Resolution A.1006(25) Adopted on 20 November 2007 THE LINKAGE BETWEEN THE INTEGRATED TECHNICAL CO-OPERATION PROGRAMME AND THE MILLENNIUM DEVELOPMENT GOALS Resolution A.1006(25) Adopted on 20 November 2007 THE LINKAGE BETWEEN THE INTEGRATED TECHNICAL CO-OPERATION PROGRAMME AND THE MILLENNIUM DEVELOPMENT GOALS

INTERNATIONAL MARITIME ORGANIZATION



ASSEMBLY 25th session Agenda item 12 A 25/Res.1006 10 December 2007 Original: ENGLISH

Resolution A.1006(25)

Adopted on 20 November 2007 (Agenda item 12)

THE LINKAGE BETWEEN THE INTEGRATED TECHNICAL CO-OPERATION PROGRAMME AND THE MILLENNIUM DEVELOPMENT GOALS

THE ASSEMBLY,

RECALLING Articles 2(e) and 15(k) of the Convention on the International Maritime Organization concerning the functions of the Organization in relation to the facilitation and promotion of technical co-operation,

RECALLING ALSO United Nations General Assembly Resolution A/RES/55/2 on the United Nations Millennium Declaration, which calls for greater policy coherence and better co-operation between the United Nations, its agencies and other multilateral bodies with a view to achieving a fully co-ordinated approach to the problems of peace and development,

RECALLING FURTHER Resolution A/RES/60/1 adopted by the UN General Assembly on the 2005 World Summit Outcome, which calls for action by Member States, civil society, other stakeholders and by the UN system as a whole to be more effective and efficient across the breadth of their agenda and to demonstrate greater coherence in undertaking concrete measures to achieve the Millennium Development Goals (MDGs),

RECALLING IN PARTICULAR resolution A.986(24) on the Importance and Funding of Technical Co-operation as a Means to Support the United Nations Millennium Declaration and the MDGs, which requests the Secretary-General to explore sources of funding to support IMO's contribution to the achievement of the MDGs,

MINDFUL of the obligations and responsibilities of all Member States, including the Least Developed Countries (LDCs) and Small Island Developing States (SIDS), to implement systems and procedures, in accordance with the instruments to which they are parties, to the best of their abilities and in a co-ordinated way, so as to contribute to their long-term development,

RECOGNIZING the important role that a safe, secure, efficient and environmentally sound shipping and port sector plays in the sustainable development of all States and the achievement of the MDGs,

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RECOGNIZING ALSO the enabling role played by IMO in providing an internationally acceptable regulatory framework within which the maritime sector can thrive and contribute to sustainable development,

RECOGNIZING FURTHER the fundamental importance of IMO's technical co-operation activities, channelled through the Integrated Technical Co-operation Programme (ITCP), in enhancing the capacity of developing countries to implement the aforementioned international regulatory framework,

HAVING CONSIDERED the recommendations of the Technical Co-operation Committee at its fifty-sixth and fifty-seventh sessions on the issue of linkage between the Organization's ITCP and the MDGs,

1. INVITES Member States and donor organizations to recognize the importance of building maritime capacity in achieving the MDGs and to ensure that consideration is given to the inclusion of the maritime sector in Official Development Assistance (ODA) programmes;

2. INVITES Member States and partner organizations to use IMO as the mechanism for co-ordination in relation to technical co-operation in the maritime sector, so as to ensure strengthened coherence and co-ordination;

3. INVITES Member States to voluntarily utilize the Maritime Capacity Checklist, annex 1, and the Maritime Capacity Analysis tool, annex 2, to analyse and assess the levels of maritime capacity progress in developing maritime capacity over time;

4. REQUESTS the Technical Co-operation Committee to give high priority to those activities, which not only promote the early ratification and effective implementation of IMO instruments but also contribute to the attainment of the MDGs, taking into account the special needs of the LDCs and SIDS, and the particular maritime transport needs of Africa, and ensure that these needs are reflected in the ITCP;

5. ENCOURAGES all IMO Member States and international organizations concerned to provide and, as the case may be, increase their financial and in-kind support for the delivery of the ITCP individually and through bilateral and multilateral development aid programmes;

6. URGES all Member States to make every effort to ensure that technical assistance is acted upon;

7. **REQUESTS** the Technical Co-operation Committee to keep this resolution, including the annexes, under review and take action as appropriate.

