legislation and ensuring a level playing field for all States involved in international shipping. In doing so, IMO will uphold its leadership role in ensuring a balance for international shipping when addressing the multiple priorities of economic development, facilitation of international trade, safety, security and environmental protection. Within its mandate, IMO will proactively develop solutions and implement actions in response to global crises and challenges which impact the Organization's work.

4 IMO will ensure that the views of all stakeholders are taken into account in its decision-making processes by upholding the principles of respect, non-discrimination, inclusivity, equal access and transparency, and continue to pay particular attention to the needs of developing countries, especially small island developing States (SIDS) and least developed countries (LDCs).

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5 The safety of life at sea, maritime security, protection of the environment and world trade all depend on the competence and professionalism of the personnel employed or engaged in the maritime sector. In accordance with their respective roles, they need to have the relevant skills and understanding to effectively implement, apply, enforce and contribute to the development and review of IMO instruments.

6 The expansion of the global fleet, acceleration in the development of new, emerging and advancing technologies and global efforts to decarbonize international shipping will continue to increase the demands on, and skills required of, seafarers and fishing vessel personnel. In all aspects of its work, IMO will take into account the human element in the development, implementation and review of new and existing requirements, including skills, education and training, as well as human capabilities, limitations and needs.

7 IMO will also take into account the needs and well-being of seafarers and fishing vessel personnel and, in doing so, will always attach the utmost importance to fair treatment, inclusivity, equality, diversity and the empowerment of women.

8 As a specialized agency of the United Nations, IMO has an important role to play in achieving the 2030 Agenda for Sustainable Development, including its 17 Sustainable Development Goals (SDGs) and 169 targets, to forge a sustainable pathway of action for people, the planet and prosperity.

9 Shipping is an essential element of sustainable economic growth as it is the most environmentally sound mode of transport with the lowest carbon footprint per unit of cargo transported. Along with other transport modes, shipping is an important enabler of world trade, and as such, of a substantial number of SDGs.

10 IMO is fully committed to achieving the 2030 Agenda for Sustainable Development and the SDGs, including aligning its programmes and initiatives to support Member States. The Organization, its Member States, civil society and the maritime industry will continue working together to strengthen the path towards sustainable development.

11 To support sustainable development that is inclusive, IMO will continue to assist Member States through technical cooperation, technology transfer and capacity development programmes and initiatives, taking into account the Organization's Capacity-Building Decade 2021-2030 Strategy, including in the development and implementation of their national maritime strategies and maritime transport policies.

12 IMO will also maintain and, when and where relevant, strengthen its collaboration with other bodies in the United Nations system as well as with relevant parties at global, regional and national levels.

13 IMO will continually demonstrate to its stakeholders that it is delivering on its objectives successfully and effectively. Through stakeholder outreach, the Organization will promote its work as essential to ensuring a safe, secure, environmentally sound and sustainable shipping sector.

14 IMO will enhance multilingualism by promoting, protecting and preserving the use of the six UN official languages.

15 IMO will strive to ensure diversity and equitable geographical representation in all IMO organs, including within the Secretariat.

16 IMO will strive to continually strengthen its efficiency, transparency and performance.

## STRATEGIC DIRECTIONS

17 As IMO continues to carry out its work, the following strategic directions set out the areas of particular focus for the period 2024 to 2029.

### **SD 1: Ensure implementation of IMO instruments supported by capacity development**

18 IMO has around 70 years of experience developing more than 50 international treaties, together with the related standards, guidelines and other texts. Only through the entry into force of those instruments and the effective, efficient and consistent implementation and enforcement of their provisions can the full benefits from this extensive body of international law be realized. To that end, it is imperative that IMO place strong focus on the continuous, effective and uniform implementation of IMO instruments by Member States, promotion of the entry into force of instruments, reduction of administrative burdens and delivery of robust capacity development initiatives.

19 The crucial role played by IMO in creating a level playing field for all States involved in international shipping can only be achieved through continuous, effective and uniform implementation of IMO instruments, their enforcement by the States parties to them, and full compliance by the States concerned and the shipping industry.

20 IMO will provide States and the industry with the information they need to better identify and understand challenges to implementation and enforcement, and will seek ways to address those challenges and reduce administrative burdens, including through analysis of the findings from the Member State Audit Scheme and/or data from other sources. IMO will promote the exchange of best practices among all stakeholders and support the implementation of corrective action plans by States following their audits.

21 To achieve the goal of uniform implementation of IMO instruments while supporting inclusive development, IMO will continue to develop and execute projects and partnerships in line with its Capacity-Building Decade 2021-2030 Strategy and the Organization's resource mobilization strategy, to provide targeted capacity development that fosters, promotes and supports implementation efforts, especially those of developing countries, in particular SIDS and LDCs, paying due attention to their needs.

### **SD 2: Integrate new, emerging and advancing technologies in the regulatory framework**

22 As technological development accelerates, new, emerging and advancing technologies will foster a more digitalized, interconnected and efficient industry closely integrated with the global supply chain. New, emerging and advancing technologies are also contributing towards making shipping safer and more efficient, and the enhancement of environmental protection. They have already brought about changes at all levels in the way ships are designed, constructed, equipped, operated and managed.

