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**Resolution A.1149(32)**

**Adopted on 15 December 2021  
(Agenda item 9(a))**

**REVISED STRATEGIC PLAN FOR THE ORGANIZATION  
FOR THE SIX-YEAR PERIOD 2018 TO 2023**

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 thirtieth session of resolution A.1110(30) on *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,

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 thirty-fourth extraordinary session,

1 APPROVES the revised Strategic Plan for the Organization for the six-year period 2018 to 2023, 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 2018-2023;
- (d) the strategic directions for the Organization, including the strategic direction on the human element;
- (e) the revised 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 2022-2023 biennium;

2 REQUESTS that all IMO organs ensure full observance of resolution A.1111(30) 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-third regular session and to the Council at its sessions during the 2022-2023 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.1111(30) 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 DIRECTS the chairs, vice-chairs and secretaries of the Council, committees and sub-committees to ensure a consistent and rigorous application of resolution A.1111(30) 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.1111(30) 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.1111(30) 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 2022-2023 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 2022-2023 biennium, as set out in the annex to the present resolution;

10 REVOKES resolutions A.1110(30) and A.1131(31).



## ANNEX

### **REVISED STRATEGIC PLAN FOR THE ORGANIZATION FOR THE SIX-YEAR PERIOD 2018 to 2023**

#### **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 2018 to 2023 is as follows:

- .1 IMO will uphold its leadership role as the global regulator of shipping, promote greater recognition of the sector's importance and enable the advancement of shipping, while addressing the challenges of continuing developments in technology and world trade and the need to meet the 2030 Agenda for Sustainable Development.
- .2 To achieve this, IMO will focus on the review, development and implementation of and compliance with IMO instruments in its pursuit to proactively identify, analyse and address emerging issues and support Member States in their implementation of the 2030 Agenda for Sustainable Development.

#### **OVERARCHING PRINCIPLES FOR THE ORGANIZATION'S STRATEGIC PLAN 2018 to 2023**

3 The Strategic Plan identifies the strategic directions on which IMO will focus in the period 2018 to 2023. 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 between the need for economic development, facilitation of international trade, safety, security and environmental protection. IMO will ensure that the views of all stakeholders are taken into account in its decision-making processes and continue to pay particular attention to the needs of developing countries, especially small island developing States (SIDS) and least developed countries (LDCs).

4 The safety and security of life at sea, protection of the environment, and world trade all depend on the competence and professionalism of the personnel employed or engaged in the maritime sector, who need to have the relevant skills and understanding to ensure that IMO instruments are effectively reviewed, developed, implemented, applied and enforced.

5 The expansion of the global fleet and the acceleration in the development of new and advancing technologies increase the demands on the seafarers. IMO will take into account the

human element in the review, development and implementation of new and existing requirements, including skills, education and training, and human capabilities, limitations and needs.

6 IMO, in all aspects of its work, will take into account the needs and well-being of seafarers and, in doing so, will always attach the utmost importance to education and training, as well as the promotion of gender equality and the empowerment of women.

7 As a specialized agency of the United Nations, IMO has an important role to play in achieving the 2030 Agenda for Sustainable Development (2030 Agenda). The adoption of the 2030 Agenda, including its 17 Sustainable Development Goals (SDGs) and 169 targets, marks a historic agreement among the 193 United Nations Member States to forge a sustainable pathway of action for people, the planet and prosperity.

8 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 for a substantial number of SDGs.

9 IMO is fully committed to achieving the 2030 Agenda 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.

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

11 The Organization will continually demonstrate to its stakeholders that IMO 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.

## **STRATEGIC DIRECTIONS**

12 As IMO continues to carry out its work, the following strategic directions set out the areas of particular focus for the period 2018 to 2023.

### **SD 1: Improve implementation**

13 IMO has almost 60 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, the current situation demands that IMO place increased focus on implementation of IMO instruments as well as promotion of the entry into force of instruments.

14 The crucial role played by IMO in creating a level playing field for its Members can only be achieved through 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.

15 IMO will provide States and the industry with the information they need to better identify and understand barriers to implementation, and will consider ways to eliminate those barriers, 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.

