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

CAPACITY-BUILDING DECADE 2021-2030 STRATEGY

THE ASSEMBLY,

RECALLING Articles 2(e), 15(k) and 43(a) of the Convention on the International Maritime Organization concerning the functions of the Organization, the Assembly and the Technical Cooperation Committee, respectively, in relation to the facilitation and promotion of technical cooperation,

RECALLING ALSO 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*, as well as the relevant documents of the Council and the committees on the organization and method of their work,

RECALLING FURTHER resolution 70/1 adopted by the United Nations General Assembly, entitled *Transforming our World: the 2030 Agenda for Sustainable Development*, in which it adopted a comprehensive, far-reaching and people-centred set of universal and transformative Sustainable Development Goals and targets, and reaffirmed its commitment to working tirelessly for the full implementation of this Agenda by 2030, and its commitment to achieving sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner,

RECALLING IN PARTICULAR the adoption of resolutions A.1149(32) on *Revised Strategic Plan for the Organization for the six-year period 2018 to 2023*, A.1126(30) on *Linkages between the technical assistance work of IMO and the 2030 Agenda for Sustainable Development*, A.1127(30) on *Guiding principles of IMO's Integrated Technical Cooperation Programme in support of the 2030 Agenda for Sustainable Development*, and A.1167(32) on *Revised financing and partnership arrangements for an effective and sustainable Integrated Technical Cooperation Programme*,

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,

RECOGNIZING the important role that a safe, secure, environmentally sound, efficient and sustainable shipping through cooperation plays in the sustainable development of all States and the achievement of the Sustainable Development Goals,

RECOGNIZING ALSO the benefits that meeting the Sustainable Development Goals will provide to international shipping and the development of Member States' national maritime strategies,

BEING CONVINCED of the need to assist Member States including developing countries, in particular least developed countries and small island developing States, to adopt, implement and comply fully with IMO instruments; and achieve the maritime aspects of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals, through support to robust national maritime policies and strategies predicated on harnessing the full potential of the blue and maritime economies,

BEARING IN MIND that a number of IMO instruments contain specific provisions requiring Parties to support other States through technical cooperation,

ACKNOWLEDGING with appreciation the initiative of the Secretary-General in proposing a comprehensive and structured technical cooperation strategy as a clear priority for the Organization towards 2030,

ACKNOWLEDGING ALSO with appreciation the work of the Technical Cooperation Committee in reforming comprehensively the technical cooperation strategy of the Organization in order to support the uniform implementation and enforcement of global maritime standards and to support wider United Nations initiatives in a pragmatic and cost-effective way,

HAVING CONSIDERED the recommendations of the Council at its thirty-fourth extraordinary session,

1 APPROVES the Capacity-Building Decade 2021-2030 Strategy, 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 Capacity-Building Decade 2021-2030 Strategy; and
- (d) the work streams setting out the areas of particular strategic focus for the period 2021 to 2030;

2 REQUESTS the Secretariat to establish a work plan for the appropriate implementation of the Strategy, including the development of key performance indicators, and to report regularly to the Technical Cooperation Committee;

3 URGES the Organization's development partners to acknowledge and respond to the direct relationship between IMO's regulatory and technical cooperation work and achieving the Sustainable Development Goals and, accordingly, to give increased priority to the maritime sector within national and multilateral development aid programmes;

4 URGES Parties to IMO instruments that require the provision of technical cooperation to fulfil their commitments;

5 INVITES Member States and partner organizations to use IMO as the mechanism for coordination in relation to technical cooperation in the maritime sector, so as to prevent the duplication of effort and resources, and thereby ensure the maximum impact of the assistance being provided and the effective promotion of IMO objectives;

6 REAFFIRMS its mandate to the Technical Cooperation Committee to devise effective and innovative means of attracting and securing further financial and in-kind support for the Integrated Technical Cooperation Programme (ITCP), and, in this context, invites Member States and the Secretariat to contribute to such work;

7 INVITES Member States, the industry and partner organizations to continue, and if possible, increase their support for the ITCP and maritime technical cooperation generally;

8 REQUESTS the Technical Cooperation Committee to assist the Secretariat to keep the strategy under review and recommend changes, as appropriate, for the Committee's consideration.

Annex

CAPACITY-BUILDING DECADE 2021-2030 STRATEGY

Introduction

1 For over 70 years, the International Maritime Organization (IMO) has driven improvements in the safety, security and efficiency of shipping and the protection of the marine environment for the good of all humanity. This has been achieved through the adoption of more than 50 international instruments, complemented by a wealth of codes and guidance addressing all aspects of international shipping. The Organization therefore provides a comprehensive and robust framework for ensuring that IMO Member States and the shipping industry can continue to enable global trade in the years to come in an increasingly safe, secure, environmentally sound, efficient and sustainable way.