23 Technological advancement also presents new opportunities for the shipping industry through the simplification of processes, greater data and information exchange between ports and ships, and automation. Moving ahead, such technologies are expected to feature more prominently as the Organization addresses decarbonization and digitalization.

24 Since technological advances present opportunities as well as challenges, their use needs to be considered carefully in order for them to be accommodated appropriately into the regulatory framework of the Organization. This involves balancing the benefits derived from new, emerging and advancing technologies with maritime safety and security concerns, cybersecurity, environmental concerns, potential for international trade facilitation, costs and the impact on personnel, both on board and ashore.

25 The Organization's regulatory framework will be continually adapted to the challenges and global developments facing the shipping industry, with a view to ensuring safety, security and environmental protection. The Organization will strive towards a legal framework that accommodates new and advancing technologies and approaches; it will do so by being technology neutral, developing IMO instruments and performance standards without hindrance or preference for one technology over another. In addressing new, emerging and advancing technologies, the Organization will also take into account the needs of developing countries, in particular SIDS and LDCs.

### **SD 3: Respond to climate change and reduce greenhouse gas emissions from international shipping**

26 With the adoption of the 2030 Agenda and the Paris Agreement at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21), climate change has been recognized as one of the greatest challenges of our time, a phenomenon whose consequences have negative impacts on the planet and which can undermine the ability of all countries to achieve sustainable development.

27 Although shipping is one of the most energy-efficient modes of transportation, the maritime sector continues to pursue strategies and measures to reduce greenhouse gas (GHG) emissions from international shipping worldwide. Having already developed global regulations on energy efficiency for ships, the Organization continues to take concrete actions to ensure that international shipping bears its fair share of responsibility in addressing climate change. IMO adopted the Initial Strategy on Reduction of GHG Emissions from Ships in 2018, which has been replaced by the 2023 IMO Strategy on Reduction of GHG Emissions from Ships (2023 IMO GHG Strategy) with the strengthened ambition to peak GHG emissions as soon as possible and to reach net zero GHG emissions by or around, i.e. close to, 2050, taking into account different national circumstances, while pursuing efforts towards phasing them out, consistent with the long-term temperature goal set out in Article 2 of the Paris Agreement. The 2023 IMO GHG Strategy also outlines IMO's commitment to further develop and implement GHG reduction measures and the need to consider the impacts of measures on States. Particular attention should be paid to the needs of developing countries, in particular LDCs and SIDS.

28 In its role as the global regulator of international shipping, IMO will develop appropriate measures and solutions to reduce the shipping industry's contribution to air pollution and its impact on climate change. This includes measures to facilitate international shipping's transition to zero or near-zero GHG emission technologies, fuels and/or energy sources, as these will be integral to achieving the overall level of ambition in the 2023 IMO GHG Strategy. IMO will also develop a safety regulatory framework to support the reduction of GHG emissions from ships using new technologies and alternative fuels. In doing so, IMO will address the human element, including the impact on seafarers and other maritime professionals, to ensure the safe implementation of the 2023 IMO GHG Strategy.

### **SD 4: Continue to engage in ocean governance**

29 The use of the world's oceans has intensified as a result of the continuing increase in the exploration and use of marine resources given the opportunities they present. It is important to preserve the ocean for its users and those that are dependent on it.

30 To support the sustainable development of activities in marine spaces, such activities have to be balanced with the capacity of the ocean to remain healthy and diverse in the long term.

31 IMO will continue to actively engage, collaborate and cooperate with the United Nations, its agencies and other relevant bodies to address ocean governance issues, including promoting the sustainable development of activities in and use of marine spaces. In doing so, IMO will endeavour to ensure that the use of marine spaces does not disproportionately limit the ability of shipping to support and contribute to the global economy, socio-economic progress and development, and to assist in delivering related aspects of the SDGs.

32 Safe, secure and sustainable shipping is integral to ocean governance. IMO will continue to take action to improve maritime safety and security, to prevent pollution from ships, and to reduce threats to biodiversity, in order to support the protection of marine spaces that helps preserve the marine environment and human health.

#### **SD 5: Enhance global facilitation, supply chain resilience and security of international trade**

33 Shipping moves over 80%\* of world trade, making it an integral part of the global economy and supply chain. Preventing the disruption of international shipping is therefore in the global economic interest. Continued effort is needed to ensure that ships move from port to port without undue delay arising from arrival and departure formalities, to provide for safe, reliable transportation and effective facilitation of international trade, and to ensure that appropriate security measures are in place on all international voyages.

34 Drawing on the experience gained and lessons learned during the COVID-19 pandemic, IMO will continue to strengthen the resilience of the global supply chain and maritime industry to enable the continued flow of goods through international shipping in times of crises. This includes strengthening the care and recognition of seafarers and appreciation for the role of the maritime industry in facilitating international trade.

35 Threats such as piracy and armed robbery against ships could disrupt international trade, threaten lives and increase the burden on maritime transport. Furthermore, to ensure the safety and security of the maritime transport network, including vital shipping lanes, IMO will continue to raise awareness of measures for safety and security, and to encourage a cooperative approach among Member States and stakeholders, such as through timely and effective information-sharing.