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ANNEX 1

MARITIME CAPACITY CHECKLIST

1 The Maritime Capacity Checklist shown is a holistic tool that can be modified by individual countries to meet their needs. The proposed key requirement is to provide a systematic ongoing tool that can be used to measure progress in maritime capacity over time. The Maritime Capacity Checklist can be used as a strategic tool complemented by the Maritime Capacity Analysis (MCA) found in annex 2.

2 Measurements of specific business areas/processes should be devised in order to provide a clear input that can be used to target resources for specific improvement.

3 The goal is measurable and overall maritime capacity will require significant improvement in the following areas: Institutional, Security, Human, Economic, Environmental, and Safety.

4 To assess adequacy, the following descriptions may be used:

Poor Fair Satisfactory Good Very Good

The above-mentioned scale recognizes that realistic targets based on national/regional best practice will help provide useful progress and realistic expectations.

5 To measure priority, the following scale may be used:

Not relevant Low priority Medium priority High priority

6 The indicators shown can be used to evaluate the adequacy of the measures shown. For example, if port delay time and costs are increasing, it would indicate that port infrastructure, procedures, etc. would need to be evaluated.

7 Supporting notes may be formulated nationally or regionally taking into account relevant circumstances.

Type of Capacity	Criteria	Priority	Adequacy	Recommendations
	Institutional capacity should be assessed as a means of supporting good governance and direct realization of: MDG 1 – Reduce poverty and hunger			
	MDG 3 – Empowerment of women MDG 7 – Ensure environmental			
	sustainability MDG 8 – Developing a global partnership for development			
1.1	Ratification of international agreements and standards.			
1.2	Achievement of an effective and comprehensive legal framework for implementing conventions to which the country is a party.			
1.3	Effective maritime administration: Is there a dedicated, well-resourced governmental or semi-governmental unit responsible for maritime administration?			
1.4	Institutional capacity to monitor enforcement of laws as flag State (e.g., an inspectorate, coastguard).			
1.5	Institutional capacity to monitor enforcement of laws as port State (e.g., an inspectorate, coastguard).			
1.6	Legislation on safety of non-Convention vessels including domestic passenger vessels and ferries.			
1.7	Legislation on protection of fish stocks by security infrastructure.			
1.8	Dedicated maritime budget.			
1.9	Inspectors: how many? Sufficient for requirements?			
1.10	Coastguard/marine policing capacity.			
1.11	For landlocked countries: do agreements exist that facilitate transport through transit corridors?			
1.12	Ability to enforce legislation and regulations through due legal process.			
1.13	Investigative and police resources, coastguard.			
1.14	Prosecutorial resources.			
1.15	Courts and dispute resolution (specialized courts of enquiry or Admiralty courts, or sufficient capacity within general courts and dispute resolution procedures).			

Type of Capacity	Criteria	Priority	Adequacy	Recommendations
1.16	Maritime lawyers: are there specialist maritime lawyers? Are they organized in an association?			
1.17	Completion of voluntary audit.			
1.18	Effective legal framework and governmental administration of coastal zones.			
1.19	Empowerment of women.			

2. Security	Security capacity should be assessed as a means of providing good governance to realize: MDG 1 – Reduce poverty and hunger MDG 3 – Empowerment of women MDG 7 – Ensure environmental sustainability	
2.1	Port facilities and vessels in conformity with ISPS requirements.	
2.2	Adequate port security measures (sufficient police, legal and private security resources).	
2.3	Adequate coastal zone and inland waterway security available for public order and environmental protection.	
2.4	For landlocked countries: do security agreements exist to facilitate transit through transit corridors?	
2.5	Empowerment of women.	

3. Human resources	Human resources capacity should be assessed as a means of realizing: MDG 1 – Reduce poverty and hunger MDG 3 – Empowerment of women MDG 6 – Combat HIV/AIDS MDG 7 – Ensure environmental sustainability	
3.1	Sufficient literacy, numeracy and IT skills of all staff at all levels?	
3.2	Do foundation skills exist to move to higher level skills?	
3.3	If needed, are skills remedial programmes available to maritime transport personnel?	
3.4	STCW certificates or local equivalents held as required by seafarers, port personnel: Is there a register of seafarers? Are seafarers required to register?	