2 In addition to its technical and regulatory roles, IMO, as the specialized agency of the United Nations (UN) responsible for regulating international shipping, has a pivotal role in helping Member States to meet wider UN objectives as set out in the 2030 Agenda for Sustainable Development (2030 Agenda) and the Sustainable Development Goals (SDGs);

3 The need to address these distinct work streams is encapsulated in the Organization's vision statement,* which, inter alia, foresees that:

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.

4 The aim of the "Capacity-Building Decade 2021-2030 Strategy" for technical cooperation, as fully detailed in this document, is to assist Member States to achieve full implementation of and compliance with IMO instruments and the 2030 Agenda.

Mission and vision of the Capacity-Building Decade 2021-2030 Strategy

5 Within the context of the Organization's overall mission and vision:

Mission

The Capacity-Building Decade initiative will support Member States in the adoption, implementation and enhancement of compliance with IMO instruments and will address the needs of Member States including issues identified through the IMO Member State Audit Scheme (IMSAS); and achieve the maritime aspects of the 2030 Agenda and SDGs, through a focus on supporting the development and implementation of robust national maritime policies and strategies predicated on harnessing the full potential of the maritime economies.

* IMO's Mission Statement and Vision Statement are detailed in resolution A.1149(32) on *Strategic Plan for the Organization for the six-year period 2018 to 2023*.

Vision

By the end of the Capacity-Building Decade, the majority of IMO Member States including developing countries, in particular small island developing States (SIDS) and least developed countries (LDCs), will have received the support to have:

- .1 developed and implemented national maritime policies that identify key priorities for the development of the maritime sector in order to realize a sustainable blue economy and robust maritime economy;
- .2 developed and implemented national maritime, facilitation, security and gender strategies to support the national maritime policy and which are underpinned by a robust legal framework and subject to Government oversight;
- .3 formulated plans of action that identify the specific actions to be taken including priorities, timelines and sequence of implementation; legislative, infrastructure, training and equipment needs; and roles and responsibilities of all key maritime stakeholders;
- .4 developed mechanisms to coordinate assistance from investors and the international community; and
- .5 implemented fully all relevant provisions of IMO instruments to which they are Parties.

Analysis

6 The evaluation of the Organization's Integrated Technical Cooperation Programme (ITCP) for 2016 to 2019 (the ITCP evaluation), conducted under the auspices of the IMO Internal Oversight and Ethics Office, indicated that the ITCP has been moderately successful in achieving its aims, and highlighted eight key areas where improvements can be made going forward. The evaluation recommended that the Organization should:

- .1 integrate ITCP interventions within larger, multi-year projects;
- .2 develop country partnership plans;
- .3 significantly upscale the Organization's regional presence;
- .4 strengthen TCC's oversight and scrutiny of ITCP needs assessment, strategy and delivery;
- .5 better track, manage and assess learning acquired in workshops;
- .6 develop objective and data-driven criteria for allocating ITCP expenditure;
- .7 help enable maritime issues to be given due weight at the highest political levels; and
- .8 create an online platform to leverage additional third-party resources and better align these with Member States' maritime needs.

7 Subsequent to the evaluation of the ITCP during the 2016-2017 and 2018-2019 biennia, other sources of information and lessons learned have been identified that will be taken into account during the IMO Capacity-Building Decade 2021-2030. These include:

- .1 opportunities identified from operating during the COVID-19 pandemic, including increased possibilities for using e-learning, online courses and remote delivery in a complementary manner, where appropriate;
- .2 lessons identified during the first year of operation of the Department of Partnerships and Projects (DPP) and its actions to enhance and strengthen partnerships with external stakeholders and donor agencies to tackle some of the major global challenges which impact the maritime world. These include coordinating long-term donor-funded projects, as well as implementing IMO's resource mobilization strategy;
- .3 the recommendations of the Committees, Sub-Committees and other organs of the Organization;
- .4 the recommendations of the Functional Review Funds Management Working Group with respect to programming of technical cooperation activities; and
- .5 the Working Group on the 2030 Agenda for Sustainable Development and the Correspondence Group on Measuring the Impact of Technical Cooperation in Training and Capacity-building, established by the Technical Cooperation Committee.