36 Shipping operations are increasingly dependent on electronics and digital technologies and as such are exposed to cyber risks. Within its mandate, the Organization will continue to monitor and address unlawful and fraudulent practices in the international maritime sector, including fraudulent registries and registration of ships, and encourage a cooperative approach among Member States and stakeholders.

37 In strengthening the prevention and suppression of illicit activities in the maritime sector, including maritime corruption, IMO will further encourage collaboration and coordination at the international, regional and national levels, and between government agencies, maritime transport operators, ports, shippers, seafarers and other stakeholders.

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\* United Nations Conference on Trade and Development, *Review of Maritime Transport 2023*.



38 To enhance global facilitation, IMO will seek further international consensus on reducing, simplifying and standardizing the information required for communications between ships, ports and authorities. The Organization will develop and promote global standards and solutions, such as those related to maritime single window systems, that reduce administrative burdens by facilitating electronic information exchange and balancing the needs of authorities ashore with the interests of the shipping industry.

#### **SD 6: Address the human element**

39 The human element is recognized as a key element of the safety of life at sea and the protection of the marine environment. Furthermore, the human element is important particularly when developing and implementing new and existing requirements to ensure maritime safety and security and the prevention of pollution from ships.

40 Although shipping continues to experience a transformation with the development of new, emerging and advancing technologies, including digitalization, the human element continues to play a vital role in the maritime sector both on board and ashore.

41 The necessity to take into account the human element in the work of the Organization, accompanied by synergies with the work of the United Nations system, has resulted in the need for increased focus on the human element in the rule-making process.

42 In its role as the global regulator of shipping, IMO will build on work already completed to address the human element and will take the human element into account in the review, development and implementation of new and existing requirements. This includes facilitating cooperation among Governments on practices concerning the human element in the maritime sector.

43 To address human element-related issues, IMO will develop or amend provisions, including but not limited to those related to training, certification and watchkeeping. In doing so, IMO will take into consideration new technologies and alternative fuels, human-centred design principles, safe manning, drills and exercises, fatigue management, operational safety, security and environmental protection, among others.

44 In cooperation with relevant stakeholders, IMO will promote fair treatment of seafarers, gender equality and the empowerment of women, and address seafarer abandonment, bullying and harassment including sexual assault and sexual harassment.

45 To address the needs of the maritime sector, IMO will take further steps to promote careers in the maritime industry as a means to encourage more people to pursue a maritime profession.

#### **SD 7: Ensure the regulatory effectiveness of international shipping**

46 The main role of IMO as the global regulator of safe, secure, environmentally sound and efficient shipping requires it to ensure that a universally adopted, effective, international regulatory framework is in place and implemented consistently, embracing and integrating new, emerging and advancing technologies, without causing unnecessary burden.

47 The current approach and practices draw on the extensive experience of IMO in developing and adopting standards for international shipping. Reviewing such approaches and practices allows the Organization to identify improvements, reduce administrative burdens, enhance the effectiveness of the existing IMO instruments and better assess the need for new regulations. IMO will take into account the impacts and benefits of the proposed measures, supported by robust decision-making processes, taking into consideration available data, including feedback provided by the IMO Member State Audit Scheme (IMSAS).

48 By focusing on the development of regulations and goal-based standards, IMO will help ensure that IMO instruments continue to be relevant, globally implemented and applicable, and maintain a level playing field. Information, from different sources, including from the Global Integrated Shipping Information System (GISIS) and IMSAS, should be considered as feedback into the regulatory processes of the Organization to allow it to make informed decisions on reviewing existing regulations and developing new ones.

#### **SD 8: Ensure organizational effectiveness**

49 To achieve the Organization's vision and strengthen its ability to address current and future challenges and opportunities, IMO will improve its organizational and working practices, where necessary, and foster broader participation by Member States in its work and decision-making, including through the use of appropriate technologies. To effectively facilitate its work and improve knowledge sharing, the Organization will consider means of strengthening its technical and analytical capabilities to collect, manage, analyse and report on relevant information and data.

50 IMO will continue to introduce and implement best practices in its activities, delivering efficient and effective processes to deal with the ever-changing work of the Organization, thereby ensuring that Member States, donors and other partners receive the best value for the resources they provide.

51 The motivated and skilled staff who lie at the heart of the Organization's success are essential to its ability to respond effectively to changing demands. IMO will ensure that the Secretariat continues to be adequately staffed and equipped with the required competencies and is structured and supported appropriately to deliver the work of the Organization. IMO will continue to take steps to ensure inclusivity, such as in the areas of multilingualism, gender and geographical representation, including in all levels of the Secretariat. IMO will also strive to ensure equal access for all to actively participate in the work of the Organization.

52 IMO will continue to manage and utilize its financial resources effectively, responsibly and sustainably. In this regard, the ongoing commitment of Member States to provide financial resources that meet the Organization's long-term expenditures, as well as ensuring adequate sources of funding for the Organization's activities with the support of other donors, are essential. In its technical cooperation work, IMO will endeavour to establish new and further develop existing strategic donor relationships and to optimize other sources of funding.