16 To achieve the goal of uniform implementation, IMO will continue to develop and execute projects to provide targeted capacity-building and technical cooperation that fosters, promotes and supports implementation efforts, especially those of developing countries, and will continue to pay particular attention to the needs of small island developing States and least developed countries.

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

17 As technological development accelerates, new and advancing technologies will significantly affect shipping, creating a more interconnected and efficient industry more closely integrated with the global supply chain. New and advancing technologies have already brought about changes at all levels in the way ships are designed, constructed, equipped and operated, and have had equal impact on personnel, both on board and ashore. Such technologies may also provide access to a large amount of data associated with shipping.

18 Since technological advances present opportunities as well as challenges, their introduction 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 and advancing technologies against safety and security concerns, the impact on the environment and on international trade facilitation, the potential costs to the industry, and finally their impact on personnel, both on board and ashore.

19 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 preference or hindrance of one technology over another.

### **SD 3: Respond to climate change**

20 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.

21 Although shipping is one of the most energy-efficient modes of transportation and has already increased its energy efficiency and reduced emissions, the shipping industry continues to pursue strategies to reduce emissions worldwide. Having already developed global regulations on energy efficiency for ships, the Organization will continue to consider further measures to ensure that international shipping continues to bear its responsibility in addressing climate change.

22 In its role as the global regulator of international shipping, IMO will develop appropriate solutions to reduce the shipping industry's contribution to air pollution and its impact on climate change. With the shipping industry's support, IMO will develop a comprehensive IMO strategy on reduction of greenhouse gas emissions from ships which will be ambitious and realistic.

#### **SD 4: Engage in ocean governance**

23 The use of the world's oceans is intensifying as a result of both the continuing increase in the exploration and use of marine resources and opportunities they provide and the pressure to preserve marine spaces for users other than the industry.

24 To ensure the sustainable development of activities in the marine space, such activities have to be balanced with the capacity of the oceans to remain healthy and diverse in the long term.

25 In the discussion on ocean governance and development of activities in the marine space, IMO, actively working in collaboration with other relevant bodies, should 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 assist in the delivery of related aspects of the SDGs.

#### **SD 5: Enhance global facilitation and security of international trade**

26 Shipping moves around 80%\* of world trade, making it an integral part of the global economy and supply chain. The prevention of disruption to international shipping is therefore in the interest of all. 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 transportation and effective facilitation of international trade, and to ensure that appropriate security measures are in place on all international voyages.

27 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 security of the maritime transport network, including vital shipping lanes, IMO will continue to raise awareness of IMO measures for security and to encourage a cooperative approach among Member States and stakeholders.

28 Shipping operations are increasingly dependent on electronics and digital technologies and as such are exposed to cyber risks. The Organization will continue to monitor the issue and encourage a cooperative approach among Member States and stakeholders.

29 Electronic transmission of relevant information, such as, but not limited to, documents and certificates, simplifies communications between ships, ports and authorities and reduces the administrative burden for those on board and ashore. The challenge is to ensure that information is transmitted securely in a universally accepted form and is verifiable. To take full advantage of the electronic exchange of information, closer cooperation is needed between authorities and the industry at the national and, in certain instances, regional levels.

30 To achieve this, IMO will seek further international consensus on reducing, simplifying and standardizing the information required. It will develop global solutions that reduce the burdens by facilitating electronic information exchange and that balance the needs of authorities ashore with the interests of the shipping industry.

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

31 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 an overarching principle for the Organization, particularly when developing and implementing new and existing requirements to ensure the safe, secure and environmentally sound operation of ships.

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\* United Nations Conference on Trade and Development, *Review of Maritime Transport 2015* (New York and Geneva, 2015).



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

33 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 (UN) system have resulted in the need for increased focus on the human element in the rule making process.

34 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 the provision of machinery for cooperation among Governments on practices concerning the human element in the maritime sector. To address human element related issues, the Organization will develop or amend provisions, including but not limited to training, certification and watchkeeping, including consideration of new technologies; human-centred design; safe manning; drills and exercises; fatigue management; operational safety, security, and environmental protection; and fair treatment of seafarers, taking into account the important role of gender equality.