Strengths, weaknesses, opportunities and threats (SWOT) analysis

8 A SWOT analysis also informs the development of the IMO Capacity-Building Decade 2021-2030. The key internal strengths and weaknesses and external opportunities and threats to IMO's current technical cooperation programme are summarized as follows:

Strengths:	Weaknesses:
<p>Proven track record, legitimacy of IMO, access to expertise, global maritime training institutions (World Maritime University (WMU) and IMO International Maritime Law Institute (IMLI)), recent successful programmes, well-established partnerships, UN inter-agency cooperation, flexible staff that can benefit from opportunities to enhance skills to meet the current demands and changes in processes.</p>	<p>Reactive, non-thematic, activity-focused rather than programmatic/strategic, agenda set by recipient or donor, insufficient analysis of common shortcomings, focus on tactical over strategic, funded as aid not investment, piecemeal approach to complex issues, focus on maritime authorities vs whole of government, internal divisions at IMO, underutilized Regional Presence Scheme (RPO), Junior and Senior Professional Officers (JPO and SPO) and UN Volunteer (UNV) schemes underutilized, ship-focused rather than wider maritime-focused agenda, lack of sustainability, internal bureaucracy, need for TCD staff to develop a deeper programme planning and management capability, lack of a results framework with meaningful and measurable indicators.</p>

Opportunities:	Threats:
IMO as a central part of wider UN maritime-related initiatives and ocean governance structure, alignment with the 2030 Agenda for Sustainable Development, the UN Decade of Action to deliver the Global Goals, the UN Decade of Ocean Science for Sustainable Development, the Post-2020 Global Biodiversity Framework, tapping into the UN Sustainable Development Cooperation Framework (UNSDCF) and country teams for access to funding, UN delivering as one, closer work with WMU and IMLI, enhanced knowledge sharing with IMO delegates, civil-military cooperation, wider education and advocacy, build open long-established partnerships with the UNEP Regional Seas Programmes, expansion of some Maritime Technology Cooperation Centres (MTCCs), public-private partnerships, resource mobilization.	Agenda set by maritime authorities not governments, unsustainable funding, economic impacts to funding post-COVID-19, confused mandates, lack of commitment to long-term projects, low profile of the maritime sector, invisibility of IMO at UN, Regional Economic Communities do not prioritize maritime, competition between UN agencies.

Overarching principles for the Capacity-Building Decade 2021-2030

9 The Capacity-Building Decade initiative identifies the directions on which the IMO Secretariat will focus in the period 2021 to 2030. The safety and security of life at sea, protection of the environment, and supporting world trade all depend on the competence and professionalism of the personnel employed or engaged in the maritime sector, at sea and ashore, who need to have the relevant skills and understanding to ensure that IMO instruments are effectively reviewed, developed, implemented, applied and enforced.

10 Particular attention will be paid to the needs of developing countries, especially the special needs of SIDS and LDCs.

11 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, the maritime industry and other bodies in the UN system will continue working together to strengthen the path towards sustainable development.

12 As IMO continues to assist Member States to adopt, implement and comply fully with IMO instruments, and achieve the maritime aspects of the 2030 Agenda and SDGs, the following work streams (WS) set out the areas of particular strategic focus for the period 2021 to 2030:

- WS 1 Reform and streamline IMO's internal organization for delivery of technical assistance;
- WS 2 Support Member States in maritime development;
- WS 3 Enhance the Regional Presence Office (RPO) Scheme; and
- WS 4 Strengthen the global training and development network.

These work streams will also support the establishment of baselines of the current situation and facilitate carrying out before and after exercises to measure and report progress.

WS 1 Reform and streamline IMO's internal organization for delivery of technical assistance

13 Technical cooperation is an organization-wide function with all divisions and departments playing pivotal roles in its development and delivery. It is therefore vital that IMO technical cooperation activities be coordinated in an efficient manner.

14 To this end, the Director of the Technical Cooperation Division will establish a coordination committee within the Secretariat to oversee the development, prioritization, and implementation of the Organization's technical cooperation activities and policies. The aim is to enhance coordination, cooperation and communication between all Divisions and Departments of the Secretariat with respect to their technical cooperation-related functions and to better advise the Council, the Technical Cooperation Committee, other IMO Committees and the III Sub-Committee on ways forward.

15 Focus areas will include the development of criteria to establish baselines for the measurement of progress, the identification of new and emerging issues identified by the IMO committees, lessons learned from the IMSAS Audits including common failings, resource mobilization needs and opportunities, programme coordination and project management issues, common technical support needs and assessments of effectiveness.