**TABLE 1 – PERFORMANCE INDICATORS**

<b>SD</b>	<b>PI Index</b>	<b>PI Name</b>
<b>SD 1 Ensure implementation of IMO instruments supported by capacity development</b>	<b>PI 1.1</b>	# of references in audit findings per instrument (article and regulation)
	<b>PI 1.2</b>	% of corrective actions addressing audit findings and observations completed and effectively implemented, according to the target completion dates
	<b>PI 1.3</b>	% of deficiencies and detentions per ship type
	<b>PI 1.4</b>	# of deficiencies per category of deficiency
	<b>PI 1.5</b>	# of Member States that have ratified each IMO instrument, including those yet to enter into force
	<b>PI 1.6</b>	% of the world's merchant shipping (tonnage) covered by each IMO instrument, including those yet to enter into force
	<b>PI 1.7</b>	# of technical cooperation programmes/activities, including project activities, developed and implemented in the identified areas requiring technical assistance as a result of the analysis of the IMO Member State Audit Scheme (IMSAS) Consolidated Audit Summary Reports (CASRs)
	<b>PI 1.8</b>	# of technical cooperation programmes/activities, including project activities, requested by Member States, developed and implemented related to the implementation of corrective actions to address (1) IMSAS audit findings and (2) observations
<b>SD 2 Integrate new, emerging and advancing technologies in the regulatory framework</b>	<b>PI 2.1</b>	# of proposals submitted to IMO to incorporate new, emerging and advancing technologies into the regulatory framework
	<b>PI 2.2</b>	# of outputs to include new, emerging and advancing technologies (as specified in PI 2.1) on the agenda of IMO organs
<b>SD 3 Respond to climate change and reduce greenhouse gas emissions from international shipping</b>	<b>PI 3.1</b>	# tonnes of CO <sub>2</sub> emissions from international shipping
	<b>PI 3.2</b>	% of improvement in attained Energy Efficiency Design Index (EEDI) and Energy Efficiency Existing Ship Index (EEXI) against reference line per ship type
	<b>PI 3.3</b>	US\$ expenditure on funding of technical cooperation activities and major projects related to energy efficiency and reduced emissions
	<b>PI 3.4</b>	% of ships per ship type with a C, B or A Carbon Intensity Indicator (CII) rating

SD	PI Index	PI Name
	<b>PI 3.5</b>	% of energy used by international shipping originating from zero and near-zero GHG emission technologies, fuels and energy sources
<b>SD 4 Continue to engage in ocean governance</b>	<b>PI 4.1</b>	# of Special Areas designated under MARPOL, including Emission Control Areas (ECAs)
	<b>PI 4.2</b>	# of Particularly Sensitive Sea Areas (PSSAs) designated
	<b>PI 4.3</b>	# of meetings on Ocean Governance at which the Organization was represented
	<b>PI 4.4</b>	US\$ expenditure on technical cooperation activities and capacity development related to Ocean Governance
<b>SD 5 Enhance global facilitation, supply chain resilience and security of international trade</b>	<b>PI 5.1</b>	# of Contracting Parties to the FAL Convention submitting notifications pursuant to article VIII of the FAL Convention
	<b>PI 5.2</b>	# of Member States issuing electronic certificates
	<b>PI 5.3</b>	# of Member States with a system for the electronic exchange of information
	<b>PI 5.4</b>	# of piracy incidents per geographical area of incident reported to IMO
	<b>PI 5.5</b>	# of stowaway incidents reported to IMO
	<b>PI 5.6</b>	US\$ expenditure on technical cooperation activities and capacity development allocated to facilitation matters
	<b>PI 5.7</b>	US\$ expenditure on technical cooperation activities and capacity development allocated to security matters
<b>SD 6 Address the human element</b>	<b>PI 6.1</b>	# of reported very serious marine casualties where the human factor has been identified as one of the root causes
	<b>PI 6.2</b>	# of inspections with human element-related deficiencies reported to IMO under its purview by Port State Control (PSC) regimes
	<b>PI 6.3</b>	# and % of female seafarers as a proportion of total seafarer population
	<b>PI 6.4</b>	# and % of women employed in the maritime sector as a proportion of total personnel employed in the maritime sector
	<b>PI 6.5</b>	# and % of female delegates participating in IMO meetings
	<b>PI 6.6</b>	# of abandoned seafarers reported to IMO

SD	PI Index	PI Name
	<b>PI 6.7</b>	% of repatriated seafarers by total of abandoned seafarers
<b>SD 7 Ensure regulatory effectiveness of international shipping</b>	<b>PI 7.1</b>	# of unified interpretations of provisions per instrument approved by IMO
<b>SD 8 Ensure organizational effectiveness</b>	<b>PI 8.1</b>	# and % of Member States, IGOs and NGOs attending IMO meetings, for each meeting
	<b>PI 8.2</b>	% of outputs completed by the original target completion date
	<b>PI 8.3</b>	% of technical cooperation and capacity development activities with effective results for the receiving Member States
	<b>PI 8.4</b>	% of technical cooperation and capacity development activities with long-term impact for the receiving Member States
	<b>PI 8.5</b>	% of the reporting requirements that can be met by electronic means
	<b>PI 8.6</b>	% of vacant posts in general services and professional/higher categories
	<b>PI 8.7</b>	% of assessments received from Member States
	<b>PI 8.8</b>	% of biennial Integrated Technical Cooperation Programme (ITCP) funded
	<b>PI 8.9</b>	% contribution of Trading Fund surplus to the ITCP
	<b>PI 8.10</b>	% of additional external contributions to the budget (non-ITCP)
	<b>PI 8.11</b>	% of contributions provided by substantial donations