Type of Capacity	Criteria	Priority	Adequacy	Recommendations
3.5	Managerial and technical competency of staff engaged in shipping and logistics management, e.g., compliance with IMO, ILO, give example. ISO certification?			
3.6	Maritime training and education institutions for seagoing skills: Quantity, quality, placement record of graduates?			
3.7	Does training for seagoing personnel include HIV/AIDS awareness?			
3.8	Maritime training and education institutions for shipping and logistics management: Quantity, quality, placement record of graduates?			
3.9	Do formal and informal networks exist to assist seagoing and shoreside graduates in finding employment with international private sector companies?			
3.10	Empowerment of women in training and education: students and candidates.			
3.11	Empowerment of women in training and education: staff and management.			

4. Economic	Economic capacity should be assessed as a means of realizing: MDG 1 – Reduce poverty and hunger MDG 3 – Empowerment of women MDG 8 – Developing a global partnership for development		
4.1	Evaluation of the following resources should include public and private sector organizations. For example, if port authorities systematically plan for future requirements, governmental overview may suffice without the need to duplicate the activity.		
4.2	Ports: is there a dedicated, well-resourced public or private organization for each port?		
4.3	Efficiency, including freight costs, connectivity, port congestion, delays, cargo losses.		
4.4	Infrastructure and equipment performance: capacity versus current and forecast requirements, utilization, preventive maintenance, readiness, down time.		
4.5	Value-added processes: does the sector assist end users with logistics and supply chain management?		

Type of Capacity	Criteria	Priority	Adequacy	Recommendations
4.6	IT capability and use in operations, commercial and general management functions.			
4.7	Does sufficient intermodal access to ports exist? Are bottlenecks identified? Is there a plan to remove them?	t? Are bottlenecks identified? Is there		
4.8	Are facilitation procedures in place to reduce customs and inspection delays?			
4.9	For landlocked countries: Is transit corridor capacity sufficient?			
4.10	For landlocked countries: are facilitation procedures in place to expedite transit through transit corridors?			
4.11	Evaluation of performance: is there a systematic evaluation of current performance as described by above-mentioned economic criteria?			
4.12				
4.13	Are there research institutions to improve performance in maritime transport?			
4.14	Shipping: Shipping of various types is sufficient to serve economic activities.			
4.15	Insurance: sufficient insurance is available to support economic activities at reasonable cost.			
4.16	Empowerment of women.			
	Indicators used to track economic progress include:			
	freight costs as % of GDP;			
	liner service connectivity index;			
	port congestion, congestion charges, demurrage cost;			
	avoidable cargo losses due to inefficient handling and inadequate storage;			
	facility utilization and readiness;			
	customs and inspection procedures: time requirements; and			
	fishing output as proportion of sustainable limits.			

Type of Capacity	Criteria	Priority	Adequacy	Recommendations
5.	Environmental capacity should be			
Environmental	assessed as a means of realizing:			
	MDG 3 – Empowerment of women			
	MDG 7 – Ensure environmental			
	sustainability			
5.1	Suitable legal framework consistent with international agreements for ports and coastal zones.			
5.2	Institutional capacity to monitor the			
	environment (e.g., an inspectorate).			
5.3	Institutional systems to prevent, prepare for and respond to pollution from maritime-related incidents.			
5.4	Sufficient pollution prevention, control and clean-up equipment available?			
5.5	Sufficient training for pollution prevention, control and clean-up among responsible personnel?			
5.6	Ability to enforce environmental regulations through due legal process.			
5.7	Is the country a member of an MoU on port State control?			
5.8	Sufficient salvage capacity available?			
5.9	Empowerment of women in environmental agencies.			

6. Safety	Safety capacity should be assessed as a means of supporting good governance and direct realization of: MDG 1 – Reduce poverty and hunger MDG 3 – Empowerment of women MDG 7 – Ensure environmental sustainability	
6.1	Are there dedicated resources performing at best practice levels for the following areas?	
6.2	Workplace health and safety.	
6.3	Aids to navigation and lighthouses: Is there a dedicated authority? Are aids to navigation well maintained?	
6.4	Nautical charts and hydrography: Are high quality charts readily available in paper and electronic format?	
6.5	Pilotage services.	
6.6	Tugboat services: are there sufficient resources for safe docking and transit of ships? Is emergency towage feasible?	