16 Building on the findings of the ITCP Review and the recommendations of the Functional Review Funds Management Working Group, the IMO Capacity-Building Decade 2021-2030 strategy will embrace concepts such as "needs-based" planning based on input from data analytics, country requirements, and other sources; thematic-led rather than regional-led programming; developing "results frameworks" that define objectives and outputs; and better engagement of Member States in the planning process. This would be supported by the development systems to allow for improved analysis, forecasting, planning and monitoring.

17 The structure of the Technical Cooperation Division will thus evolve to accommodate any new strategic and policy directions. Such changes will reflect the move away from regional focus (currently the sections within the Division are primarily organized by regions) towards a service offering that is thematic, in order to strengthen the depth of expertise and improved delivery and support to Member States.

WS 2 Support Member States in maritime development

18 Perhaps the biggest challenge to sustainable maritime development is the failure of governments to appreciate the value of the maritime transport sector and of the wider blue economy. Political will and national organization are key, and consistent with its Vision Statement, the Capacity-Building Decade initiative will engage and facilitate Member States' commitment to maritime development in five key areas:

- .1 Assisting Member States to develop their own national maritime policies and national maritime transport, facilitation, security and gender strategies to support the national maritime policy. Actions will include supporting Member States in conducting their own needs assessments, identifying key priorities for the development of the maritime sector in order to realize a sustainable blue economy and robust maritime economy, establishing baselines for going forward, articulating action plans, enhancing national inter-agency

- cooperation, raising their maritime profile within wider national development policy, and promoting a whole-of-government approach for a safe, secure and environmental responsible maritime industry.
- .2 Working with national legislators to assist them to develop and draft national legislation to implement IMO treaties and regulations. This will include engaging with IMLI to support national maritime authorities and other national maritime governance institutions, paying special attention to the specific economic development stage and geographical characteristics.
 - .3 Capacity-building of national maritime institutions. IMO will assist Member States to improve the capacity of their national maritime institutions based on needs assessments and priority identification, and to develop jointly tailor-made programmes and projects on policy setting and technology transfers, training and development.
 - .4 Developing new partnerships between Member States, investors and development partners, and enhancing existing ones in order to mobilize resources of any kind to support capacity-building, including to support longer-term project-based interventions. A particular focus will be on encouraging cooperation between SIDS and LDCs in sharing lessons learned, technical know-how, and best practices. There will also be a strong focus on strengthening south-to-south cooperation, for example promoting a "South Atlantic coastguard functions forum" to leverage assistance, and expertise from Latin America to countries in West and Central Africa.
 - .5 Situating maritime development within wider UN initiatives, including those related to the 2030 Agenda and the SDGs, the sustainable blue economy, environmental issues and post-COVID-19 response. IMO will promote the maritime agenda within wider national agendas through participation in the activities of UN Country Teams, UNSDCF and other international and regional initiatives. Focus areas will be on promoting the benefit of the maritime sector, leveraging funding through participation in multisector development projects, raising awareness of IMO regulations, developing baselines for further development and tracking progress made. Another focus will be to reignite existing regional maritime development focused initiatives such as the Yaoundé Code of Conduct and the Revised Djibouti Code of Conduct, in cooperation with other competent UN agencies, and regional economic communities.

WS 3 Enhance the Regional Presence Office (RPO) scheme

19 Taking into account the clearly expressed support of the Technical Cooperation Committee for expanding the RPO scheme and the recommendations of the ITCP evaluation on the need to strengthen the functions, responsibilities, staffing and geographical coverage of the RPO Scheme, the expansion and reform of the Scheme will form a cornerstone of the Capacity-Building Decade initiative.

20 Going forward, the RPOs will be important points of contact in assisting IMO with respect to the assessment of the technical cooperation needs of Member States and for leveraging local expertise and support in providing solutions, both with respect to IMO instruments and wider maritime development initiatives.

- 21 Potential areas for enhanced interaction by RPOs going forward may include:
- .1 fuller engagement with Member States in support of their planning processes, for example development of national maritime policies and strategies, as outlined in the Vision Statement;
 - .2 support to development of action plans including country partnership plans and taking into account longer-term and end-to-end planning processes;
 - .3 assistance in the development of national governance and training capabilities;
 - .4 clearer understanding of Member States' current positions, establishing baselines and monitoring effectiveness of technical cooperation programmes;
 - .5 closer engagement with regional economic communities and other regional bodies to promote the importance of the maritime sector and wider maritime development;
 - .6 engagement with other UN agencies, international organizations, intergovernmental organizations and non-governmental organizations through UN Country Teams.
 - .7 closer engagement with port State control MoUs with respect to training and data analytics;
 - .8 acting as a regional hub for wider IMO initiatives such as visibility campaigns, for example through engagement with universities, colleges and schools to promote the maritime message (potential tie-in with the IMO Goodwill Maritime Ambassador Scheme); and
 - .9 leveraging financial and in-kind support from donor States in the region.