TABLE 2 – LIST OF OUTPUTS FOR THE 2024-2025 BIENNIUM

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
SD 1	1.1	Capacity-building aspects of the IMO Audit Scheme reflected in and implemented through the Integrated Technical Cooperation Programme (ITCP)	Continuous	TCC		
	1.2	Input on identifying emerging needs of developing countries, in particular SIDS and LDCs to be included in the ITCP	Continuous	TCC	MSC/ FAL/LEG	MEPC/
	1.3	Revision of the criteria for the provision of mobile satellite communication services in the Global Maritime Distress and Safety System (GMDSS) (resolution A.1001(25))	2024	MSC	NCSR	
	1.4	Analysis of consolidated audit summary reports	Annual	Assembly	MSC/ LEG/TCC/ III	MEPC/ Council
	1.5	Non-exhaustive list of obligations under instruments relevant to the IMO Instruments Implementation Code (III Code)	Annual	MSC/ MEPC	III	
	1.6	Monitoring of ITCP programme implemented on the enhancement of maritime training capacities, including middle and senior management levels	Annual	TCC		
	1.7	Identify thematic priorities within the area of maritime safety and security, marine environmental protection, facilitation of maritime traffic and maritime legislation	Annual	TCC	MSC/ FAL/LEG	MEPC/
	1.8	Analysis and consideration of reports on National Maritime Transport Policy development and Country Maritime Profiles	Annual	TCC		
	1.9	Report on activities within ITCP related to the OPRC Convention and the OPRC-HNS Protocol	Annual	TCC	MEPC	
	1.10	Report on ITCP programme on support to SIDS and LDCs for their special shipping needs	Annual	TCC		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	1.11	Measures to harmonize port State control (PSC) activities and procedures worldwide	Continuous	MSC/MEPC	HTW/PPR/ NCSR	III
	1.14	Development of guidance in relation to Mandatory IMO Member State Audit Scheme (IMSAS) to assist in the implementation of the III Code by Member States	2024	MSC/MEPC	III	
	1.16	Review of the 2014 Guidelines for the reduction of underwater noise from commercial shipping to address adverse impacts on marine life (MEPC.1/Circ.833) (2014 Guidelines) and identification of next steps	2024	MEPC	SDC	
	1.17	Review of IGC Code	2024	MSC	CCC	
	1.18	Development of guidance on assessment and applications of remote surveys, ISM Code audits and ISPS Code verifications	2024	MSC/MEPC	III	
	1.19	Approve ITCP for 2026-2027	2025	TCC		
	1.21	Development of guidance on matters relating to in-water cleaning	2025	MEPC	PPR	
	1.23	Evaluation and harmonization of rules and guidance on the discharge of discharge water from EGCS into the aquatic environment, including conditions and areas	2025	MEPC	PPR	
	1.24	Review of the BWM Convention based on data gathered in the experience-building phase	2025	MEPC		
	1.25	Urgent measures emanating from issues identified during the experience-building phase of the BWM Convention	2025	MEPC		
	1.26	Revision of MARPOL Annex IV and associated guidelines	2025	MEPC	III/HTW	PPR
	1.31	Measures to prevent unlawful practices associated with the fraudulent registration and fraudulent registries of ships	2025	LEG		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	1.32	Implementation of the STCW Convention	Continuous	MSC	HTW	
	1.34	Development of global maritime SAR services, including harmonization of maritime and aeronautical procedures and amendments to the IAMSAR Manual	Continuous	MSC	NCSR	
	1.35 (New)	Review of the appropriateness and effectiveness of SOLAS regulation IV/5 (Provision of radiocommunication services)	2025	MSC	NCSR	
<b>SD 2</b>	2.1	Response to matters related to the ITU-R Study Groups and ITU World Radiocommunication Conference	Continuous	MSC	NCSR	
	2.2	Approved ballast water management systems which make use of Active Substances, taking into account recommendations of the GESAMP-BWWG	Annual	MEPC		
	2.3	Amendments to the IGF Code and development of guidelines for alternative fuels and related technologies	Continuous	MSC	HTW/PPR /SDC/SSE	CCC
	2.4	Further development of the IP Code and associated guidance	2025	MSC	SDC	
	2.5	Safety objectives and functional requirements of the Guidelines on alternative design and arrangements for SOLAS chapter II-1	2024	MSC	SSE	SDC
	2.6 (New)	Guidelines for use of Fibre-Reinforced Plastics (FRP) within ship structures	2025	MSC	SDC	
	2.8 (New)	Revision of the Guidelines on Maritime Cyber Risk Management (MSC-FAL.1/Circ.3/Rev.2) and identification of next steps to enhance maritime cybersecurity	2024	MSC	FAL	MSC
	2.9 (New)	Revision of SOLAS chapters II-1 (part C) and V, and related instruments regarding steering and propulsion requirements, to address both traditional and non-traditional propulsion and steering systems	2025	MSC	SSE	SDC



Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	2.10 (New)	Measures to address maritime autonomous surface ships (MASS) in the instruments under the purview of the Legal Committee	2025	LEG		
	2.13	Review of the IBTS Guidelines and amendments to the IOPP Certificate and Oil Record Book	2025	MEPC	PPR	
	2.15	Development of amendments to MARPOL Annex VI and the NOx Technical Code on the use of multiple engine operational profiles for a marine diesel engine and on the clarification of test cycles	2025	MEPC	PPR	
	2.16	Revision of SOLAS chapter III and the International Life-Saving Appliance (LSA) Code	2024	MSC	SSE	
	2.20	Development of Guidelines for emergency towing arrangements for ships other than tanker	2025	MSC	SDC	
	2.21	Review of Formal Safety Assessment (FSA) studies by the FSA Experts' Group	Continuous	MSC		
	2.23	Development of a goal-based instrument for maritime autonomous surface ships (MASS)	2025	MSC		
	2.25	Revision of the Interim recommendations for carriage of liquefied hydrogen in bulk	2024	MSC	CCC	
	2.26	Measures to address maritime autonomous surface ships (MASS) in the instruments under the purview of the Facilitation Committee	2025	FAL		
	2.27	Development of performance standards for a digital navigational data system (NAVDAT)	2024	MSC	NCSR	
	2.28	Development of amendments to SOLAS chapters IV and V and performance standards and guidelines to introduce VHF Data Exchange System (VDES)	2024	MSC	NCSR	

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<b>SD 3</b>	3.1	Treatment of ozone-depleting substances used by ships	Annual	MEPC		
	3.2	Further development of mechanisms needed to achieve the reduction of GHG emissions from international shipping	Annual	MEPC		
	3.3	Reduction of the impact on the Arctic of emissions of Black Carbon from international shipping	2025	MEPC	PPR	
	3.4	Promotion of technical cooperation and transfer of technology relating to the reduction of GHG emissions from ships	2025	MEPC		
	3.5	Revision of guidelines concerning chapter 4 of MARPOL Annex VI	2025	MEPC		
	3.6	EEDI reviews required under regulation 24.6 of MARPOL Annex VI	2025	MEPC		
	3.7	Further technical and operational measures for enhancing the energy efficiency of international shipping	2025	MEPC		
	3.8 (New)	Development of a safety regulatory framework to support the reduction of GHG emissions from ships using new technologies and alternative fuels	Continuous	MSC	MEPC/III/ HTW/CCC /SDC/SSE	MSC
<b>SD 4</b>	4.1	Identification and protection of Special Areas, Emission Control Areas and PSSAs and associated protective measures	Continuous	MEPC	NCSR	
	4.2	Input to the ITCP on emerging issues relating to sustainable development and achievement of the SDGs	Continuous	TCC	MSC/ FAL/LEG	MEPC/
	4.3	Follow-up work emanating from the Action Plan to address marine plastic litter from ships	2025	MEPC	III/HTW/ PPR	

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<b>SD 5</b>	5.1	Application of single window concept	Continuous	FAL		
	5.2	Guidelines and guidance on the implementation and interpretation of SOLAS chapter XI-2 and the ISPS Code	Annual	MSC		
	5.3	Consideration and analysis of reports on piracy and armed robbery against ships	Annual	MSC		
	5.4	Revised guidance relating to the prevention of piracy and armed robbery to reflect emerging trends and behaviour patterns	Annual	MSC	LEG	
	5.5	Analysis and consideration of reports on the linkages between the Integrated Technical Cooperation Programme (ITCP) and the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs)	Annual	TCC		
	5.6	Analysis of possible means of auditing compliance with the Convention on Facilitation of International Maritime Traffic	2024	FAL		
	5.8	Review and revision of the IMO Compendium on Facilitation and Electronic Business, including additional e-business solutions	Continuous	FAL		
	5.13	IMO's contribution to addressing unsafe mixed migration by sea	2025	MSC/FAL/LEG		
	5.14	Development of guidelines for the prevention and suppression of the smuggling of wildlife on ships engaged in international maritime traffic	2024	FAL		
	5.16	Introduction of the API/PNR concept in maritime transport	2024	FAL		
	5.17	Development of guidelines on port community systems	2024	FAL		
5.18	Review and update the Explanatory Manual to the FAL Convention	2024	FAL			