Type of Capacity	Criteria	Priority	Adequacy	Recommendations
6.7	Vessel traffic control services: Are they needed? At what level? Is an appropriate level of hardware (e.g., radar, communications) and software (requirements, procedures) in place?			
6.8	Marine and port fire prevention and fire-fighting services.			
6.9	Marine cargo surveyors: are there sufficient public and private resources available for safe cargo loading?			
6.10				
6.11	Search and rescue.			
6.12				
6.13 Ship registry: do vessels meet national, international, and class requirements?				
6.14	For non-Convention vessels including passenger, ferry and small fishing vessels: do vessels meet national safety requirements?			
6.15	Salvage: is sufficient salvage capacity available?			
6.16	Dredging: is sufficient dredging capacity available?			
	Indicators used to track safety include:			
	<i>Reduction of accidents, injuries, and deaths in maritime transport.</i>			
7. Outreach to	Outreach to women capacity should be			
women	assessed as a means of realizing: MDG 3 – Empowerment of women			
7.1	Is there measurable progress in outreach to women and employment of women in the individual sectors?			
7.2	Indicators used to track outreach to women include:			
7.3	number of women enrolled in training institutions;			
7.4	number of women employed in positions at sea; and			
7.5	number of women employed in positions in staff, middle management, and senior management ashore.			

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Type of Capacity	Criteria	Priority	Adequacy	Recommendations
8. Public awareness	Is there a maritime culture in the country? Is the public aware of maritime transport as an important sector and a career option?			
8.1	Are there public awareness tools such as maritime museums? How many? How successful are they?			
8.2	Empowerment of women.			

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ANNEX 2

MARITIME CAPACITY ANALYSIS

1. The Maritime Capacity Analysis (MCA) is a recommended tool that can be utilized by individual countries to analyse and assess level of maritime capacity¹, as a means of identifying maritime capacity deficiencies² that require attention in order to realize full potential and a meaningful contribution by the maritime sector to poverty reduction and to the broader economic development of the country.

2. The tool has an audit element and the output can be used in benchmarking processes. The key requirement is to provide a systematic, ongoing tool that can be used to analyse the existence, and the levels, of maritime capacity in specific areas of maritime transport. The information obtained during the analysis process will feed into the Maritime Capacity Checklist for purposes of monitoring progress in addressing hindrances to maritime capacity development and or enhancement.

¹ Maritime Capacity is the resources and activities (including shipping, ports, intermodal access to shipping and related support services) required for safe, secure and environmentally sustainable maritime transport.

² Maritime capacity deficiency is the lack or inadequacy of the maritime capacity necessary for a country's development needs.

MARITIME CAPACITY ANALYSIS (MCA)³

.1 Aids to navigation

Q	Quantity and typ	be	Year commissioned	Expected period of replacement	Budget position/status	Findings
	Туре	Quantity				

.2 Coastguard infrastructure

Structure of institution	Type and quantity of equipment	Expected period of replacement	Budget position/status	Findings
Attach organigram	Type Quantity	Type Year		
How many incidents did you handle in the past to current year?				

.3 Court of enquiry

Structure of institution: ad hoc	Year commissioned	Staff profile and number	Budget position/status	Findings
or permanent				
		Professional		
		Non		
		professional		
How many cases have you				
handled in the past year?				

³ MCA is a strategic tool for identifying and analysing the existence and levels of the maritime resources and activities necessary to achieve efficient, safe, secure and environmentally sustainable maritime transport.

.4 Dedicated maritime budget

Is there a dedicated maritime budget?	Budget Items	% split betwee operational expe		Shortfall amount and source of budget		and source of	Findings
Yes No		Overhead	Operational	Public	c I	Private	
Did you register a surplus/ deficit and/or underspending on your budget at the end of the previous year?							

.5 Women empowerment

	How many women occupy key						
employment of women across	positions in the sector?						
institutions?		Profile		1	Leadership		Findings
		Category	Quantity		Category	Quantity	
Do you have instruments to	Is there a women's association						
monitor achievement of equal							
opportunities and gender							
balance in the sector?							

.6 Inspectors

Do you employ inspectors in								
your administration?	Breakdown		Specializati	on		Qualification		Findings
	Category	Quantity	Area	Quantity		Formal	Informal	
					Ĩ			
How many inspections have you								
conducted in the past up to the								
current year?								