22 The rate of expansion of the RPO scheme will be determined by the willingness of development partners to invest in the Capacity-Building Decade initiative and for Member States to provide in-kind support. Measures for ensuring success at low cost to the Organization could include provision of office accommodation, equipment and support staff, and secondment of staff at SPO and JPO levels to support particular functions or initiatives. In the longer term, the aim is to make the RPO scheme more financially self-supporting through development of larger and longer-term projects and partnerships, as well as through cost savings by Headquarters staff.

23 In the longer term, the intention is that all IMO Member States will be covered by one or more RPOs.

WS 4 Strengthen the global training and development network

24 Developing, adopting, implementing and complying fully with IMO instruments requires a high level of understanding of maritime issues, not only by maritime authority personnel but also by senior officials in other government departments. A whole-of-government approach and a well-trained work force are essential. Within the context of the Capacity-Building Decade initiative, the overall aim is to improve the access of all relevant personnel to appropriate maritime training and knowledge resources, from national officials engaged in developing new regulations to seafarers and shore staff.

25 Three key facets of this initiative are engagement with WMU and IMLI; evolution of the MTCCs Network; and further enhancement of regional and local capacity by building upon the longstanding partnerships and working arrangements with the UNEP Regional Seas Programme and its Regional Activity Centres (RACs), the Global Initiative programmes, and other relevant institutions.

26 The training of senior maritime authority staff, maritime lawyers and maritime legislation drafters is the task of WMU and IMLI, in cooperation with the Legal Affairs and External Relations Division, and other partner training institutions.

27 In order to address the high-level needs of the Capacity-Building Decade initiative, the aim is to continue to support WMU and IMLI in their ongoing work to provide postgraduate maritime education, including master's and doctoral degrees while aligning closer the strategies of WMU and IMLI with IMO's other training and development goals. In this regard, such activities may include:

- .1 applying the lessons learned from both institutions during the COVID-19 pandemic, especially with respect to developing and delivering e-learning and online distance learning programmes and remote delivery in a complementary manner, in particular, train-the-trainers distance learning programmes;
- .2 working with selected maritime universities to develop modules for inclusion in wider public administration/business/law courses, mainstreaming the role and importance of maritime issues in order to better educate the next generation of policymakers;
- .3 engaging with academic institutions to develop online and remote maritime training courses for countries in their own regions, in local languages;
- .4 developing standard learning packages for maritime human resource development;
- .5 promoting the use of WMU/IMLI staff and graduates as consultants and trainers;
- .6 ensuring that more IMO Secretariat staff lecture at WMU/IMLI to share their expert knowledge;
- .7 developing short courses/training packages that can be used to train graduates in training others (train-the-trainer programmes) and therefore broaden the institutions' reach and sustainability;
- .8 participating in programmes of seminars, short and online courses for IMO delegates/IMO staff/members of the diplomatic community; and
- .9 developing a more structured and focused JPO programme with formal training elements, for the long-term benefit of sponsoring authorities and individual JPOs.

28 The MTCC network has made a significant contribution to promoting technologies and operations to improve energy efficiency in the maritime sector. On completion of its current mission and subject to the continued in-kind support of the host countries, consideration may be given to expanding the scope of some of the MTCCs to include a wide range of

capacity-building activities including research, development and delivery of regional training, while at the same time keeping the energy efficiency focus of the network. Likewise, increased capacity-building and training will be delivered using the existing network of implementing partners, notably the RACs of the UNEP Regional Seas Programme, that are longstanding partners and with whom IMO has established relationships and a proven track record.

29 In order to deliver better operational training at the user level, the Organization will build training and education partnerships with maritime universities and training institutions globally. The intention is to enhance the existing capacities of national maritime training institutions of the world through train-the-trainer projects, development of new courses, and updating teaching and training curricula and exchange of faculties guided and supported by IMO. This will have the added benefit of allowing more training to take place locally, thus reducing time away from the duty station, with consequential savings in work time and travel costs for personnel from SIDS and LDCs.

Periodic review of the Strategy

30 The Technical Cooperation Committee should assist the Secretariat to keep the strategy under review and recommend changes, as appropriate, for the Committee's consideration.