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SD 6	6.1	Role of the human element	Continuous	MSC/MEPC	III/PPR/ CCC/SDC/SSE/ NCSR	HTW
	6.2	Validated model training courses	Continuous	MSC/MEPC	III/PPR/ CCC/SDC/SSE/ NCSR	HTW
	6.3	Reports on unlawful practices associated with certificates of competency	Annual	MSC	HTW	
	6.4	Consideration of reports on the application of the joint IMO/ILO Guidelines on the fair treatment of seafarers and consequential further actions as necessary	Annual	LEG		
	6.7	Consider reports on the issue of financial security in case of abandonment of seafarers, and shipowners' responsibilities in respect of contractual claims for personal injury to or death of seafarers, in light of the progress of the amendments to ILO MLC 2006	2025	LEG		
	6.8	Fair treatment of seafarers detained on suspicion of committing maritime crimes	2025	LEG		
	6.10	Development of an entrant training manual for PSC personnel	2025	MSC/MEPC	III	
	6.15	Revision of resolution A.1050(27) to ensure the safety of personnel entering enclosed spaces on board ships	2024	MSC	III/HTW/ PPR/SDC/ SSE	CCC
	6.17	Comprehensive review of the 1978 STCW Convention and Code	2026	MSC	HTW	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
SD 7	7.1	Unified interpretation of provisions of IMO safety, security, environment, facilitation, liability and compensation-related conventions	Continuous	MSC/MEPC/FAL/LEG	III/PPR/CCC/SDC/SSE/NCSR	
	7.2	Developments in GMDSS services, including guidelines on maritime safety information (MSI)	Continuous	MSC	NCSR	
	7.3	Safety and pollution hazards of chemicals and preparation of consequential amendments to the IBC Code	Continuous	MEPC	PPR	
	7.4	Lessons learned and safety issues identified from the analysis of marine safety investigation reports	Annual	MSC/MEPC	III	
	7.5	Identified issues relating to the implementation of IMO instruments from the analysis of data	Annual	MSC/MEPC	III	
	7.6	Consideration and analysis of reports and information on persons rescued at sea and stowaways	Annual	MSC/FAL		
	7.7	Consideration and analysis of reports on alleged inadequacy of port reception facilities	Annual	MEPC	III	
	7.8	Monitoring the worldwide average sulphur content of fuel oils supplied for use on board ships	Annual	MEPC		
	7.9 (New)	Consideration of the review of the rules and guidelines for consultative status of non-governmental international organizations with the International Maritime Organization	Continuous	Assembly	Council	
	7.10	Amendments to the IMDG Code and supplements	Continuous	MSC	CCC	
	7.11	Development of measures to reduce risks of use and carriage of heavy fuel oil as fuel by ships in Arctic waters	2024	MEPC	PPR	
	7.12	Strategies developed to facilitate entry into force and harmonized interpretation of the HNS Protocol	2025	LEG		
	7.13	Amendments to the IMSBC Code and supplements	Continuous	MSC	CCC	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	7.14	Revision of the provisions for helicopter facilities in SOLAS and the MODU Code	2024	MSC	SSE	
	7.15	Development of amendments to SOLAS chapter II-2 and the FSS Code concerning detection and control of fires in cargo holds and on the cargo deck of container ships	2025	MSC	CCC	SSE
	7.16 (New)	Development of a guide compiling best practices to develop local-level marine spill contingency plans to aid States, particularly local governments and key institutions, in implementing the OPRC Convention and OPRC-HNS Protocol	2025	MEPC	PPR	
	7.17	Measures to transparently assess whether there is a need to amend liability limits	2025	LEG		
	7.18 (New)	Consideration of applications for consultative status and/or periodic review of organizations in consultative status	Continuous	Assembly	Council	
	7.19 (New)	Amendments to the LSA Code for thermal performance of immersion suits	2024	MSC	SSE	
	7.20 (New)	Develop measures to prevent the loss of containers at sea	2025	MSC	III/HTW/ SDC/NCSR	CCC
	7.21	Amendments to the 2011 ESP Code	Continuous	MSC	SDC	
	7.22	Routeing measures and ship reporting systems	Continuous	MSC	NCSR	
	7.23	Updates to the LRIT system	Continuous	MSC	NCSR	
	7.24	Verified goal-based new ship construction standards for tankers and bulk carriers	Continuous	MSC		
	7.25 (New)	Amendment to regulation 25 of the of the 1988 Load Line Protocol regarding the requirement for setting of guard rails on the deck structure	2024	MSC	SDC	

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	7.26	Reports to MSC on information communicated by STCW Parties	Annual	MSC		
	7.27	Updated Survey Guidelines under the Harmonized System of Survey and Certification (HSSC)	Annual	MSC/MEPC	III	
	7.28	Consideration of reports of incidents involving dangerous goods or marine pollutants in packaged form on board ships or in port areas	Annual	MSC/MEPC	III	CCC
	7.29 (New)	Comprehensive review of the Requirements for maintenance, thorough examination, operational testing, overhaul and repair of lifeboats and rescue boats, launching appliances and release gear (resolution MSC.402(96)) to address challenges with their implementation	2025	MSC	SSE	
	7.30 (New)	Amendments to SOLAS chapter III and chapter IV of the LSA Code to require the carriage of self-righting or canopied reversible liferafts for new ships	2025	MSC/SSE	SSE	
	7.31	Finalization of a non-mandatory instrument on regulations for non-convention ships	2025	MSC	III	
	7.32 (New)	Development of amendments to paragraph 8.3.5 and annex 1 of the 1994 and 2000 HSC Codes	2024	MSC	SSE	
	7.33 (New)	Development of design and prototype test requirements for the arrangements used in the operational testing of free fall lifeboat release systems without launching the lifeboat	2025	MSC	SSE	
	7.34 (New)	Revision of the 2010 FTP Code to allow for new fire protection systems and materials	2026	MSC	SSE	