#### **SD 7: Ensure regulatory effectiveness**

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

36 The current approach and practices draw on the extensive experience of IMO in developing and adopting standards for international shipping. Reviewing that approach and those practices makes it possible to identify improvements, enhance the effectiveness of the existing IMO instruments and better assess the need for new regulations which take into account the impacts and benefits of proposed measures. The process of capturing and analysing information on the implementation of existing IMO instruments should build on the Member State Audit Scheme and its outcomes, in conjunction with in-depth analysis of data.

37 IMO instruments must continue to be globally implemented and applicable, and will continue to ensure a level playing field. Information should be systematically fed back 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**

38 To successfully achieve the Organization's vision and respond to current and future challenges, IMO will improve its 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.

39 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.

40 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 equipped with the required competencies and structured appropriately to support the work of the Organization.

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

**TABLE 1 – PERFORMANCE INDICATORS**

SD	PI Index	PI Name
<b>SD 1 Improve implementation</b>	<b>PI 1.1</b>	# of references in audit findings per instrument (article and regulation)
	<b>PI 1.2</b>	% of audit findings and observations with corrective actions 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 Member States requesting technical cooperation to implement corrective actions to address audit findings and observations
	<b>PI 1.8</b>	# of Member States receiving technical cooperation to implement corrective actions to address audit findings and observations
	<b>PI 1.9</b>	% of technical cooperation activities directed towards the implementation of IMO instruments with effective results for the receiving Member States
<b>SD 2 Integrate new and advancing technologies in the regulatory framework</b>	<b>PI 2.1</b>	# of proposals submitted to IMO to incorporate new and advancing technologies into the regulatory framework
	<b>PI 2.2</b>	# of outputs to include new and advancing technologies (as specified in PI 2.1) on the agenda of IMO organs
	<b>PI 2.3</b>	# of amendments adopted to incorporate new and advancing technologies into the regulatory framework
<b>SD 3 Respond to climate change</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 EEDI 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 4.1</b>	# of Special Areas designated under MARPOL, including ECAs

SD	PI Index	PI Name
<b>SD 4 Engage in ocean governance</b>	<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 building related to Ocean Governance
<b>SD 5 Enhance global facilitation 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 building allocated to facilitation matters
	<b>PI 5.7</b>	US\$ expenditure on technical cooperation activities and capacity building 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 the IMO under its purview by PSC regimes
<b>SD 7 Ensure regulatory effectiveness</b>	<b>PI 7.1</b>	# of specific requirements of the relevant IMO instruments recommended for review based on audit findings
	<b>PI 7.2</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 by 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-building activities with effective results for the receiving Member States
	<b>PI 8.4</b>	% of technical cooperation and capacity-building 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 and professional/higher categories

SD	PI Index	PI Name
	<b>PI 8.7</b>	% of assessments received from Member States
	<b>PI 8.8</b>	% of biennial 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 OUPUTS FOR THE 2022-2023 BIENNIUM**

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
SD 1 Improve implementation	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 / MEPC / FAL / LEG	
	1.3 (New)	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))	2023	MSC	NCSR	
	1.4	Analysis of consolidated audit summary reports	Annual	Assembly	MSC / MEPC / LEG / TCC / III	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 / MEPC / FAL / LEG	
	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	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	1.10	Report on ITCP programme on support to SIDS and LDCs for their special shipping needs	Annual	TCC		
	1.11	Measures to harmonize port State control (PSC) activities and procedures worldwide	Continuous	MSC / MEPC	HTW / PPR / NCSR	III
	1.12 (New)	Revision of the 1979, 1989 and 2009 MODU Codes and associated MSC circulars to prohibit the use of materials containing asbestos, including control of storage of such materials on board	2023	MSC	SDC	
	1.13	Review of mandatory requirements in the SOLAS, MARPOL and Load Line Conventions and the IBC and IGC Codes regarding watertight doors on cargo ships	2022	MSC / MEPC		
	1.14 (New)	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	2023	MSC / MEPC	III	
	1.15	Revised guidance on methodologies that may be used for enumerating viable organisms	2022	MEPC	PPR	
	1.16 (New)	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	2023	MEPC	SDC	
	1.17 (New)	Review of IGC Code	2023	MSC	CCC	
	1.18 (New)	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 2024-2025	2023	TCC		
	1.20	Revision of the Guidelines on places of refuge for ships in need of assistance (resolution A.949(23))	2022	MSC	NCSR	



Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	1.21	Review of the 2011 Guidelines for the control and management of ships' biofouling to minimize the transfer of invasive aquatic species (resolution MEPC.207(62))	2023	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	2022	MEPC	PPR	
	1.24	Review of the BWM Convention based on data gathered in the experience-building phase	2023	MEPC		
	1.25	Urgent measures emanating from issues identified during the experience-building phase of the BWM Convention	2023	MEPC		
	1.26	Revision of MARPOL Annex IV and associated guidelines to introduce provisions for record-keeping and measures to confirm the lifetime performance of sewage treatment plants	2023	MEPC	III / HTW	PPR
	1.29	Development of further measures to enhance the safety of ships relating to the use of fuel oil	2023	MSC		
	1.31	Measures to prevent unlawful practices associated with the fraudulent registration and fraudulent registries of ships	2022	LEG		
	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	Continuous	MSC	NCSR	
SD 2 Integrate new and advancing technologies in	2.1	Response to matters related to the ITU-R Study Groups and ITU World Radiocommunication Conference	Annual	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		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
the regulatory framework	2.3	Amendments to the IGF Code and development of guidelines for low-flashpoint fuels	Continuous	MSC	HTW / PPR / SDC / SSE	CCC
	2.4	Mandatory instrument and/or provisions addressing safety standards for the carriage of more than 12 industrial personnel on board vessels engaged on international voyages	2022	MSC	SDC	
	2.5	Safety objectives and functional requirements of the Guidelines on alternative design and arrangements for SOLAS chapters II-1 and III	2022	MSC	SSE	SDC
	2.6	Development of Explanatory Notes to the Interim guidelines on second generation intact stability criteria	2022	MSC	SDC	
	2.7	Regulatory scoping exercise for the use of maritime autonomous surface ships (MASS)	2022	FAL		
	2.8	Development of guidelines for cold ironing of ships and consideration of amendments to SOLAS chapters II-1 and II-2	2022	MSC	III / HTW / SDC	SSE
	2.9 (New)	Development of amendments to VDR performance standards and carriage requirements	2023	MSC	NCSR	
	2.10	Development of revisions and amendments to existing instruments relating to the amendments to the 1974 SOLAS Convention for modernization of the GMDSS	2022	MSC	HTW / SSE	NCSR
	2.11	Consideration of descriptions of Maritime Services in the context of e-navigation	2022	MSC	FAL / NCSR	
	2.12	Development of generic performance standards for shipborne satellite navigation system receiver equipment	2022	MSC	NCSR	
	2.13	Review of the IBTS Guidelines and amendments to the IOPP Certificate and Oil Record Book	2023	MEPC	PPR	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	2.14 (New)	Development of SOLAS amendments for mandatory carriage of electronic inclinometers on container ships and bulk carriers	2022	MSC	NCSR	
	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	2023	MEPC	PPR	
	2.16	Revision of SOLAS chapter III and the International Life-Saving Appliance (LSA) Code	2024	MSC	SSE	
	2.17	Consideration of development of goal-based ship construction standards for all ship types	2023	MSC / MEPC		
	2.18	Standards for shipboard gasification of waste systems and associated amendments to regulation 16 of MARPOL Annex VI	2023	MEPC	PPR	
	2.19	Revision of guidelines associated with the AFS Convention as a consequence of the introduction of controls on cybutryne	2022	MEPC	PPR	
	2.20 (New)	Development of amendments to SOLAS regulation II-1/3-4 to apply requirements for emergency towing equipment for tankers to other types of ships	2023	MSC	SDC	
	2.21	Review of Formal Safety Assessment (FSA) studies by the FSA Experts' Group	Continuous	MSC		
	2.22	Amendments to the IGC and IGF Codes to include high manganese austenitic steel and related guidance for approving alternative metallic material for cryogenic service	2022	MSC	CCC	
	2.23 (New)	Development of a goal-based instrument for maritime autonomous surface ships (MASS)	2025	MSC		
SD 3 Respond to climate change	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		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	3.3	Reduction of the impact on the Arctic of emissions of black carbon from international shipping	2023	MEPC	PPR	
	3.4	Promotion of technical cooperation and transfer of technology relating to the reduction of GHG emissions from ships	2023	MEPC		
	3.5	Revision of guidelines concerning Chapter 4 of MARPOL Annex VI	2023	MEPC		
	3.6	EEDI reviews required under regulation 21.6 of MARPOL Annex VI	2023	MEPC		
	3.7	Further technical and operational measures for enhancing the energy efficiency of international shipping	2023	MEPC		
SD 4 Engage in ocean governance	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 / MEPC / FAL / LEG	
	4.3	Follow-up work emanating from the Action Plan to address marine plastic litter from ships	2023	MEPC	III / HTW / PPR	
	4.4 (New)	Development of measures regarding the detection and mandatory reporting of containers lost at sea that may enhance the positioning, tracking and recovery of such containers	2023	MSC	CCC	NCSR
SD 5 Enhance global facilitation and security of	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		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
international trade	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 (New)	Analysis of possible means of auditing compliance with the Convention on Facilitation of International Maritime Traffic	2023	FAL		
	5.7	Guidance to address maritime corruption	2022	FAL		
	5.8	Review and revision of the IMO Compendium on Facilitation and Electronic Business, including additional e-business solutions	Continuous	FAL		
	5.9	Developing guidance for authentication, integrity and confidentiality of content for the purpose of exchange via maritime single window	2022	FAL		
	5.10	Review and update the annex of the FAL Convention	2023	FAL		
	5.11	Development of amendments to the Recommendations on the establishment of National Facilitation Committees (FAL.5/Circ.2)	2022	FAL		
	5.12	Development of guidelines on creating a tool to measure domestic implementation of the FAL Convention	2022	FAL		
	5.13	IMO's contribution to addressing unsafe mixed migration by sea	2022	FAL / LEG / MSC		
	5.14	Development of guidelines for the prevention and suppression of the smuggling of wildlife on ships engaged in international maritime traffic	2023	FAL		
	5.15	Development of guidelines for harmonized communication and electronic exchange of operational data for port calls	2023	FAL		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	5.16 (New)	Introduction of the API/PNR concept in maritime transport	2023	FAL		
SD 6 Address the human elements	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		
	6.5	Development of measures to facilitate mandatory seagoing service required under the STCW Convention	2023	MSC	III	HTW
	6.6	Development of measures to ensure quality of onboard training as part of the mandatory seagoing service required by the STCW Convention	2023	MSC	HTW	
	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	2023	LEG		
	6.8	Fair treatment of seafarers detained on suspicion of committing maritime crimes	2023	LEG		