.7 Legislation

./ Legislation				
Do you have any legislation	What areas of maritime	Who drafted or prepared your	How long is the legislative	Findings
regulating the maritime	transport are regulated?	legislation?	passage up to the point you	
industry?			implement legislation?	
		How long is the tradition of		
		your maritime law?		
			1	

.8 Lighthouses

	8					-			1				
Quantity,	type and loc	ation]	Purpose of use	rpose of use Institu		Institutional framework		Budget position			Findings	
Туре	Quantity	Year		Nautical only	Nautical and other		Ministry	Agency		Private	Public	PPP	
					ottier								
•													

.9 Maritime administration

Institutional structure	Functional responsibilities	Staffing profile	Equipment and systems	Findings
Ministry Agency	Marine Maritime, including ports and	Professional Non professional	Type of Systems equipment	
Budget Allocated by Levies and Ministry fees	other			
Have you made technical input to the work of IMO?				

.10 Maritime culture

Estimated length of tradition	Do you have seamen's clubs?	Are maritime matters part of the school curriculum?	Do you have a dedicated ministry or part of the transport ministry?	Findings
What are the main uses of your ocean territory?FishingNavigationTourism and leisureTradeTransport route(s)	Do you have national maritime days and national maritime symbols?			
What activities did you hold this year in recognition of your maritime culture and tradition?	What is the attitude and contribution of the media in promoting the industry?			

.11 Ocean territory

What resources do you have in	What are the main uses of your	Is there a framework for ensuring	What is the governance	Findings
your ocean territory?	ocean territory?	that landlocked countries have	structure of your ocean	
		access to the resources at sea?	territory?	
			Under a Multiple	
			single ministries	
			ministry	
	sustainably harvest the	protect your ocean territory's		
	resources of your ocean	wealth?		
	territory?	Equipment Systems Budget		

.12 Maritime lawyers

How many maritime lawyers are practising in the sector?	Specialization numbers Public	breakdown in	Maritime associ	ation structures General	Where do most o maritime lawyers ge training? Locally Abroad	t their	Findings
	Tublic	Commerciar			Locally Abloa	1	
How many cases were handled in the past year?		· · · · · · · · · · · · · · · · · · ·					

.13 Maritime training and education

Institutional framework	Breakdown of national	Courses/course material	Other institutions where you	Findings
	institutions	Own Other	train maritime experts	
	Institution Quantity	(national) (foreign)	Regional Abroad	
	Schools			
	Colleges			
	Universities			
	Other			
	Did you run any conferences o			
	seminars?			
Did you conduct any	What was the pass rate in each			
examinations?	category of institutions?			

.14 Hydrography

Institutional framework	Qualification of hydrographer	Status of surveys	Equipment and systems	Findings
	National Regional Abroad	Current Frequency Next survey	Qty. Type Type of of Sys. Equip.	
Type of charts produced Paper Electronic	Do you participate in a regional facility for hydrography services? Region Type of service			

.15 Pilotage services

Do you provide pi	ilotage	Institutional fran	nework	Equipment and	quantity	Whe	nere do you tr	ain your pilots?	Findings
services?						Na	ationally	Abroad	
Compulsory Optional	1	Agency	Private	Boats	Helicopter				
How many pilotage move	ements	How many inc	cidents did you						
were made in the past year	r?	handle this year	r and how were						
		they handled?							

.16 **Pollution prevention**

Do you have a pollution prevention strategy?	What is the institutional framework for the provision of services?	Vulnerability status - how exposed is your coast to potential polluters?	Monitoring equipment Type Qty	Findings
	Agency Ministry Various ministries			
How many incidents have been recorded in the past year? Major Minor	Pollution prevention and abatement plan	Do you have equipment to handle disasters?		

.17 Port authority

]	Institutiona	l framewor	rk	Functional respo	onsibility	Equipment		Systems		Findings
	Ministry	Agency	Agency	Marine	Landlord	Туре	Qty	Туре	Qty	
			per							
			port					L		

.18 Port State control

What is your port State control	Do you have dedicated port	Do they specialize and, if so, is	Are you a member of any	Findings
regime?	State control inspection	the specialization based on the	Memorandum of Understanding	
	officers?	following?	on port State control and do you	
		Type Size	follow any form of	
			benchmarking?	
			Name Year joined	
How many inspections?	How many detentions?			