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	7.35 (New)	Amendments to the Guidelines for construction, installation, maintenance and inspection/survey of means of embarkation and disembarkation (MSC.1/Circ.1331) concerning the rigging of safety netting on accommodation ladders and gangways	2024	MSC	SSE	SDC
	7.36	New requirements for ventilation of survival craft	2024	MSC	SSE	
	7.37 (New)	Evaluation of adequacy of fire protection, detection and extinction arrangements in vehicle, special category and ro-ro spaces in order to reduce the fire risk of ships carrying new energy vehicles	2027	MSC	SSE	
	7.38 (New)	Amendments to MARPOL Annex II in order to improve the effectiveness of cargo tank stripping, tank washing operations and prewash procedures for products with a high melting point and/or high viscosity	2025	MEPC	PPR	
	7.39 (New)	Guidance for the proper implementation and application of IMO liability and compensation conventions	2025	LEG		
	7.40 (New)	Revision of the Revised guidelines for the preparation of the cargo securing manual (MSC.1/Circ.1353/Rev.2) to include a harmonized performance standard for lashing software to permit lashing software as a supplement to the Cargo Securing Manual	2025	MCS	CCC	
	7.41	Development of provisions to consider prohibiting the use of fire-fighting foams containing fluorinated substances, in addition to PFOS for fire-fighting on board ships	2025	MSC	SSE	
	7.42	Revision of the Interim explanatory notes for the assessment of passenger ship systems' capabilities after a fire or flooding casualty (MSC.1/Circ.1369) and related circulars	2024	MSC	HTW/SSE	SDC



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	7.43	Revision of regulation 13.2.2 of MARPOL Annex VI to clarify that a marine diesel engine replacing a boiler shall be considered a replacement engine	2024	MEPC	PPR	
	7.44	Revision of SOLAS regulation V/23 and associated instruments to improve the safety of pilot transfer arrangements	2024	MSC	NCSR	
	7.45	Development of guidance to assist competent authorities in the implementation of the Cape Town Agreement of 2012	2024	MSC	III	
	7.49 (New)	Development of guidelines for the use of electronic nautical publications (ENP)	2025	MSC	NCSR	
	7.50 (New)	Identification of measures to improve the security and integrity aspects of AIS	2025	MSC	NCSR	
<b>SD 8</b>	8.1	Endorsed proposals for the development, maintenance and enhancement of information systems and related guidance (GISIS, websites, etc.)	Continuous	Council	MSC/ MEPC/ FAL/LEG/ TCC	
	8.2	Consideration of reports on the management of financial and human resources	Annual	Council		
	8.3	Analysis and consideration of reports on partnership arrangements for, and implementation of, environmental programmes	Annual	TCC	MEPC	
	8.4	Analysis and consideration of reports on the TC Fund, voluntary trust funds, multi/bilateral funds, cash contributions and in-kind support under the ITCP	Annual	TCC		
	8.5	Analysis and consideration of reports on the implementation of the approved mechanism for sustainable financing of the ITCP	Annual	TCC		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	8.6	Monitoring measures on new and cost-effective measures to deliver technical assistance	Annual	TCC		
	8.7	Approved TC annual report including ITCP implementation	Annual	TCC		
	8.8	Comprehensive, transparent, deliverable and adopted strategic framework for 2024-2029, including associated documents, and results-based budget for 2024-2025	2025	Assembly	Council	
	8.9	Revised documents on organization and method of work, as appropriate	Annual	Council	MSC/ MEPC/FAL/LEG/TCC	
	8.10	Analysis and consideration of reports on implementation of resolution A.1167(32) on Revised Financing and partnership arrangements for an effective and sustainable ITCP	Annual	TCC		
	8.11	Analysis and consideration of the report on the evaluation of ITCP covering 2020-2023	2024	TCC		
	8.12	Consideration for the enhancement and improvement of multilingualism and the language services at IMO	Continuous	Council	MSC/ MEPC/ FAL/LEG/ TCC	
<b>OW</b>	OW 1	Monitoring of South-South cooperation reflected in the ITCP and partnerships	Continuous	TCC		
	OW 2	Reports on the Organization's outreach activities	Annual	Council		
	OW 3	Endorsed proposals for new outputs for the 2024-2025 biennium as accepted by the Committees	Annual	Council	MSC/ MEPC/FAL/LEG/TCC	
	OW 4	Advice and guidance on issues under UNCLOS relevant to the role of the Organization	Annual	LEG		
	OW 5	Provide advice and guidance on issues brought to the Committee in connection with implementation of IMO instruments	Annual	LEG		

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	OW 6	Analysis and consideration of reports on strengthened regional associations for women managers in the maritime sector	Annual	TCC		
	OW 7	Provide advice and guidance to support availability of information on comprehensive national legislation and judicial capacity-building	Annual	LEG		
	OW 8	Cooperate with the United Nations on matters of mutual interest, as well as provide relevant input/guidance	Continuous	Assembly	MSC/ MEPC/FAL/LEG/TCC	Council
	OW 9	Cooperate with other international bodies on matters of mutual interest, as well as provide relevant input/guidance	Continuous	Assembly	MSC/ MEPC/FAL/ LEG/TCC	Council
	OW 10	Approved accounts and audited financial reports	2025	Assembly	Council	
	OW 11	Review the Secretariat's Risk Management Exercise for the 2020-2021 biennium	2025	Council		