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	6.9	Guidelines for port States authorities on how to deal with seafarers' abandonment cases	2022			
	6.10	Development of an entrant training manual for PSC personnel	2023	MSC / MEPC	III	
	6.11	Development of training provisions for seafarers related to the BWM Convention	2022	MEPC	HTW	
	6.12	Comprehensive review of the 1995 STCW-F Convention	2022	MSC	HTW	
	6.13	Development of amendments to the Revised guidelines for the development, review and validation of model courses (MSC-MEPC.2/Circ.15/Rev.1)	2022	MSC	HTW	
	6.14	Development of amendments to the STCW Convention and Code for the use of electronic certificates and documents of seafarers	2022	MSC	III	HTW
	6.15	Revision of the Revised recommendations for entering enclosed spaces aboard ships (resolution A.1050(27))	2022	MSC	CCC	
	6.16 (New)	Development of an operational guide on the response to spills of Hazardous and Noxious Substances (HNS)	2022	MEPC	PPR	
SD 7 Ensure regulatory effectiveness	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	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	7.5	Identified issues relating to the implementation of IMO instruments from the analysis of PSC 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	Agreements of cooperation with IGOs and approved consultative status for NGOs	2023	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	2022	MEPC	PPR	
	7.12	Strategies developed to facilitate entry into force and harmonized interpretation of the HNS Protocol	2023	LEG		
	7.13	Amendments to the IMSBC Code and supplements	Continuous	MSC	CCC	
	7.14 (New)	Revision of ECDIS Guidance for good practice (MSC.1/Circ.1503/Rev.1) and amendments to ECDIS performance standards (resolution MSC.232(82))	2023	MSC	III	NCSR
	7.15 (New)	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 necessary amendments to MARPOL Annexes I, II, IV, V and VI to allow States with ports in the Arctic region to enter into regional arrangements for port reception facilities (PRFs)	2023	MEPC	PPR	



Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	7.17 (New)	Measures to transparently assess whether there is a need to amend liability limits	2023	LEG		
	7.18 (New)	Claims Manual for the International Convention on Civil Liability for Bunker Oil Pollution Damage, 2001	2023	LEG		
	7.19	Revision of the Code of safety for diving systems (resolution A.831(19)) and the Guidelines and specifications for hyperbaric evacuation systems (resolution A.692(17))	2022	MSC	SSE	
	7.20	Amendments to the IAMSAR Manual	Continuous	MSC	NCSR	
	7.21	Amendments to the 2011 ESP Code	Continuous	MSC	SDC	
	7.22	Routeing measures and mandatory 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	Amendments to the International Code for the Safe Carriage of Grain in Bulk (resolution MSC.23(59)) to introduce a new class of loading conditions for special compartments	2022	MSC	CCC	
	7.26	Reports to the 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	Mandatory application of the Performance standard for protective coatings for void spaces on bulk carriers and oil tankers	2022	MSC	SDC	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	7.30	Performance standard for protective coatings for void spaces on all types of ships	2022	MSC	SDC	
	7.31	Finalization of a non-mandatory instrument on regulations for non-convention ships	2022	MSC	III	
	7.32	Requirements for onboard lifting appliances and anchor handling winches	2022	MSC	HTW	SSE
	7.33	Review of SOLAS chapter II-2 and associated codes to minimize the incidence and consequences of fires on ro-ro spaces and special category spaces of new and existing ro-ro passenger ships	2022	MSC	HTW / SDC	SSE
	7.34	Amendments to Guidelines for the approval of fixed dry chemical powder fire-extinguishing systems for the protection of ship carrying liquefied gases in bulk (MSC.1/Circ.1315)	2022	MSC	SSE	
	7.35	Safety measures for non-SOLAS ships operating in polar waters	2022	MSC	NCSR	SDC
	7.36	New requirements for ventilation of survival craft	2022	MSC	SSE	
	7.37	Consequential work related to the new International Code for Ships Operating in Polar Waters	2022	MSC	SSE / NCSR	SDC
	7.38	Revision of the Performance standards for water level detectors on bulk carriers and single hold cargo ships other than bulk carriers (resolution MSC.188(79))	2022	MSC	SSE	SDC
	7.39	Development of amendments to the LSA Code and resolution MSC.81(70) to address the in-water performance of SOLAS lifejackets	2023	MSC	SSE	
	7.40	Development of amendments to SOLAS chapter II-2 and MSC.1/Circ.1456 addressing fire protection of control stations on cargo ships	2023	MSC	SSE	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	7.41	Development of provisions to prohibit the use of fire-fighting foams containing perfluorooctane sulfonic acid (PFOS) for fire-fighting on board ships	2022	MSC	SSE	
SD 8 Ensure organizational effectiveness	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		
	8.6	Monitoring measures on new and cost-effective measures to deliver technical assistance	Annual	TCC		
	8.7	Approved annual report on 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	2023	Assembly	Council	
	8.9	Revised documents on organization and method of work, as appropriate	2023	Council	MSC / MEPC / FAL / LEG / TCC	

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	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	2023	TCC		
Other work	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 2022-2023 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		
	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	2023	Assembly	MSC / MEPC / FAL / LEG / TCC	Council

Reference to SD, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	OW 9	Cooperate with other international bodies on matters of mutual interest, as well as provide relevant input/guidance	2023	Assembly	MSC / MEPC / FAL / LEG / TCC	Council
	OW 10	Approved accounts and audited financial reports	2023	Assembly	Council	
	OW 11	Review the Secretariat's Risk Management Exercise for the 2022-2023 biennium	2023	Council		
	OW 12 (New)	Guidance on the training on and operation of Emergency Personal Radio Devices in multiple casualty situations	2022	MSC	NCSR	