.19 Ports including ship repair facilities

What is the overall contribution	What facilities does your port	What is the depth of each of	What is the type of cargo moved Findings
of the port sector to the	provide?	your ports?	by your ports and how much of
economy of your country?			that is export and, or import?
			Type Outbound Inbound
			of
			cargo
	List industries supported by	What is the capacity of your	
	your ports	port repair facilities, if any?	
How many ships visited your			
facility for repairs?			

.20 Research

oes it have a research agenda?	How is this centre resourced?	How is it structured?		Findings
		Stand alone	University	
0	es it have a research agenda?	es it have a research agenda? How is this centre resourced?	es it have a research agenda? How is this centre resourced? How is it structu Stand alone	

.21 Seafarers

izi bealaicib				
How many seafarers do you	What is their qualification and	Do you have national or	What is the percentage of your	Findings
have in your register?	where was it obtained?	regional training facilities where	national seafarers employed by	
		you train your own seafarers?	the world fleet?	
Do you have any register at all?				
	Do you have crewing		Do you have a register of	
	companies and are they required		seafarers?	
	to register under national			
	legislation?			

.22 Search and rescue

What is the size of your SAR	Do you have a dedicated	Do you have trained search	Do you have SAR assets?	Findings
region?	MRCC?	mission co-ordinators?	Please list:	
		Where do you train your	Do you have any SAR system	
		officers?	software and where was it	
			purchased?	
How many incidents have been				
handled by the MRCC in the				
past up to the current year?				

.23 Security

	Do you have any form of maritime surveillance system?	Do you have an EEZ including a territorial sea patrol vessel?	Do you have any physical security at any of your ports?	Findings
Do you have a general policy on maritime security?		Are you part of a regional coastguard network?		
Do you have maritime security legislation?	How many security breaches have been reported and or detected in the past up to the current year?			

.24 Ship register

-ar ompregister				
How many ships do you have in	What is your competitive edge	What incentive do you give to	What is the direct contribution	Findings
your register?	in ship registry?	shipowners to register under	of your ship register to the	
		your flag?	national economy?	
How many new ships have				
joined your flag in the past two				
years?				

.25 Maritime and shipping policy

Do you have a maritime policy?	Do you have a shipping policy?	How often is it reviewed?	When is the next scheduled review?	Findings
		Do you have a dedicated policy research capacity?		

.26 Ships including ship building

Do you have ships in your	Size and type of ships	What is their contribution to the	What is the industry/	Findings
register?		national economy?	administration's opinion of your	
			flag?	
What is the percentage of your				
own nationals employed on				
vessels under your flag?				
	What percentage of your fleet is	How many were surveyed in the	Do you have shipbuilding	
	foreign flagged?	past year?	capacity?	

.27 Surveyors

How many surveyors are under your employ?	Where did they obtain training?	their	Do they specialize in any particular area?	transparency and a corruption-free	0
				inspection service are provided?	
How many salvage activities					
and incidents have been handled					
in the past two years?					

.28 Dredging

Do you have a dredging capacity?	How often do you undertake dredging of your port?	Do you have dedicated dredging equipment per port?	Do you have an environmental policy consideration with regard to dredging?	Findings
Where is this capacity drawn from?				

.29 Maritime Communication

What communication systems does your country provide?	Institutional framework	At what cost a communication provided?	Do you participate in any regional maritime communication scheme and or network?	Findings

.30 Salvage

What resources do you control?	How are these resources	Are these resources shared with	What types of asset do you have	Findings
	provided (private or public and,		and how many are they?	C
	or PPP arrangements)?			

.31 Shipping

Institutional framework	What shipping activities and/or	Do you have industry	What shipping capacity does	Findings
	services does your country	associations and are they part of	your industry have to support	
	provide?	a global organization with	the global maritime industry?	
		similar objectives?		
What is your shipping policy?				

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.32 Systems Do you have other systems that Do you have a regional What the What benefits does it provide is financing Findings framework for co-operation? you run in support of the mechanism of this system? to your country and the region? maritime industry? Year Name commissioned How integrated are these How do they support SAR, and systems? safe, secure and environmentally sound maritime transport and shipping?

.33 Dispute-settlement mechanisms

Do you have dispute-settlement	On what type of matters is this	What are the levels of your	How quickly are disputes	Findings
mechanisms?	mechanism applied?	dispute-settlement mechanisms?	resolved?	
What is the budget?	What is the venue for handling			
	disputes of significance?			
	National Regional Abroad			
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.34 Insurance

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